

East Devon District Council Corporate Strategy (April 2006)

Report on progress during 2006/07

Priority 1:	Achieve thriving, balanced communities
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Outcome 1: Maintain the % of people satisfied with East Devon as a place to live and increase the % of people satisfied with services provided by the Council			
Measure	Lead	Target date	Progress
1. Meet the phasing targets for the development of community infrastructure at Cranbrook, in particular a community hall to be built by the time of the occupation of the 150 th house.	KH	2008	Good progress has being made, including award of £862,000 for community building from the New Growth Point Fund. This aims to construct the community building as the first building in the new community – achieved.
2. More than 60% of general survey respondents are fairly/very satisfied with sports and leisure facilities.	PJ	Dec 2006	67% of respondents to the General Survey conducted in autumn 2006 were fairly/very satisfied with sports and leisure facilities – achieved.
3. Work with the Community Safety Partnership to deal with people's perceptions of crime, which are not related to the reality: <ul style="list-style-type: none"> • Increase by 10% (56% to 66%) the number of people who believe the crime rate has remained the same. • Increase by 10% the number of people, particularly young people, who feel safe when out on their own after dark (baseline to be set in 2006). 	PJ	March 2007	Figures from the Police from research in November 2006 reveal that: <ul style="list-style-type: none"> • the number of people who believe the crime rate has remained the same is 58.2%, an increase of 4% - failed. • the number of people who feel safe when out on their own after dark is 65.4% (from 59% in March 2005), an increase of 11% - achieved.

<p>4. Collate base data at the parish level to enable us to plot on GIS the range of facilities in our settlements to help assess the sustainability of our parishes and plan future interventions. Facilities to plot include:</p> <ul style="list-style-type: none"> • School • Public transport • Place of worship • Shop • Post office • Pub • Village halls that are Disability Discrimination Act compliant • Doctor's and dentist's surgery. <p>In 2007, measure the % of communities within two miles of community facilities and set targets to increase where necessary.</p>	PJ	March 2007	Data collected and mapped – achieved .
<p>5. The number of council tenants who are fairly/very satisfied with the overall landlord service remains in the top 25% of all councils.</p>	PJ	Dec 2006	Overall satisfaction with the service is 86%. National quartile figures for 2006/07 are not yet available to make comparisons with other councils but, if this result was compared with the national quartile figures for 2003/04, it would be in the top quartile for councils – appears to be achieved but awaits confirmation.

Outcome 2: An increasing number and range of appropriate and affordable homes			
Measure	Lead	Target date	Progress
1. Work with the developers involved in the new community plans at Cranbrook to deliver 40% of affordable housing there for East Devon residents.	KH	March 2006	On target, including £13 million grant from Housing Corporation towards provision of 30% of dwellings as affordable – achieved.
2. Work with Town and Parish Councils to identify rural exemption/exception sites that can be used for building affordable homes and complete at least one rural housing scheme a year.	PJ	March 2006	All Town and Parish Councils were contacted and there have been a number of detailed discussions.
3. Thirty extra affordable homes for occupation each year, of which at least twenty should be rented and ten shared ownership, with an increase to 240 units a year from 2008 through the Cranbrook development.	KH	2008	47 units opened this year at Stowford Rise and 106 agreements providing for 10 units for Exmouth Docks, 2 units at Battishorne, Honiton, and funding for 12 units at Salterton Road, Exmouth – achieved.
4. Meet our target response times on housing repair requests for private and council housing.	PJ	March 2006	Private sector Housing: We met our response target on 92% of cases for private sector housing – achieved. Council Housing: Our target of 94% of responsive repairs to be completed within agreed timescales was achieved. We hit 93.31% for the most urgent jobs.
5. Make sure that all houses in multiple occupation meet legal standards by inspecting 60 a year.	PJ	March 2006	This measure was somewhat overtaken by the introduction of licensing for houses in multiple occupation which dictated our inspection programme to meet legal standards. We inspected 42 so, in effect,

			target achieved.
6. Bring twenty empty homes a year in the private sector into use.	PJ	March 2006	26 vacant dwellings were returned to occupation or demolished in 2006/07 - achieved.
7. Increase the % of council homes meeting the Decent Homes Standard to 100% by 2005.	PJ	Dec 2005	Completed – achieved.
8. Measure in 2006, then improve in 2007, satisfaction levels with the Choice Based Lettings System.	PJ	Dec 2006	The Choice Based Lettings System was implemented late and satisfaction levels have not yet been measured, therefore, failed to meet target.
9. 100% of second homes income returned into the East Devon area by Devon County Council is spent on affordable housing.	MW	April 2006	All monies returned to East Devon by DCC have been utilised for affordable housing: <ul style="list-style-type: none"> • In 2004/05 we funded the acquisition of 9 homes at a cost of £729,654. • In 2005/06 we funded the acquisition of 4 homes at a cost of £461,838. The overall sums received have been disappointingly low as a result of DCC's decision to mainstream the second homes money into their social services revenue budget. Achieved.
10. Reduce the number of homeless people in temporary accommodation by 50% from 200 to 100.	PJ	March 2010	On target to date so on course to achieve.
11. Retain our Housing Strategy's 'fit for purpose' judgement.	PJ	March 2007	Not externally reviewed but stock options assessment formally signed off by Regional Government so, in effect, target achieved.

Outcome 3: An increase in the number of 'engaged' communities			
Measure	Lead	Target date	Progress
1. Increase the number of village/town plans from 8 to 18 by 2007.	KH	March 2007	23 parish plans and or design statements now produced – achieved.
2. Increase the number of 'Devon village of the year' and 'Britain in bloom' entries by 5% after setting the baseline in 2006.	KH	July 2008	No response from the parishes and villages to the Council's approaches, therefore, failed to meet target.
3. Expand the Local Democracy Week (LDW) activities with schoolchildren to increase the participation of schools/colleges beyond LDW in a follow up event in April 2006 for all schools.	DL	April 2006	We have built on the success of previous years by involving more schools, we supported the national youth parliament elections in May 06, supported Sidmouth Town Youth Council set up in Oct 06 and introduced our speed dating event in February 2007 - achieved.
4. Increase, by 1% a year, the number of voluntary and community groups registered with East Devon Voluntary Services Agency after setting the baseline in 2006.	PJ	2007	In 2006, there were 147 associated organisations and this has now risen to 169, an increase of 15% - achieved.
5. Increase by 5% the number of people engaged with Leisure East Devon in active leisure, with the baseline to be set in 2006.	PJ	March 2008	Data collection difficult but starting so progressing.
6. Add value to the school curriculum by influencing and contributing to the environmental education of all ranges of children, and measuring this through feedback from the School Headteachers.	KH	2006	We reached 2,167 school children last year in a formal education context. Some of these were in school, but the majority were on location in the field – achieved.
7. Work with the Tenant Customer Panel to review and republish the Tenant Compact by 2007.	PJ	Dec 2007	Work in hand so progressing.
8. Develop the eastdevonunlimited.com site for young people and get 2,000 hits over summer 2006.	PJ/DL	Sept 2006	We increased the number of hits from 200 in Jul – Sep 2005 to 1,260 in Jul – Sep 2006 so we achieved a big

			improvement in hits and although still failed to meet target, plan B in place for 2008.
9. Measure the baseline for levels of community hall/facility use in five targeted facilities and work with local communities to increase use by at least 5% a year.	PJ	March 2006	Completed baseline assessment and further review. Further work required, therefore, failed to meet target.
10. Involve young people in consultation on all significant development and regeneration projects.	DL	March 2008	<p>Consultation undertaken:</p> <ul style="list-style-type: none"> • Unlocking Exmouth schools work continued into early 2006. It involved both primary and secondary schools in decisions on the regeneration area. • Children's Play consultation exercise consisting of at least 2 separate pieces of work with children and families to identify play priorities across the district, one of which was specific to tenants. Findings fed directly into Play bid. • BIAS (BMX, in-line and skate) district-wide event for teenagers to give an insight on how they feel about living in East Devon and what they would like to see developing in the future. • Ongoing Youth Think Tank exploring involvement and perception of young people. <p>Consultation planned:</p> <ul style="list-style-type: none"> • August 2007 will see 5 Play Days involving tenants' children and families via 'Play Days'. • Youth Panel to be set up across the District from September 2007. Initial

			<p>focus on recruitment in regeneration areas.</p> <ul style="list-style-type: none"> • A special focus on Broadclyst and surrounding area to involve young people in Cranbrook. Mechanism to be decided. <p>We are on course to meet target in 2008.</p>
11. Review 100% of our services by April 2006 using the social inclusion tool.	PJ	April 2006	Completed – achieved .
12. An increase in the numbers of over 60s taking up the benefits they are entitled to (achieving more than the 2005 take up campaign of £865,847 additional entitlement)	DP	Dec 2006	The national campaign of 2005, to increase the number of over 60s taking up benefit, was not repeated in 2006-07. Local initiatives to promote benefits were undertaken but no figures are available for the extra sums paid out.

Priority 2:	Take care of and improve our environment
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Outcome 1: Increase levels of satisfaction with parks, open spaces, public places and litter levels			
Measure	Lead	Target date	Progress
1. Meet the phasing and quality targets for sustainable and high quality facilities and open space in Cranbrook.	KH	March 2008	Heads of terms and strategies agreed and sustainability strategy sets target for 16.4% of energy needs to be met from renewable energy and level 3 of the Code for Sustainable Homes. We are on course to meet target in 2008.
2. Maintain Green Flag awards for our parks and the Local Nature Reserve (LNR) at Sidmouth, Exmouth and Seaton and achieve the award for our park in Seaton and one more Local Nature Reserve.	KH	March 2007	Four green flag awards maintained at Holyford Woods LNR; Manor Gardens, Exmouth; Connaught Gardens Sidmouth; and Seaton Marshes LNR– achieved .
3. Improve street cleaning, particularly in Exmouth, to achieve an 8% increase in the national quality standard.	KH	March 2006	We have achieved target for improvement of street cleansing by 8% on the base performance of 32% of streets scoring poorly in 2003/04. Performance has improved such that less than 20% of samples sites are considered poor - achieved .
4. Increase from 69% to 71% the number of general survey respondents who are fairly or very satisfied with the way we keep public land clear of litter and refuse.	KH	Oct 2006	Satisfaction levels with street cleaning increased by 9% points – achieved .
5. Achieve a 90% customer satisfaction rating with our Local Nature Reserves and Schools event programme.	KH	March 2006	The survey will be carried out in 2007/08 – failed .
6. Ensure the quality (safety and hygiene) of places where people	PJ	March	Completed – achieved .

shop, work or spend leisure time by meeting 100% of inspection programme targets.		2006	
7. An increase of 20 in the number of 'smoke free' food businesses, with the baseline being set in 2006.	PJ	March 2007	Completed – achieved.

Outcome 2: A reduction in landfill by increasing the availability of the recycling collection service to 100% of residents and increasing the amount recycled to 27% by March 2007

Measure	Lead	Target date	Progress
1. Enter into a new contract in 2006 to make sure that: <ul style="list-style-type: none"> • 100% of households have a separate collection for recycled rubbish. • 27% of household waste is recycled. 	KH	2006	New contract awarded April 2006 and recycling services available to 100% of households – achieved .
2. Maintain high levels of satisfaction (89% of general survey respondents are fairly or very satisfied with our waste collection service) during the complex transition of the recycling contract in 2006.	KH	March 2007	There has been a modest drop in customer satisfaction with the waste service of 6% points (83%) but given the introduction of a new service with the change of contractor this is understandable. A number of complaints were received either about the failure to receive a bin or failure to collect recycling bin. These transitional issues have been addressed.

Outcome 3: Ensure all new buildings and homes are safe, sustainable, high quality buildings			
Measure	Lead	Target date	Progress
1. Deliver the Design Action plan and promote a “sense of place” through Village Design statements from 10 to 20 parishes.	KH	March 2007	We have achieved 11 in total to date, work is still continuing with the parishes on production of others but performance is largely dependent on the residents of the villages – failed.
2. Ensure new homes built at Cranbrook comply with the master plan, design codes and the ecohomes ‘excellent’ standard.	KH	March 2007	This measure has been achieved with the developers agreeing to level 3 of the Code for Sustainable Homes; this is a slightly higher target than the ecohomes’ very good standard – achieved.
3. Establish and implement a buildings design quality test using Design Awards and peer review.	KH	Oct 2006	Local design panel and design peer review panels have been set up, a presentation has been made to full Council and regular reports are being produced – achieved.
4. Initiate investigation of 20 potentially contaminated high priority sites a year as approved in our Contaminated Land Strategy.	PJ	March 2007	Completed plus further development work – achieved.
5. Undertake flood alleviation and coast protection schemes where the Environment Agency and English Nature have agreed they are a priority.	KH	2006	Flood protection schemes have been carried out in accordance with approved programme – most notable scheme being Exmouth sea wall – achieved.
6. Provide dedicated, accessible and safe public transport, cycling and walking connections to and from major new employment parks and regeneration schemes.	KH	March 2007	This work is in progress and part of the comprehensive development package for Cranbrook - on course.

Priority 3:	Encourage a flourishing local economy
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Outcome 1: Deliver jobs, services and infrastructure to regenerate existing towns and lead to an improvement in the overall wealth of the population			
Measure	Lead	Target date	Progress
1. Deliver the Unlocking Exmouth regeneration project to achieve: <ul style="list-style-type: none"> • A £20-40 million injection of private sector funding • Creation of 300 jobs through this development in 3-5 years • Raise the quality and quantity of leisure and retail facilities (figures and measures to be agreed in 2006) 	KH	2008	The Executive Board has agreed a number of actions for taking forward the development of sites along the sea front; the process for appointing a development partner being the next step. The delivery of the Exmouth Gateway Visitor Centre is progressing and the Council is working with its partners to appoint a project manager and lead consultant. Other issues related to the wider development are more complex and continue to be the focus of attention from the Exmouth Joint Forum – progressing.
2. Deliver the Seaton regeneration project aims to achieve: <ul style="list-style-type: none"> • A £15-30 million injection of private sector funding • Creation of 200 jobs through this development in 3-5 years • Raise the quality and quantity of leisure and retail facilities (figures and measures to be agreed in 2006) 	KH	2008	This programme is on course with an outline planning application having been submitted for the regeneration area. This includes the Seaton Gateway Visitor Centre; principles of a property deal with the Council as land owner and the developer have been established, and proposals for the expansion of Seaton Marshes published – progressing.
3. Adopt the Local Plan by July 2006	KH	July	The Local Plan was adopted by the

		2006	Council in June 2006. Achieved.
4. Deliver sufficient housing and employment land in the Local Development Framework to meet Axminster's needs, with preferred options published in 2007.	KH	March 2007	Consultants, Atkins Ltd, have produced an employment land review that was reported to the Executive Board on 14 March 2007; East Devon Business Forum has set up a working group to work with the Council to assess the robustness of this study. The Study will be used to inform the local development framework documents that will be the vehicle for addressing Axminster's land supply issues – on course to achieve.
5. Identify employment land needs for Honiton, Sidmouth and Ottery St Mary.	KH	March 2007	Consultants, Atkins Ltd, have produced an employment land review that was reported to the Executive Board on 14 March 2007; East Devon Business Forum has set up a working group to work with the Council to assess the robustness of this study. The Study will be used to inform the local development framework documents that will be the vehicle for addressing the employment needs of these settlements - on course to achieve.

Outcome 2: Deliver the new community, and east of Exeter area, as a sustainable settlement			
Measure	Lead	Target date	Progress
1. Deliver the new community at Cranbrook in line with the phasing targets.	KH	2010	The Council is driving the delivery of the new community through the partnership it has signed with Government as a New Growth Point. The Council is working to remove the barriers to delivery through the Steering Board it has set up for the New Growth Point. – on course to achieve.
2. Work with our partners to deliver a Science Park: <ul style="list-style-type: none"> • Supplementary Planning Application (SPD) by 2006 	KH	2006	Atkins have been employed to work with the Council to produce the SPD. An options paper has been out to public consultation and reported to Executive Board in April. The draft SPD will be reported to Executive Board in June. The Council is on course to achieve the SPD this year – achieved.
3. Work with our partners to deliver Sky Park: <ul style="list-style-type: none"> • Revised planning application by end 2005 	KH	2005	A revised outline planning application for Skypark has been submitted and is to be considered by Development Control Committee on 1 May 2007 – achieved.

Outcome 3: Improve the transport infrastructure in East Devon			
Measure	Lead	Target date	Progress
1. Promote an intermodal rail freight facility on the Exeter to Waterloo Rail Line and progress the planning application to determination.	KH	Aug 2006	Outline planning permission has been granted – achieved.
2. Deliver a new train station at Cranbrook on the Exeter/Waterloo railway line.	KH	Dec 2008	Negotiations with Network Rail Wessex's new franchise with South West Trains assumes a new station at Cranbrook, the funding for the new station will be from the developers with £3m secured from the section 106 agreement – on course to achieve.
3. Make improvements to the transport interchange at Exmouth Station.	KH	March 2008	This measure is in large part dependent on progress with Unlocking Exmouth, and in particular the redevelopment of the estuary site which adjoins the station; the Council has resolved not to promote this site for a major retail development. Therefore it is unlikely that this measure will be achieved but it is still too early to reach a conclusion.
4. Support improvements to the A303.	DP	Dec 2006	Ongoing so progressing.
5. Deliver the Clyst Honiton bypass.	KH	March 2009	Full planning permission has been granted for the road, the new community partners will construct the CHPB and everything is on course for early implementation – on course to achieve.
6. Support a partnership approach to deliver the loops on the	KH	March	A partnership bid for £6.4 million to

Waterloo line to improve the timetable.		2008	provide the passing loops from new growth fund was unsuccessful. However, Network Rail have confirmed a passing loop will be provided at Axminster by 2009 – achieved .
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Priority 4:	Provide community leadership and good value for money, customer focused services
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Outcome 1: All stakeholders believe the Council genuinely consults and plays an active role in shaping the future of the District			
Measure	Lead	Target date	Progress
<p>1. Manage and continuously improve our relationships with key local and regional decision makers (Regional Assembly, Government Office for the South West, Regional Development Agency, Devon County Council, Devon and Cornwall Police, Primary Care Trust) measured by:</p> <ul style="list-style-type: none"> • Audit Commission Direction of Travel Statements • Inspections and peer reviews • Comprehensive Performance Assessment government inspection • Successful conclusion of the Local Area Agreement • Achievement of the objectives of the Devon e-Partnership 	MW	March 2006	This is an ongoing target but the most recent Annual Audit and Inspection Letter confirms the good progress that is being made. In addition, the Chief Executive represents the District Council on the new Devon Strategic Partnership Delivery Board which affords the opportunity to maintain and improve the quality of our working relationships with other key partners. Progressing.
2. Lead the completion of the Local Strategic Partnership's Community Plan (PJ) review and put in place the Local Development Framework (KH).	PJ KH	June 2006 April 2008	Community Plan completed – achieved. The Local Development Scheme has been published. This sets out the work programme for preparing the Local Development Framework. On course.
3. Achieve the objectives of our Consultation Strategy, embed the newly introduced Consultation Calendar into our day to day management and consult during 2006 on the Council's priorities.	DL	March 2007	Quarterly meetings with the service consultation representatives now set up, consultation calendar part completed,

			priorities consulted on through the towns and parishes – achieved but with progress still to be made in embedding consultation activity in forward planning.
4. Hold a Scrutiny Committee review of communication then set and meet actions for our communications function.	DL	March 2006	Scrutiny review of communications completed, action plan reported to Executive in July 2006 and progress report due to go to Scrutiny in June 2007 – achieved.

Outcome 2: Deliver faster, better targeted services how, when and where our customers want them			
Measure	Lead	Target date	Progress
1. Set up a Customer Service Centre to respond to 80% of calls at first point of contact.	DL	Dec 2007	The Customer Service Centre was set up on target – achieved. Of the services we have transferred into the Centre, we are able to deal with 91% at first point of contact – achieved.
2. Establish customer satisfaction measures and baseline then set % increase targets.	DL	Sept 2006	Difficulties in recruiting a suitable manager meant we did not have one in place until Jan 2007. Her target now is to achieve the baseline by March 08. Therefore, failed to meet target.
3. E-enable 100% of those services that it is possible to e-enable.	DL	March 2007	By December 2005, we had achieved 100% completion of e-enabled services as described in BVPI 157 – achieved.
4. Develop the Council's website to be fully transactional for all Council services.	DL	March 2007	We set 10 measures to monitor this progress. We have achieved 4, have 2 in progress, have 2 planned and 2 with no progress (see appendix A) - failed.

5. Meet Level 2 of the Equality Standard by 2008	PJ	March 2008	Work in hand so progressing .
6. Complete access audits to improve access to services for disabled people by 2006.	DP	Sept 2006	Completed so achieved .
7. Maintain top 25% performance in the number of general survey respondents who are fairly/very satisfied with the way the Council handles complaints.	DL	Dec 2006	In the General Survey of autumn 2006, 38% of respondents were fairly/very satisfied with the way the Council handles complaints. No comparisons with district councils are currently available but, if we compare our result with those of single tier and county councils, we would feature amongst the top 25% of performers – appears to be achieved but awaits confirmation.
8. Have two flagship services (Building Control and Home Safeguard) which operate on a business model by 2008.	KH/PJ	April 2008	Building Control secured BSI ISO 991 in 2007 and will pursue Charter Mark in 2007/08 – on course . The Home Safeguard business model is working to target – on course .

Outcome 3: Achieve a culture of continuous improvement			
Measure	Lead	Target date	Progress
1. Introduce a Council Business Plan.	DL	July 2006	Achieved.
2. Further develop the performance management framework and achieve better links between the corporate strategy, service plans and individual objectives measured by: <ul style="list-style-type: none"> • Audit Commission Direction of Travel Statements • Achievement of the four top priorities in this Corporate Strategy. 	DL	April 2006	The draft Audit and Inspection letter reported in April 06 to the Executive stated that we have a positive direction of travel and that we now have good monitoring and review processes in place – achieved.
3. Tackle these Best Value Performance Indicators to increase performance from bottom quartile to at least above average by 06/07: <ul style="list-style-type: none"> • BVPI 78a - the average time spent processing new benefit claims • BVPI 78b - the average time it takes to process a benefit claimant's change of circumstances • BVPI 79a - the accuracy with which we calculate benefit claims • BVPI 76c - the number of benefit fraud investigations per 1,000 claimants • BVPI 76d - the number of benefit prosecutions and sanctions per 1,000 claimants • BVPI 12 - the number of working days lost due to sickness absence 	MW	March 2007	The Chief Executive has been monitoring progress with these BVPIs at his regular 121s with Corporate Directors: <ul style="list-style-type: none"> • Performance improved from 41 to 36 days. • Performance marginally down from 19 to 20 days. • 97% achieved up from 93.4%. • Performance same as last year at 34. • At 3.3 significant improvement over last year's performance of 2. • An action plan helped to improve performance from 12.4 in 2005/06 to 9.96 in 2006/07 which was just below the target of 9.59. An action plan has been prepared to achieve an 'above average' target of 8.5 by March 2008.

<ul style="list-style-type: none"> • BVPI 66a - the amount of council house rent we collect based on a proportion of the rents owed • BVPI 203 - the % change in the average number of families placed in temporary accommodation compared with the average from the previous year • BVPI 64 - the number of private sector empty homes that are returned into occupation or demolished as a direct result of action by us • BVPI 109b - the % of minor planning applications determined in 8 weeks • BVPI 109c - the % of 'other' planning applications determined in 8 weeks • BVPI 204 - the number of planning appeal decisions allowed as a % of the total number of planning appeals against refusals of planning applications • BVPI 199 - the proportion of relevant lane and highways assessed as having combined deposits of litter and detritus. 		<ul style="list-style-type: none"> • An action plan commenced last year and has significantly improved performance already but there is further action and progress planned, e.g. direct debit and new procedures for early intervention. • Clear actions have now made this top quartile. This indicator, however, refers to % change rather than numbers in temporary accommodation so we will see diminishing returns from our actions despite a clear programme of work. • Actions have kept this 'above average'. We are preparing an action plan for top quartile performance. • Performance on BVPIs 109b+c is heavily dependent on staffing levels. When we have a full complement of staff we achieve national targets. However, we are reviewing processes to see if further efficiencies can be made but a step change to achieve top quartile performance will require greater staff resources. • The annual performance is above average however a drop of performance towards the end of 2006 has prompted a review of decisions to assess whether corrective action is required. • Performance is improving and Council has agreed further
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			<p>investment in this service for 2007/08 to raise performance out of the bottom quartile and an action plan is being prepared.</p> <p>(NB. Further details on the performance of these and other BVPIs are contained in another report on the agenda, 'BVPIs – comparison of performance, monthly monitoring and action plans'.)</p>
4. Meet the targets of the Council's Improvement Plan.	DL	March 2006	All but three were achieved on target and these were incorporated into the Corporate Strategy – achieved .
5. Improve the performance of Council Tax collection to top 25% by March 2007 and the performance of the Benefits Service to top 25% by March 2008.	DP	March 2008	Council Tax collection rate continues to improve year on year and performance in 2006-07 exceeded the target. The Housing Benefits Service has also improved and the Council has achieved the Department of Works and Pensions' performance standard 3 (on scale 1, poor, to 4, excellent). Progressing .
6. Continue to improve the Planning service to enable it to meet government targets on the speed of processing planning applications (60% of major applications in 13 weeks, 65% of minor applications in 8 weeks and 80% of 'other' applications in 8 weeks).	KH	March 2007	Planning is no longer a standard authority for poor performance in terms of the speed of determining planning applications. However, performance dipped at the end of 2006 when a number of development control posts were vacant. Staffing levels are now up to full complement. The Development Control service will prepare this year for Charter Mark – achieved .
7. Develop effective managers who help our people reach their full potential measured by: <ul style="list-style-type: none"> Human Resource audits 	DL	March 2007	Summing up - we have introduced the Experienced Manager Programme which is further development for managers who

<ul style="list-style-type: none"> • Turnover statistics • Grievance statistics • Succession planning • Staff survey. 			<p>have attended the Core Management Development programme. Additionally, we have introduced the Leadership Programme for Heads and Directors. Grievances have increased from 2 in 2005/06 to 6 in 2006/07. This is anticipated as changes to legislation require individuals to exhaust internal procedures if they wish to progress to a tribunal. Fortunately, we have been able to resolve grievance issues and continue our 3 year track record of no tribunal cases.</p> <p>The HR audits continue to show key processes such as 121s, return to work interviews and reviews are embedded. The Employee Opinion Survey will be sent out this year.</p> <p>Achieved but with progress still to be made.</p>
<p>8. Embed corporate governance work in the culture of the Council, measured in the next Comprehensive Performance Assessment.</p>	DP	2008	Ongoing and progressing.
<p>9. Demonstrate four improvements a year based on shared learning by Heads/Managers.</p>	DL	March 2007	<p>Our Employee Suggestion Scheme has lead to shared ideas and practical improvements to service delivery. We also have a regular shared learning agenda item at Corporate Management Team (CMT). See Appendix B for shared learning improvements-achieved.</p>
<p>10. Achieve Chartermark in our Environmental Health Service.</p>	PJ	March 2007	Completed in advance of the deadline – achieved.

11. Achieve and retain Investors in People for the whole Council.	DL	Jan 2006 and 2009	Achieved in 2006. We are also on course to meet target in 2008.
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Outcome 4: More efficient, business like service delivery which supports the corporate priorities			
Measure	Lead	Target date	Progress
1. Our financial reporting arrangements comply with statutory and professional reporting standards and promote external accountability. Measure: Level 3 of the Use of Resources CPA assessment	DP	March 2007	Level 3 achieved.
2. Manage our finances and assets to achieve efficiency savings and meet our strategic priorities. Measure: Level 3 of the Use of Resources CPA assessment	DP	March 2007	Level 3 achieved.
3. Measure performance against budgets and manage spending within available resources. Measure: Level 3 of the Use of Resources CPA assessment	DP	March 2007	Level 3 achieved.
4. Manage significant business risks and arrangements are in place to maintain a sound system of internal control. Measure: Level 3 of the Use of Resources CPA assessment	DP	March 2007	Level 3 achieved.
5. Maintain a prudent general reserve level of an advisory minimum of 7.5% and an absolute minimum of 5% of the net general fund budget.	DP	Dec 2006	Balanced budget set and reserves maintained at the agreed level. Achieved.
6. Maximise income potential by running all suitable services on a business model by 2010.	DP	March 2010	Fees and charges critically reviewed by a members' TaFF which reported in the summer of 2006. The position will be updated annually. Progressing.
7. Complete full implementation of the Financial Management System and Income Management System and train 100% of mangers in basic financial budgetary principles and the finance	DP	March 2006	System implemented and staff trained. Achieved.

system by 2006.			
8. Implement and update an ongoing comprehensive and prioritised planned maintenance system for the Council's non housing property in 2006.	DP	Oct 2006	All non housing properties have been inspected and a planned maintenance programme produced. This programme is to be updated following further inspections in 2007. Achieved.
9. Produce a business case for the implementation of e-procurement and identify the appropriateness of using a market place or places for the Council.	DP	Dec 2006	This work has been put back to 2007-08 so failed to meet target.

Transactional Website: Progress at April 2007

Ref	Objective	Status	Plans
1	Having "e-forms" technology live enabling customer to book services and communicate from the web site	Achieved. There are many forms available to allow customers to communicate from the website.	The existing forms satisfied the e-enablement objectives of 2005 and the development criteria of local authority websites of the time. However, our ability to handle enquiries from these forms more efficiently has increased with the introduction of the Lagan Customer Relationship Management (CRM) System. We currently have a form in test that will allow the customer to log a case directly into Lagan. Subject to agreement with the Customer Services Manager, the first of these can be operational by Q1 of 2007/08.
2	Customer Relationship Management system live and integrated with website and e-mail	Achieved. Lagan CRM went live in Streetscene in April 2006 and in the CSC in July 2006. New website templates were designed to integrate web content seamlessly with Lagan and integrated e-mail templates have been designed within Lagan.	Development of Lagan functionality will continue throughout the course of the project. Customers will be able to log their own cases in Lagan when the forms above go live and later functionality will enable customers to track the progress of their enquiry online. It is likely that this will be introduced in Q4 of 2007/08.
3	Systems in place for viewing planning decisions and requesting planning permission (Pendleton)	Achieved. This objective was achieved with the web module component of CAPS Uniform (the planning software) linked to Comino document management system.	The Planning Service's CAPS Uniform web module performs solidly but it could be more usable. New CAPS screens have been developed using .Net technology to integrate with Lagan CRM and we're looking to develop our own web front end for CAPS based on the integration in Lagan. This will allow us to present this interactive information within our own branding. Target timescale: Q4 of 2007/08.

Ref	Objective	Status	Plans
4	Single payments system across all website pages and linked to Council finance system	Planned. Payments are currently handled by three separate payment systems relating to individual services.	Back-end technical infrastructure to migrate internet payments to a single system using Capita Payment Portal product has been scoped but installation project has been postponed due to other priorities. Target to pick this up again in Q1 of 2007/08.
5	System in place to book and pay for Leisure resources - Exmouth Pavilion on line and now working on Leisure Centres	Achieved. Systems operational and managed by Leisure East Devon.	No further plans following transfer of Leisure East Devon's ICT support to an external company.
6	Payments system available through touch-tone telephone	No progress.	Due to difficulties in integrating the existing Philips telephone switchboard with the new MacFarlane Automatic Call Distribution (ACD) system in the Customer Service Centre (CSC), and delays in implementing the new payments software, technical resources have been focused in these areas. Further investigations will take place in Q1 of 2007/08.
7	Communicate with customers through text messaging, directly to and from the Customer Service Centre	No progress.	As with touch-tone payments above, other priorities have delayed any research into this facility. To date, we are unaware of any customer requesting the ability to communicate with the council in this way and it was unpopular in Devon County's customer access survey.
8	Identity Management and Authentication system and process live in accordance with government direction with the e-partnership	Planned.	We are committed to progressing identity management with the Government Connect products as part of the Devon Partnership, led by Teignbridge. Delays have been caused by difficulties experienced by the central Government Connect programme. No dates have been set for trials or implementation.
9	Apply for licences and manage investigations across the web	In Progress.	It has been decided not to purchase Lagan's self-service module, which enables customers to log and track their own enquiries, as the skills exist in-house to produce a more elegant, integrated system.

Ref	Objective	Status	Plans
			<p>This will save in the region of £20,000 in capital costs alone. The Environmental Health back office system is being transferred to the CAPS system during the summer. This will create integrated information management between environmental health, planning, land charges and the CSC. In purely cashable terms, this project will be cost-neutral within four years and will bring considerable working efficiencies at the same time.</p> <p>The issue of applying for licences is more difficult, because two teams handle licensing in the council and each uses a separate, unconnected system. A truly transformational solution would involve the joining of these two teams and the unification of their systems. Failing that, the two branches of licensing are unlikely ever to be truly integrated.</p>
10	Integrate GIS mapping services into website to assist customers with logging requests for services	In Progress.	Our corporate geographical information system, GGP, is currently being replaced with the ArcGIS suite from ESRI. GGP was unable to integrate with Lagan CRM. CAPS already used its own version of ArcGIS to provide mapping information. We are currently developing various interfaces to present our corporate geographical data through both the website and Lagan CRM for accurate mapping facilities to go live through both media beginning in Q1 of 2007/08.

Shared learning from Corporate Management Team and Middle Managers Forum during March 2006 – April 2007

1. Several Heads reported on the usefulness of setting up **corporate project teams** to achieve objectives, even where the objectives are for a specific service. Heads are increasingly recognising the value of bringing in expertise from other services to help short term with a particular objective. Examples included:

- Waste and Recycling Group
- Stock options appraisal
- Workstreams for the Customer Service Centre.

2. Decision on car park charges and changes to signs: This decision process had led to confusion on the part of some officers and members. Diccon Pearse to investigate what happened with this decision and report back. In constitutional terms, the only decision making powers are with the Executive Board, Full Council, or through the delegations scheme to officers. Task and Finish Forums (TaFFs) therefore have no decision making powers (and nor do Overview or Scrutiny). Directors need to be aware that TaFFs need lead officers to be responsible for TaFF recommended actions.

3. Demolishing, marketing and working up schemes for public toilet sites: Accepting that the Council had made very difficult decisions about public toilets, the implications of which were still rumbling on, there was a need for officers to be ultra professional in dealing with the residual disposal issues. It was felt that the various strands hadn't been effectively pulled together by anyone. Three Heads of Service were involved, but had not worked together to ensure we avoided bad publicity or political fall out. The Asset Management Forum seems the most appropriate vehicle for leading on any issues like this in future, and they were tasked with offering leadership in any future similar scenarios, with a lead director being named.

4. Podcasting in the Countryside Service: We now have the technology in-house to make podcasts for customers to download onto MP3s, thanks to the innovations introduced into the Countryside Service. Other services expressed an interest in introducing podcasts into their service, for example Benefits and Planning Policy.

5. Communications, dealing with customers and being excellent in both: Mark talked about the customer service excellence training he went on last week (the first of its kind here and will be rolled out to all staff). One of the issues he had for feedback was that the frontline staff on the course had stated that they wished their managers were using the core competencies for customer service officers (such as empathy and respect) in their dealings with them. Something for all of us to think about. Mark shared his learning of thinking he had dealt with the potential first phase Customer Service Centre staff in an empathetic way during informal meetings with them, only to find that some had complained he wasn't taking their concerns seriously enough. Again, something for us all to think about.

6. **Service planning days:** The consensus was that a full day needed to be dedicated to doing our service planning justice. It was a tiring day for the staff involved, but a worthwhile one. We agreed that this year's focus was likely to be:

- Improving BVPI performance
- Understanding and ownership of process mapping and process re-engineering.

We also agreed that it would help all Heads if we used a CMT before the service planning day cycle commenced to run through the slide presentation to be used on the day to make sure everyone had a joint understanding of issues to be covered.

7. **ICE (In case of emergency) numbers** in mobiles. Streetscene programme all their operative's phones with the main switchboard number before handing them out to employees.

8. **Keeping members in the loop.** We talked about the importance of keeping ward members involved in any communication with the Towns and Parishes. Rachel has recently set out for her team all the issues her team deal with where they need to make sure they have considered whether the ward member must be kept in the loop. Other services might learn from this approach as members are increasingly mindful of their need to be kept informed of anything local people and councils might ask them about.

9. **Avoiding silo working.** Peter Jeffs talked about the need to consider what other services can do to help tackle a problem as well as what other organisations can do. His suggestion was to organise a mini case meeting. His example was dealing with anti-social behaviour such as 'boy racer activity' where the Crime and Disorder Partnership, our Environmental Health Team, our Legal Team, our Housing Team, DCC's youth team and the Police might all be able to contribute.

10. **Using the committee report template to best effect.** Rachel Pocock asked all managers to remind their report writers that they should not complete the Legal and Financial Implications sections as these were specifically for the Legal and Financial Heads of Service' observations.

11. John Golding talked about the learning from a recent incident involving one of our contractors. **When employing other companies to do a job for us**, he strongly advised other Heads to:

- ensure that a contract is in place when employing building contractors (regardless of the size of the job);
- use contract conditions to control the work;
- specify the work required (legal and housing officers will strengthen the standard hazardous waste specification, but most specifications of this type are/will be dealt with by specialist consultants);
- ensure that the work is supervised;

- ensure that the tenant has a contact point of a senior officer to report concerns about how the contract is being carried out;
- ensure that any reported concerns are properly recorded against a particular contractor/property, and dealt with promptly with appropriate follow up;
- refer the contractor to the Environment Agency's advice on hazardous waste;
- before work commences ensure that we are in receipt of appropriate:
 - Insurance documents;
 - Health & Safety Policy documents;
 - Risk Assessments;
 - Method statements;
 - Ensure that all of the above are 'fit for purpose'.
- place these documents on file;
- check if the contractor is registered with Constructionline.

Alert colleagues/partners to any problems encountered with particular works or contractors (share and learn from experiences good and bad).

12. Also on the contract theme, Chris Powell talked about needing to **be vigilant when signing contracts** which you've verbally agreed over the phone. He recently received one which tied us in for 9 years when he had specifically agreed to only a one year extension on the phone.

13. **Scrutiny learning** – Its rare we put any report to committee now where the recommendation is 'to note the contents of the report'. In the case of Scrutiny, its really important that we don't make recommendations 'to note' as the point of Scrutiny is to debate/scrutinise/challenge/question and eventually reach their own conclusion about what they want to recommend to the Executive.

14. **E-auction** know how passed on by Mark Reilly and Gillian Brindle from the South West Centre of Excellence who recently ran an e-auction in the Chamber for the Recycling and Refuse Contract.

15. **Data quality** presentation from District Audit helped spread understanding of good practice.