

STREET SCENE SERVICE PLAN 2010/13

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CONTENTS

PART A:	PERFORMANCE IN 2009/10	SECTIONS 1 - 3
PART B:	PERFORMANCE MEASURES	SECTION 4
PART C:	PLANS FOR 2010/13	SECTIONS 5 - 13

PART A: PERFORMANCE IN 2009/10

1. Key achievements in 2009/10

Priority 1 Affordable homes

Street Scene Services do not contribute to this priority.

Priority 2 Thriving economy

Some Street Scene Services given in Priority 3 and 4 below contribute indirectly to this priority.

Priority 3 Safe, clean and green environment

Beach and Water Safety

- Continue to successful outsource the Lifeguard Service (commenced in May 2008). The Service is delivered by the RNLI.
- Review of the Beach Management and Water Safety Services to improve service delivery and seek service efficiencies
- Development of a Beach Management Plan for Exmouth (Draft)
- Attained a Keep Britain Tidy Beach Award for Budleigh Salterton.

Civil Parking Enforcement

- The Civil Parking Enforcement service continues to work effectively in partnership with Devon County Council. The successful integration of Civil Parking Enforcement Support from Finance Services continues to add value to the overall service in that the Council offers a "one stop shop".
- Introduction of SPUR Si'dem data processing and dept management computer programme for parking charge notices (PCN's).
- Introduction of Park Map a computer data base for identifying parking restrictions (signs and lines).
- The allocation of an additional two Civil Enforcement Officers for On Street enforcement to the current establishment (paid by Devon County Council).
- All Metric car park ticket machines have been upgraded and linked to ASLAN data and fault reporting computer system.

Emergency Planning

- Co-ordinated response by Street Scene operations when dealing with the consequences of the flooding in Ottery St Mary and other settlements in the Otter catchment area in October 2008.
- Formation of the Flood Recovery Forum Partnership., Assisted in the deliver of the Ottery St Mary Flood Fair and a number of Parish Council Flood workshops. Coordination of data for DEFRA Flood Grant application leading to a grant of £96,000.
- Drafted protocols for Swine Flu response and updated corporate directors and Portfolio Holders.
- Continued to manage resources to meet the challenges resulting from the grounding of the MSC Napoli. Although this event put a strain on Street Scene resources and services, the teams met the challenge and the day to day services were maintained

Engineering

- Continued to input into the development of the Shoreline Management Plan Review (SMP2) which forms an important part of the Department for Environment, Food and Rural Affairs (Defra) strategy for flood and coastal defence. The review commenced in 2007 and is due to complete in 2010.
- Continued developing a pollution prevention scheme for Imperial Recreation Ground, Exmouth. Proposals have been presented to the Environment Agency so that an appropriate scheme is identified and commenced in 2010 / 2011.
- Approximately thirty flooding problems identified since the floods in October 2008. These are currently being investigated in order of severity. Following discussions with Towns and Parish Councils in the Flood Recovery Group meetings, and our increasing involvement in planning drainage issues, it is expected that the number of drainage issues that the Council will be involved will increase.
- Ownership of a number of land drainage systems is being identified. Most of these are in private ownership but ones such as that at Newton Poppleford, Otter Reach are in the

ownership of EDDC and will clearance work in the near future and on-going inspection and maintenance.

- Continue to prepare EDDC owned sewers for adoption by South West Water (SWW). An example of this is the system at Heathpark Industrial Estate, Honiton where there has been a condition survey of pipe-work prior to bringing it up to SWW adoption standard
- Rebuilt listed wall in church yard at Woodbury Church.
- Completed annual inspections and maintenance programme of car parks
- Completed the annual maintenance / replacement of dilapidated play equipment and safety surfaces in play areas following the annual engineer's inspection.
- Completed annual inspections and developed a maintenance programme for adoption (subject to budget provision) of hard surfaces at LED managed properties.
- Working in partnership with Axmouth Harbour Fishermen to improve Axmouth Harbour access road. The partnership includes the formation of a bid to the Marine and Fisheries Agency which will hopefully result securing a grant towards the cost of the works.
- Continued coastal defence works including the inspection and maintenance of current defence and natural structures. This included some structural repairs to the Beer Pier (Terminal Groyne).
- Continued identification and progression of coastal protection schemes which includes;
 - Pennington Point *
 - Sidmouth Beach Monitoring *
 - Seaton Beach Monitoring Subject to funding from Defra *
- General beach management including the repositioning of winches at Beer; keeping the outfalls clear in Budleigh Salterton; and beach regarding.
- Continued flood alleviation works including the inspection and maintenance of current flood defence structures. This included some carrying out works in partnership with Devon County Council and the Environment Agency for example in New and Old Feniton Villages.
- Continued identification and progression of flood alleviation schemes which includes;
 - Feniton Villages*
 - Dewdney's Court, Upton Pyne
 - Budleigh Salterton – trunk drain outfall*
 - Budleigh Salterton – Western Outfall*
 - Farway, Woodbridge*

- Gittisham*
- Pencepool, Plymtree*

*Subject to funding from Defra *

Grounds

- Retaining the two green flag awards for Connaught Gardens, Sidmouth and Manor Gardens, Exmouth.
- Britain in Bloom Competition successes were achieved in Exmouth – Gold, SW and National Winner, Littleham – Silver Gilt, East Budleigh – Gold, SW and National Winner, Budleigh Salterton – Gold, Beer – Gold, Seaton – Silver Gilt, Ottery St Mary - Silver.

Property Services

- Continued integration of Property Services with Street Scene Services to improve service delivery and seek service efficiencies. This includes the merging of some service functions. Management of the cleaners at Knowle has been transferred to Property Services.
- The caretaker post has been revised to provide one resident caretaker and one assistant caretaker. The overall cost of this provision has been reduced as there has been a lessening of overtime payments.
- Work to assist in the delivery of new £2M Community Complex at Honiton to provide 300 seat theatre, cafe/bar and offices at first floor level for Honiton Town Council.
- Refurbishment of public conveniences at West Walk, Seaton (complete by June 2009).
- Conversion of Centre Court suite to new Health and Fitness Suite at East Devon Tennis Centre.
- Extension of fitness suite/gym at Honiton Sports Centre.
- Electrical switchgear upgrade (complete by March 2009) at Exmouth Pavilion.
- Re-decoration of activity room and other areas at Exmouth Sports Centre.
- Re-decoration of foyer area and toilets at Manor Pavilion

Street Cleaning

- Further development of the REACT team (Respond Enforce and Clean Team). This operational team works with Towns and Parish Councils to focus our service on local issues. They carry out sweeping; litter picking; cleaning; and undertake minor repairs. In addition they are carrying out limited enforcement work. This has proved quite successful to date.
- Involvement in several poster campaigns such as “Bin to the Beach”; “Love Exmouth; Hate Litter”; “Here’s a Tip”; Tipping Here is Fine”; “Open all hours”; “Litter can’t change its spots-you can”; “Don’t turn a blind eye”; and “However you disguise it, it’s still litter”. Reconsideration of partnership with Exmouth Town Management using advertising on beer mats to reduce cigarette litter on the streets over Christmas and entered Street scene,

jointly with Environmental Health, in the Exmouth Carnival to promote the District Council's services. Also won third prize for commercial float in the Exmouth Carnival.

- NI195 scores were 22% for detritus and litter score of 5% leading to a combined score of 13% overall failure rate (08/09 old scoring method). Through targeted cleansing of hot spot areas and zones identified by previous performance surveys these scores continue to follow the downward trend, It should be noted that it is unlikely that the detritus scores will continue to improve due to nature/makeup of the District Council's rural highways.
- REACT partnership work with Environmental Health on dog fouling enforcement and clean ups around identified hot spots.
- The main improvements in Cleaning Services to be introduced in 2009/10 were
 - Continued increase in enforcement of environment legislation. (Between April and November 2009 REACT sent 5 warning letters; carried out 73 investigations; and issued 3 fixed Penalty Notices issued. Between April and October 2009 REACT dealt with 216 Fly tipping incidents)
 - Continued containerisation of household waste through the roll-outs of the Recycling and Refuse services.
- Continued to move forward with Waste Management Licensing in Camperdown and Manstone Depots but still awaiting legislative changes.

All Sections

Partnership Working / Other Working

- Continued "Partnership Working" across the services (see section

Capital Schemes

- Project - manage all schemes / bids that were awarded funds in the capital bid process. Most capital bids were refused at the last budget round. The ongoing capital provision for public convenience refurbishment means that work can continue in this area.

IT

- Develop IT systems for
 - Asset Management. The proposed joint system for planned maintenance for Property Services and Housing has been axed, due to there being no suitable system available on the market. The IT section is unable to progress this further at this time due to resources shortages and higher priorities elsewhere.

Priority 4 Recycling

- Introduction of second phase of the new waste & recycling service (Sidmouth, Ottery St Mary & Newton Poppleford) on 2nd June 2009. This has proved equally as successful as Phase 1 and has seen the District recycling rate rise to 31% in the 1st quarter and 35% in the second quarter.

- Funding has been obtained from Valpak to support the battery recycling for a year after which it is hoped funding will continue
- Wrap has carried out monitoring and evaluation of household kitchen waste collections in the Phase 1 collection area; and has carried out a pre and post participation evaluation in the Phase 2 (Ottery St Mary) collection area.
- A successful bid was made to “Wrap” (Waste and Resources Action Programme) to become a partner for their home composting campaign this concludes in September 2009.
- An application has been made to “Wrap” for funding towards the introduction of Phase 3 of the new waste & recycling scheme.
- Applications have been made to various bodies for awards to recognise the success of the new waste & recycling scheme

IT

- Develop IT systems for
 - Recycling and Refuse Collections. A routing scheme has been identified and procured to improve management data and to optimise routes and secure service efficiencies.

Priority 5 Children and young people

Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.

Priority 6 Excellent service for our customers

Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.

Priority 7 An inspirational Council

Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.

2. Customer understanding and involvement in service design in 2009/10

Engagement	
Information gathered	Use in planning/designing service delivery
All Services	Officer comments
The results of the National Place Survey March 2009 gave the following information on Street Scene Services.	There is a clear message that clean streets are an issue in the urban areas and resources and services have been targeted into Exmouth and

Clean Streets was shown to be a strength for the authority with the majority of those surveyed indicating that it was important but not needing significant improvement. Although public satisfaction fell from 77% in 2006 / 07 to 65% in 2008 / 09. However, there are significantly fewer residents perceiving this as a problem since 2003 / 04. In 2003 / 04 38% of residents perceived this as a problem which fell to 23% in 2008 / 09. Abandoned and burnt out cars also fell in this period from 22% of residents perceiving this as a problem in 2003 / 04 to 3% in 2008 / 09.

Residents in the 55 -74 and 75+ groups had this service as a priority.

Residents in the Exmouth and Honiton areas had this service as a priority.

Parks and Gardens was given as a strength for the authority with the majority of those surveyed indicating that the service was not of significant importance and not needing significant improvement. Although public satisfaction fell from 76% in 2003 / 04 to 69% in 2008 / 09.

There were 69% of residents who think that public services are working to make the area cleaner and greener; and 68% who think that public services are working to make the area safer.

Public satisfaction in the refuse collection services rose by 1% to 83% since the 2006 / 07 survey. However, less residents (75%) were satisfied with the service in Phase 1 than those (85%) outside of the new service changes.

Public satisfaction in the recycling collection services fell by 5% to 61% since the 2006 / 07 survey. However, more residents (73%) were satisfied with the service in Phase 1 than those (59%) outside of the new service changes.

Comparing these results with other authorities:

- The percentage of people very or fairly satisfied with keeping public land clear of litter and refuse was higher than the average for Devon Districts, South West Councils and English Councils.

Honiton in an effort to improve standards.

Parks and Gardens are more established in some towns compared to others. A focus on provision may improve this service.

Broadclyst (along with the majority of rural villages) has no parks or playing fields provided by EDDC and so residents are likely to be dissatisfied with the provision. There has been no change since Sept 2008 and I am not aware of any plans to do so other than the building of Cranbrook.

Axminster has no formal park, but does have 3 playing fields, 4 equipped play areas and a recreation ground provided by EDDC. For the size of the population this may be inadequate. Plans are currently being discussed with developers for the provision of a 1 hectare park and 2 more play areas within the town boundaries which may help to address the perceived problem.

Honiton has 18 equipped play areas, 3 playing fields, 3 recreation grounds, a woodland park, a nature reserve and many sizeable informal public open spaces. The town is well provided for and I suggest it may be a question of perception rather than reality in this case. An advertising campaign could solve the problem?

Seaton has 5 equipped play areas, a skate park, 3 formal park areas, a playing field, a recreation ground, a large nature reserve and at least 7 sizeable open spaces. The town is reasonably well provided for but field sports provision could be better. Seaton Town Council is looking to acquire land to improve this provision.

Possible action:

- Further engagement work with those in Honiton, Axminster, Broadclyst and Seaton who were dissatisfied.

The survey results on the Refuse and recycling service are more difficult to interpret. It is clear that the changes to the recycling service have been well received however the difficulties encountered when changes were made to the refuse services may have resulted in the lowering of this satisfaction rate, particularly were some collections moved from a back door to the kerb.

<ul style="list-style-type: none"> • The percentage of people very or fairly satisfied with refuse collection was higher than the average for Devon Districts, South West Councils and English Councils. • The percentage of people very or fairly satisfied with parks and open spaces was lower than the average for Devon Districts and South West Councils; but higher than the average for English Councils. • The percentage of people very or fairly satisfied with doorstep recycling was lower than the average for Devon Districts, South West Councils and English Councils. 	
<p>Contributed to a number of Town and Parish Councils particularly through the Town Grumble Walks to identify areas of concern on the street environment.</p>	<p>Pre-season walks are arranged with key Town and Parish Councils with the objective of them being able to identify specific issues and areas of concern to Street scene in order that they can be addressed prior to the main summer seasons</p>
<p>Use of public notice boards; signage; web; press office; poster campaigns; presentations to promote Street Scene and Property Services.</p>	<p>Poster frames are available in key public toilets and are used in partnership with the Police and Local Welfare groups. This is done in an attempt to target and deliver community messages directly to the public.</p>
<p style="text-align: center;">Emergency Planning / Engineering</p>	<p style="text-align: center;">Officer comments</p>
<p>A surgery was held for residents who suffered in the Ottery St Mary and Feniton Floods. This was as forum for these residents of East Devon to share their experiences and photos of the floods so that the Environment Agency and local councils could gain an understanding of what exactly happened and where during the October 08 flood event. The event was jointly organised by the Environment Agency, Devon County Council, East Devon District Council and Ottery St Mary Town Council and Feniton Parish Council.</p>	<p>The feedback from the surgery has been used by the Flood Recovery Group to understand where the problems occurred and how best to target future resources.</p>

Engineering	Officer comments
<p>Consultation with stakeholders on individual service issues (e.g. inclusion of youth groups when design skate board parks).</p>	<p>There is engagement with stakeholders and user each time a facility is renovated or a new facility identified and built.</p>
<p>Consultation with stakeholders on flood alleviation and Coast Protection schemes.</p>	<p>Communities and stakeholders are consulted as the council develops flood alleviation schemes and coast protection schemes. Those communities consulted over the last twelve months include:</p> <ul style="list-style-type: none"> • Feniton (new village) • Rockbeare • Sidmouth (Pennington Point)
Grounds	Officer comments
<p>A face-to-face survey of visitors to the Manor Gardens, Exmouth, and the Connaught Gardens, Sidmouth, was carried out in the summer of 2009.</p> <p>The results of Connaught Gardens were as follows:</p> <ul style="list-style-type: none"> • Satisfaction with cleanliness has remained extremely high, with 98% of respondents saying that the cleanliness is good. • 99% of users think the floral displays are good. This is an excellent result. • The signage and interpretation remains the area with most room for improvement but a high percentage of people still felt this was good (67%). • 97% of park users felt that the seating and benches were good which is very similar to previous years. • All of the 3 respondents who had spoken to a gardener found the gardener helpful, knowledgeable, courteous and polite. • All of the respondents were very or fairly satisfied with their visit to Connaught Gardens. • The things people liked most about the 	<p>The results of the Park Surveys are used to improve community involvement and usage and to be fully inclusive to all in the community.</p>

gardens were the floral displays, the views, the variety of areas and layout and the colours.

- 53% of visitors to the area felt that the gardens where they lived were worse than Manor Gardens, and 5% felt that the gardens where they lived were better.
- There were a lot of very positive comments about Manor Gardens.
- The things people felt would most improve Connaught Gardens were to put more labels on unusual plants and to have more for children and young people to do.

The results of Manor Gardens were as follows:

- Satisfaction with cleanliness has remained extremely high, with 98% of respondents saying that the cleanliness is good.
- All the users think the floral displays are good, the same as in 2005 and 2007. This is an excellent result.
- The signage and interpretation remains the area with most room for improvement but a high percentage of people still felt this was good (71%).
- 99% of park users felt that the seating and benches were good which is very similar to previous years.
- All of the 5 respondents who had spoken to a gardener found the gardener helpful, knowledgeable, courteous and polite.
- All of the respondents were very or fairly satisfied with their visit to Manor Gardens.
- The things people liked most about the gardens were the floral displays, squirrels and other wildlife, the peacefulness and the trees and greenery.
- 29% of visitors to the area felt that the gardens where they lived were worse than Manor Gardens, and 29% felt that the gardens where they lived were better.
- 52% of local people felt that Manor Gardens had got better over the last three years, mainly due to better flowers and a better standard of care for the gardens.
- There were a lot of very positive comments about Manor Gardens.
- The things people felt would most

<p>improve Manor Gardens were a small cafe or tea shop, more events and festivals, cleaner toilets and less anti-social behaviour around the bandstand.</p>	
<p>Promotion and education of horticulture and parks; through engagement of local school children and students at Bicton College. Including design of hard and soft landscape schemes.</p>	<p>Community involvement and engagement through use of local schools 'bedding design' competitions and the resultant planting of public floral displays at Connaught Gardens, Sidmouth and Manor Gardens, Exmouth.</p>
<p>Consultation and engagement with "Britain in Bloom" committees across the District.</p>	<p>Provision of free bedding plants for participating communities (value based on population). This service is used to enhance the street environment and to engage the community in making their town or village a pleasant place to live and work.</p>
<p>Property</p>	<p>Officer comments</p>
<p>Customer satisfaction survey of Leisure East Devon managers</p>	<p>To be implemented in 2009/10 making use of the SNAP survey system. This survey had not been undertaken at the time this Plan had been written.</p>
<p>Use of public notice boards; signage; web; press office; poster campaigns; presentations to promote Street Scene and Property Services.</p>	<p>Public notice boards are being used to promote Elizabeth Hall to increase income from hirers.</p>
<p>Refuse and Recycling</p>	<p>Officer comments</p>
<p>A communication plan was put in place to inform residents of the Recycling and Refuse initiatives in their areas. The plan is reviewed and improvements made to the plan through lessons learned from each phase.</p>	<p>There were numerous initiatives to inform residents of the new recycling, kitchen waste and waste collection services. There will be, as in Phases 1 & 2 meetings arranged for all members and parish councils. Road shows in the five main areas in the phase 3 area. Introductory leaflets and a further more detailed leaflet to all households in the Phase 3 area.</p> <p>Leaflet design to be reviewed for Phase 3 area based on customer feedback.</p> <p>Consultation with residents, Town and Parish Councils; Ward Members and other stakeholders on the implementation of the recycling and refuse service initiatives</p>

<p>Wrap (Waste Resources Action Programme) consulted with 800 households in the Ottery St Mary area on participation both before and after implementation of Phase 2.</p>	<p>Before the roll out, the dry recycling was collected every fortnight from households with a participation rate of 66%.</p> <p>After the roll out of the food waste collection the dry recycling participation rate increased to 84%. It is important to be aware that the collection change to weekly and that plastic was also added to the scheme.</p> <p>The participation rate for the food waste collection was 79% based on the weighted results by ACORN.</p> <p>The Kg / household / week was calculated at 1.84kg and kg / per person / household / week at 2.33kg</p> <p>These results indicate that the proposed service strategy should meet the targets that are set for East Devon DC.</p>
<p>Promotion and education of waste minimisation; recycling; and composting through visits to schools and other organisations.</p>	<p>Community involvement and engagement through use of local schools in East Devon DC to encourage composting and recycling.</p>

<p>Street Cleaning</p>	<p>Officer comments</p>
<p>Contributed to a number of partnerships: Crime & Disorder; Exmouth Take Away Forum; Exmouth Tidy group; and Littleham Play group.</p>	<p>The feedback from the Partnerships is used to redirect resources such as REACT to the areas / hot spots identified as being of the greatest need.</p>
<p>The Service continued to make a significant contribution to the “Don’t Let Devon Go to Waste” Campaign and involved with the Devon County Council Waste Strategy.</p>	<p>“Open all hours” ENCAM’s posters distributed to local food outlets to reinforce the use of litter bins.</p>
<p>Benchmarking</p>	
<p>Information gathered</p>	<p>Use in planning/designing service delivery</p>
<p>Street Scene compares individual service performance through National Performance Indicators with our “Group” and nationally.</p>	<p>Comparison of the services with other authorities nationally through National Performance Indicators assists managers to focus on the need to continually improve services.</p>

<p>We will continue to examine the methods of service delivery employed by other authorities. Where applicable we will adopt “best practice” to achieve service improvements and / or efficiencies.</p>	<p>Comparison of the services with other authorities on a best value basis assists managers to focus on the need to continually improve services.</p> <p>Currently in Property Services, we are looking at other Authorities risk assessments to avoid duplication. This involves contact with a number of other Councils to see what is available.</p>
<p>The Council participated in a Benchmarking exercise on Recycling organised by the Sparsity Partnership for Authorities delivering Rural Services (SPARSE).</p> <p>In the data for 2008 / 2009 which had a comparative analysis of the Place Survey Satisfaction results the following information was given.</p> <p>We were ranked 19th out of 89 predominately rural authorities for the cleanliness of public land. This was the top quartile.</p> <p>We were ranked 36th out of 201 district authorities for the cleanliness of public land. This was the top quartile.</p> <p>We were ranked 27th out of 89 predominately rural authorities for the refuse collection service. This was the second quartile.</p> <p>We were ranked 64th out of 201 district authorities for the refuse collection service. This was the second quartile.</p> <p>We were ranked 36th out of 89 predominately rural authorities for the parks and open spaces service. This was the second quartile.</p> <p>We were ranked 99th out of 201 district authorities for the parks and open spaces service. This was the second quartile.</p> <p>We were ranked 80th out of 89 predominately rural authorities for the recycling collection service. This was the bottom quartile.</p> <p>We were ranked 179th out of 201 district authorities for the recycling collection service. This was the bottom quartile.</p>	<p>Comparison of the services with other authorities nationally through SPARSE assists managers to focus on the need to continually improve services.</p>

<p>A comparison of the cost of services gave the following information.</p> <p>Street Cleansing cost between 0 – 20% lower than average than the “Rural 50” and “All Districts” but 0 – 20% more than average in the “Sparse authority group”.</p> <p>Waste Collection cost between 0 – 20% lower than average than the “Rural 50”, “All Districts” and the “Sparse authority group”.</p> <p>Parking cost 20% less than average than the “Rural 50”, “All Districts” and the “Sparse authority group”.</p> <p>Parks and Open Spaces cost 20% more than average than the “Rural 50” and the “Sparse authority group”, but 0 – 20% lower than average than “All Districts”. (See Apse results below).</p>	
<p>The service joined the Performance Networks provided by the Association of Public Service Excellence (APSE) and participated in a series of benchmarking exercises, in particular on Grounds Maintenance.</p>	<p>The finding from the Apse report received in Nov 2009 showed that EDDC maintains less than half of the area of formal parks and open spaces of its comparators. Superficially, this would appear to be poor provision for the residents, however</p> <ul style="list-style-type: none"> - the EDDC community has little social deprivation, - benefits from its prime location in terms of open landscape, - has more than twice as much local nature reserve as the average local authority <p>Following on from this, frontline staff only maintain approximately a third of the area of formal parks and open spaces that the comparator authorities maintain.</p> <p>However, the PIs do not indicate the intensity and quality of service provision.</p> <p><i>In summary, there are fewer hectares overall maintained by EDDC than all comparator authorities but these may be more intensively and better maintained than average over a larger geographical spread.</i></p> <p>Staff Issues</p> <p>Sickness and absence is well managed, perhaps partially alleviated by the low ratio of</p>

hectares maintained per frontline employee. Staff absence including long term sickness is above average.

Playgrounds

Playground provision, in comparison with other authorities is good, which if improved upon, even marginally, could achieve top quartile performance in the group.

Cost

On a cost per hectare of maintained land, including housing areas, with and without central establishment charges.

EDDC is well above average, which theoretically could be due to better than average standards but this needs to be investigated and backed up with evidence.

Countering the higher than average cost per hectare, the cost of the service per 1,000 head of population ;

- is the lowest cost of the group and national comparators,
- and is a quarter of the cost of the highest priced authority.

This demonstrates that the residents, on a per capita basis, benefit from a service that offers very good value for money.

Furthermore, EDDC has the lowest charge per household of £27 across the group of authorities. Again, this shows excellent value for money.

Public Events

EDDC provides five times as many public events as the average in the group and is the highest in the group. The EDDC community is therefore well provided for by the service in this area of activity.

Conclusion

Overall, the service offers good value for money but the report has indicated areas that need improvement or investigation, which if acted upon will provide strong evidence of continuous improvement.

Equality	
Information gathered	Use in planning/designing service delivery
Review Strategies, Policy, and Processes to determine service Impact on various groups.	Ongoing work with Equality Impact assessments currently underway in all services in Street Scene.
Continued review of the services providing equal access for all customers. Many of the services are equally available, some more than others e.g. assisted refuse and recycling collections for the disabled. Services are generally available during normal working times.	Services are constantly reviewed to ensure that where practicably equal access is given to all customers.
Equal access to public spaces and council maintained premises for all members of the community carried through in the design of new projects and the improvement of existing facilities.	<p>Services are constantly reviewed to ensure that where practicably equal access to public spaces and council maintained premises is given to all customers.</p> <p>Examples of these types of works are demonstrated by Property Services. Plans are well advanced to provide a new customer reception counter which is disability compliant at Ottery St Mary leisure centre. Similar alterations will then be carried out at Broadclyst leisure centre and probably Axminster leisure centre.</p>
Work with schools on waste and recycling issues and with "Resource Futures" who provide an educational programme through Devon school.	In 2009 there were 26 school visits across the District educating young people on recycling and waste issues.
Work with community groups on the promotion of waste and recycling issues.	Between January and October 2009 there were 21 visits to community groups across the District informing all ages on recycling and waste issues.
Encourage children and youths to be involved in planting schemes and gardens	During 2009, nine local schools have designed and planted various summer floral displays in Connaught gardens, Sidmouth and Manor grounds, Exmouth.
Consultation with youths and young people in developing skate parks and play areas.	Consultation has taken place with residents and young people on the design of play areas at King George VI playing field, Carter Avenue, Exmouth; Normans Crescent in Budleigh

	Salterton; and Millwey Rise in Axminster.
Provide information for blind or partially sighted customers for the new waste & recycling schemes	Communications are designed to reach as many of the population as possible.
Complaints and Compliments	
Information gathered	Use in planning/designing service delivery
<p>At the time of writing this service plan the following complaints were evidenced.</p> <p>Between Jan and Nov 2009 inclusive there were:</p> <ul style="list-style-type: none"> ➤ Nineteen Stage 1 complaints consisting of: <ul style="list-style-type: none"> • Civil Parking Enforcement 7 • Refuse and Recycling 5 • Dog Bins 2 • Public Conveniences 2 • Flood Alleviation 1 • Parks 1 • Trees 1 ➤ One Stage 2 complaint consisting of: <ul style="list-style-type: none"> • Refuse and Recycling 1 <p>Details of Ombudsman and Stage 3 complaints were not available at this stage.</p>	<p>Where complaints identify clear service or process failure then action is taken to rectify any omission or fault.</p>
<p>Data is collected on the performance of the Refuse and Recycling Services contractor. This data is in the form of complaints and includes:</p> <ul style="list-style-type: none"> • Missed Refuse Collections • Missed Recycling Collections • Missed Clinical Waste Collections • Missed Dog Bins Collections • General Contractor Complaints • Numbers of re-occurring complaints 	<p>There was a high number of refuse and recycling collections reported as being missed from the beginning of June 2009 with the implementation of Phase 2 of the new waste & recycling scheme. This was significantly less than at the introduction of Phase 1 due to improvement in communications to householders. There has been a reduction in these figures by the misses being addressed through various management processes.</p> <p>Although there has been a large improvement, complaint levels are still above expectations and are being addressed.</p>
Complaints in regard to Property Services are used to improve the way that we deliver these	All complaints are investigated and changes to design details for future public convenience

services. West Walk toilet refurbishment has been criticised by a small number of Seaton residents. These complaints have arrived via email, letter and phone calls.	refurbishments are planned and built into the specifications.
Other	
Information gathered	Use in planning/designing service delivery
Connaught Gardens, Sidmouth, and Manor Gardens, Exmouth, retained 'Green Flag' awards in 2009.	Feedback from judges of the Green Flags Awards is used to improve the community involvement and usage of the Parks; and for the service to be more fully inclusive to all in the community.
<p>Widespread recognition was received from the Town Councils for the contribution made by Street Scene Services in the success achieved by towns in the Regional and National "Britain in Bloom" competition. Street Scene Services worked with Town Councils' and Britain in Bloom Committee's on bedding plants initiatives and sustainability. Seven regional awards were achieved as a result with two of these winning the regional division.</p> <p>Britain in Bloom Competition successes were achieved in Exmouth – Gold, SW and National Winner, Littleham – Silver Gilt, East Budleigh – Gold, SW and National Winner, Budleigh Salterton – Gold, Beer – Gold, Seaton – Silver Gilt, Ottery St Mary - Silver.</p>	Feedback from judges of the Britain in Bloom Awards is used to improve the community involvement and usage of the Street Environment; and to ensure that services are more fully inclusive to all in the community.
<p>Three refurbished toilet blocks i.e. West Walk, Seaton, Kings Street, Honiton and Station Rd, Budleigh Salterton were entered into the National Loo of the Year Award 2009.</p> <p>Each was awarded the following:</p> <ul style="list-style-type: none"> • West Walk, Seaton – 5 Stars • Kings Street, Honiton – 5 Stars • Station Rd, Budleigh Salterton – 4 Stars 	Loo of the year feedback and finding to be used to further refine the service.
Work has been carried out undertaking assessments for Phase 3 in respect of bin sizes and collection points for householders.	A number of inspections and surveys are carried out in the each of the Phases for the new recycling and refuse initiatives. This is done to ensure a more effective and efficient delivery of service changes.

3. Performance review for 2009/10

Beach and Water Safety

- The review of the Beach Management and Water Safety Services to improve service delivery and seek service efficiencies continues with the development of Beach Management Plans. The lifeguard services continue to be provided by the RNLI.

Civil Parking Enforcement

- The partnership agreement with Devon CC for the delivery of on-street civil parking enforcement continues to work well. The consolidation of the civil parking enforcement services of both off-street and on-street parking within Street Scene is still effective and the team has integrated well within the department.
- The Council has now entered the final element of the back-office Penalty Charge Notice payment recovery system, that of registering outstanding debts with the Court at the Traffic Enforcement Centre (TEC) and subsequently authorising the bailiffs to implement recovery of them. The electronic transfer of Warrants from the Council to the bailiffs is now in place. This leaves the conversion to electronic transfer of the registration of the debts with the TEC to be completed. When this is done the entire back-office system will be fully electronic. The Council is able to monitor the day to day operation of the bailiff independently on-line where the current status of every case is fully recorded.
- The number of Penalty Charge Notices served between 01 January and 10 December 2009 was:
 - Off-Street car parks: 3921
 - On-Street: 5510

Emergency Planning

- There has been a co-ordinated response by Street Scene operations when dealing with the consequences of flooding. Due to the recent floods in 2008 have meant that there is a requirement for the team to work more closely with other organisation; in particularly the Environment Agency and Devon County Council. This has enabled the team to deliver far more than they could in isolation and to have a greater access to specialists; and to be more innovative.
- Continued to manage resources to meet the challenges resulting from the grounding of the MSC Napoli. Although this event put a strain on Street Scene resources and services, the teams met the challenge and the day to day services were maintained until the vessel was fully removed at the end of July 2009.

Engineering

- The engineering services performance is restricted due to financial and personnel resource shortfalls. This means that the team have to go that extra distance and take more responsibility for delivering service objectives. All the schemes identified within the 2009 / 2012 continue to be progressed.

- The limited resources mean that the service is very re-active rather than pro-active. There is a need to develop a planned maintenance system for the service. This has been implemented in part but not on a “tailor made” computer system. This is particularly the case when having to manage the man-made structures and natural environment associated with coastal protection and flood alleviation.
- The recent floods in 2008 and the requirement to work in partnership on the “Shore Line Management Plan (SMP)” and “Exe Estuary Study” have led this team to work more closely with other organisation; in particular the Environment Agency and Devon County Council. This has enabled the team to deliver far more than they could in isolation and to have a greater access to specialists; and to be more innovative.

Grounds

- The Parks and grounds services continued to deliver very high standards. This can be seen by the various awards and the results of surveys and benchmarking clubs. (Please refer to section 2 above for more details).

Property Services

- Continued integration of Property Services with Street Scene Services to improve service delivery and seek service efficiencies. This includes the merging of some service functions. Management of the cleaners at Knowle has been transferred to Property Services.
- The performance of Property Services is driven by the number of approved capital schemes. Where capital bids are not successful then projects are placed on hold. An example of where a project has been put on hold due to no capital funding was the requirement to carry out a major mechanical and electrical refurbishment and Internal and external decoration at Sidmouth Sports Centre.

Refuse and Recycling

- Continued to manage successfully the delivery of the Refuse Collection and Recycling service initiatives in the given phases. The implementation of Phase 2 was much improved on Phase 1 with considerably less queries being created on implementation through improvements made to the information householders received.
- There have been problems in the delivery of the Refuse Collection and Recycling services under the new contractual arrangements. This has amounted to increased management and monitoring of the contract. Performance has improved and pressure is being kept on the contractor for further improvements in service delivery.
- The implementation of all outstanding elements of the partnership agreement for the delivery of the Recycling and Refuse Collection Service including the Performance Framework is scheduled to be completed by the end of March 2009.
- The percentage of recycling and composting has grown with the introduction of each Phase with the recycling and composting rate improving from 21.3% (07/08) to 26.5% (08/09) to 33.3% for the first 2 quarters of 2009/10. It is expected once the final phases have been implemented the rate will be over 50%
- There has been a noticeable drop in household waste by 1.4% in 2006/7, and 3.13% in 2007/8 and indications are that this will drop further in this financial year. A study of

recycling participation was carried prior to implementation of Phase 2 where it found it was 64% prior to implementation and rose to 84% following the introduction of the new Phase.

Street Cleaning

- Progress has been made with the Waste Management Licensing issues in Camperdown Manstone and some of the satellite Depots. A consultant has been looking at a low cost option by trying to obtain exemptions to full licences. To date exemptions have now been registered for all types of waste handled at these Depots. There is still a small amount of work to do but it is estimated that we are 90% compliant with the Environment Agency.
- The main improvements in Cleaning Services being introduced over the period 2009 / 10 were commenced :
 - Continued the enforcement of environment legislation through the REACT team.
 - Containerisation of household waste in the phase 2 area of the introduction of the new recycling initiative to approximately 12,000 properties in the Sidmouth, Ottery St Mary and Newton Poppleford areas. There has been a perceived improvement in the quantity of street litter, in these areas, since the start of the scheme.
- Continued promotions and new initiatives in Street Cleaning Services to increase public awareness. Included is the continuous development of the REACT team and the initial work that has been carried out with them in targeting fly-tipping; and working with the rural towns and parishes on targeting street cleaning issues.
- The performance of Street Cleansing has currently continued to improve. In 2008 / 09 the NI 195 results for litter was 6%; Detritus 22%; Combined 13%; Graffiti 1%; and Fly-posting 0%. In 09 / 10 the results were (1 Of 3 tranches only available) for litter was 3%; Detritus 20%; Combined unknown; Graffiti 2%; and Fly-posting 0%.

IT

- Progress on develop IT systems for
 - Street Cleaning - the work to develop this system is on hold.
 - Asset Management – a system is being considered that should be suitable for Property Services, Asset Management Services and Housing. The project is being driven by Asset Management so that unique references for individual assets are common throughout the Council. (Implementation has passed to Estates and Property Development).
 - Planned Maintenance systems for the Engineering services are being assessed with Down to Earth (DtE) Play being trialled as an indicator of what a system could achieve.
 - A route optimisation scheme for recycling and waste collections has been commissioned and is currently being developed and it is believed this will reduce vehicle mileage with the consequent reduction carbon emissions

PART B: PERFORMANCE MEASURES

4. Performance measures

Leading Measures

These “performance measures” for 2010/11 are under review and will be developed through Systems Thinking exercises and, when they are finalised; they will be added to the Service Plan.

Lagging Measures

These “performance measures” for 2010/11 are under review and will be developed through Systems Thinking exercises and, when they are finalised; they will be added to the Service Plan. The current national indicators are lagging measures and these are given below.

National Performance Indicators	Quartile Achieved 2007/08	Quartile Target 2008/09	Quartile Target 2009/10	Quartile Target 2010/11	Quartile Target 2011/12	Quartile Target 2012 /13
BV 89 Satisfaction with cleanliness of public space (CPA indicator E8B) – adjusted for deprivation (CPA indicator E38)	Top Quartile (in 06/07)	Top Quartile	Top Quartile	Top Quartile	Top Quartile	Top Quartile
BV 90a Satisfaction with waste collection (CPA indicator E8a)	Above Average (in 06/07)	Above Average	Above Average	Top Quartile	Top Quartile	Top Quartile
BV 90b Satisfaction with recycling – adjusted for deprivation (CPA indicator E8B)	Bottom Quartile (in 06/07)	Average	Average	Top Quartile	Top Quartile	Top Quartile
NI 189 Flood and coastal erosion risk management	New indicator	Top Quartile	Top Quartile	Top Quartile	Top Quartile	Top Quartile
NI191 Residual Household Waste in kg per household	New Indicator	Top Quartile	Top Quartile	Top Quartile	Top Quartile	Top Quartile
NI 192 Percentage of Household waste sent for reuse, recycling and composting.	New Indicator	Top Quartile	Top Quartile	Top Quartile	Top Quartile	Top Quartile
NI195a Improved Street and environmental cleanliness (levels of litter). (previously part of BV199a)	New Indicator	Above Average	Above Average	Above Average	Above Average	Above Average

NI195b Improved Street and environmental cleanliness (levels of detritus). (previously part of BV199a)	New Indicator	Above Average	Above Average	Above Average	Above Average	Above Average
NI195c Improved Street and environmental cleanliness (levels of graffiti.) (previously BV 199b)	Below Average	Above Average	Top Quartile	Top Quartile	Top Quartile	Top Quartile
NI195d Improved Street and environmental cleanliness (levels of fly posting) (previously BV 199c)	Top Quartile	Above Average	Top Quartile	Top Quartile	Top Quartile	Top Quartile
NI 196 Improved street and environmental cleanliness - fly tipping (previously BV199d but not collected in 07/08)	New Indicator	Above Average	Above Average	Above Average	Top Quartile	Top Quartile

PART C: PLANS FOR 2010/13

5. Key issues to be faced in the next 3 years

Key issues	Start Date	End Date	Lead Officer
Local Government Restructuring could impact upon service delivery. There will be a drive towards shared services, partnerships and Local Area Agreements; if a unitary Devon is not progressed. There will also be a constant review on how we deliver our services.	April 2010	March 2013	MR
Local Government Restructuring in the form of a Unitary Devon will impact upon service delivery.	April 2010	March 2013	MR
The global recession will impact on the financial resources available to the authority. It may also impact upon the income streams for example from car parking; sale of recycle; and beach huts. This will determine the ability to deliver services.	April 2010	March 2013	MR
Local Government Review and the global recession will affect the authority's ability to recruit and retain staff. This will determine the ability of the authority to deliver services.	April 2010	March 2013	MR
Budget issues may affect the ability to recruit or retain staff, especially in some key posts. This will affect the ability to deliver services and there may be a need to consider service prioritisation and /or withdrawal.	April 2010	March 2013	MR
Budget issues may affect the level of resources to retain current service standards. This will affect the ability to deliver services and there may be a need to consider service prioritisation and /or withdrawal.	April 2010	March 2013	MR / SR / BK/ PE
Recycling and Refuse face the demanding challenge of managing the current delivery of services whilst introducing further phases of the recycling and kitchen waste initiatives scheme through the District.	Continuous Improvement	Nov 2010	MR / PDK
Cleansing Services face the challenge of meeting service efficiency targets and the cleaner, safer,	Continuous Improvement	March 2013	SR

greener agenda.			
Enforcement of cleaner, safer greener legislation in an attempt to reduce anti-social behaviour. Current resources will be empowered to carry out a limited amount of enforcement duties along with their other work.	Continuous Improvement	March 2013	SR
Impact of climate change upon all the current services. This would include increased pressures upon the Coast Protection and Flood Alleviation services; longer growing seasons will impact upon the Parks and Gardens. Increases in rainfall and flooding of buildings leads to increased repair costs To deliver more sustainable services will require further initiatives for procurement and how we deliver services. This may lead to an increase in service costs.	Continuous Improvement	March 2013	MR / SR / BK/ PE
Impact of climate change upon the Environment giving increases more frequent storms will impact upon our capacity to deliver the Emergency Services in response to flooding etc in areas of the District.	Continuous Improvement	March 2013	MR / SR / BK/ PE
Increased reporting and monitoring of items which relate to the climate change agenda. These include such issues as the monitoring of energy use and carbon and nitrous oxide emissions expended in delivering council services and waste miles i.e. delivery to disposal points whether for waste or recycling	Continuous Improvement	March 2013	MR / SR / BK/ PE/PDK
Health and Safety needs to be reviewed across all the services. This is not only on how services are carried out but how they could impact on the users. This has close links to risk management; emergency planning; and the impact of climate change.	Continuous Improvement	March 2013	MR / SR / BK/ PE
Asset Deterioration – The services need to proactively manage the assets on a planned maintenance inspection regime. Works to meet Health and Safety and Occupiers Liability requirements will be commenced subject to financial resources.	April 2010	March 2013	PE / BK
Building management – The construction of new buildings and alteration of existing buildings will be changed to reduce the carbon footprint and to reduce the impact on climate change. There will be increased use of sustainable materials and equipment.	April 2010	March 2013	BK

6. Contributions to key corporate outcomes planned for 2010/13

Outcomes	Start Date	End Date	Lead Officer
The main outcomes the service will achieve in 2010/13 as part of its contribution to reducing the Use of Natural Resources and combating Climate Change are:			

To consider use of solar powered systems and low energy bulbs when replacing amenity lighting.	Continuous Improvement	Continuous Improvement	PE / BK
Intention to include card in the dry recycling services at some stage in the future when there is sufficient capacity on vehicles or other method found.	Continuous Improvement	Continuous Improvement	PDK/ MR
Complete the introduction of kitchen waste collections throughout the District. To work with Devon County Council to try and produce bio-fuel through the composting process which we may be able to use in Council vehicles.	Continuous Improvement	2010	PDK / MR
Promote waste minimisation with the district residents in conjunction with a home composting promotion.	Continuous Improvement	Continuous Improvement	PDK / MR
To consider improving the vehicle fleet energy efficiency. This could be through using electric powered vehicles.	Continuous Improvement	Continuous Improvement	SR
Intention to introduce facilities for on-street recycling in an attempt to promote recycling and reduce litter.	Continuous Improvement	Continuous Improvement	SR
Joint service promotional literature to public and schools on various climate change associated schemes.	Continuous Improvement	Continuous Improvement	PE / BK / SR
Use of handheld tablets instead of paper systems for service inspections and work schedules. (Not required for Property Services).	Continuous Improvement	Continuous Improvement	PE / SR
More sustainable planting schemes including species selection of plants to promote wildlife.	Continuous Improvement	Continuous Improvement	SR
Use wood chippings from our tree stock to run bio-mass boilers in Council buildings.	Continuous Improvement	Continuous Improvement	BK
Council properties built in a sustainable way to meet BREEAM excellence.	Continuous Improvement	Continuous Improvement	BK
Consider replacement of control systems to reduce energy usage to lighting installations. (This is being implemented on an ad hoc basis).	Continuous Improvement	Continuous Improvement	BK

Investigate the provision of wind turbines to appropriate buildings.	Continuous Improvement	Continuous Improvement	BK
Consider the provision of grey water systems on new buildings.	Continuous Improvement	Continuous Improvement	BK
The main outcomes the service will achieve in 2010/13 as part of its contribution to our Data Quality Policy are:	Start Date	End Date	Lead Officer
Arrangements are put in place to regularly test the recently upgraded Business Continuity Plan (BCP).	Continuous Improvement	Continuous Improvement	PE / Jane Tancock
Continue to review and improve systems for obtaining performance information. Validate current procedures to ensure the accuracy of data used in reported performance indicators.	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR
Develop and validate new procedures to ensure the accuracy of data used in reporting the new performance indicators.	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR
Continue to develop and refine existing ICT systems. To ensure that these systems are appropriate for the collection; recording; analysis; and reporting of data.	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR
Update and develop future systems for the following services: <ul style="list-style-type: none"> ➤ Asset Management ➤ Planned Maintenance (Engineers) ➤ Street Cleaning ➤ Recycling and Refuse Collections 	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR
The main outcomes the service will achieve in 2010/13 as part of its contribution to Asset Management are:	Start Date	End Date	Lead Officer
Bi-annual condition surveys to all Assets	Continuous Improvement	Continuous Improvement	BK
An annual survey of all Assets to ensure the Asbestos Register is up to date and accurate.	Continuous Improvement	Continuous Improvement	BK

The main outcomes the service will achieve in 2010/13 as part of its contribution to Risk Management are:	Start Date	End Date	Lead Officer
The services have identified eight general risks which have been added to the Corporate Risk Register. Control actions have been identified and these have reduced the risks status.	Continuous Improvement	Continuous Improvement	Project and Perform Support Officer/ PE / BK / SR

7. Key service objectives for 2010/13

Priority 1 Affordable homes				
Street Scene Services do not contribute to this priority.				
Priority 2 Thriving economy				
Some Street Scene Services given in Priority 3 and 4 below contribute indirectly to this priority.				
Priority 3 Safe, clean and green environment				
Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
The main improvements in Cleaning Services to be introduced in 2010/13 are: <ul style="list-style-type: none"> • Increase in enforcement of environment legislation. • Containerisation of household waste 	Yes	Work ongoing	March 2011	SR / PDK
Pollution prevention scheme at Imperial Recreation Ground, Exmouth	Yes	Work ongoing	March 2011	PE
Flood alleviation schemes <ul style="list-style-type: none"> • Feniton Villages* • Dewdney's Court, Upton Pyne * • Budleigh Salterton – trunk drain outfall* • Budleigh Salterton – Western Outfall* • Farway, Woodbridge* • Gittisham* • Pencepool, Plymtree* 	Yes	Work ongoing	March 2013	PE
*Subject to funding				

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
Resolve problems in those areas identified with Land Drainage issues, after the October 2008 floods.	No	Work ongoing	March 2013	PE
Axmouth Harbour repairs to Road and Sea Wall	Yes	Work ongoing	March 2013	PE
Coastal Defence <ul style="list-style-type: none"> • Pennington Point • Sidmouth Beach Monitoring • Seaton Beach Monitoring 	Yes	Work ongoing	March 2013	PE
Waste Management Licensing in Camperdown and Manstone Depots	Yes	Work ongoing	March 2013	SR
Promotions and New Initiatives in Street Cleaning Services to increase public awareness. This includes the development of the REACT team.	Yes	Work ongoing	March 2013	SR
Review of the Beach Management and Water Safety Services to improve service delivery and seek service efficiencies.	Yes	Work ongoing	March 2010	SR / AP
Project - manage all schemes / bids that were awarded funds in the capital bid process.	Yes	Work ongoing	March 2013	MR / PE / PD / BK / SR / PDK
Planned maintenance to all properties to ensure high standards of decoration and repair to encourage visitors, tenants and residents alike.	No	Work ongoing	March 2013	BK
Modernisation and refurbishment of public conveniences to improve facilities for residents and visitors alike.	No	Work ongoing	March 2013	BK
Provision of additional beach huts and beach hut sites at Budleigh to reduce waiting lists.	No	Work ongoing	March 2010	BK

Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
Proactively preparing vacant industrial and shopping units to ensure a rapid re-letting to maximise potential usage for growing companies and outlets.	No	Work ongoing	March 2013	BK
Integration of Countryside Services with Street Scene Services to improve service delivery and seek service efficiencies.	No	April 2010	March 2011	MR / SR / CP
Review of the Beach Management and Water Safety Services to improve service delivery and seek service efficiencies.	Yes	Work ongoing	March 2011	SR / AP
Develop IT systems for <ul style="list-style-type: none"> • Street Cleaning • Asset Management • Planned Maintenance systems (Engineers) 	Yes	Work ongoing	March 2011	PE / BK / SR
Review areas of Street Scene Services with a Systems Thinking approach to service delivery.	No	April 2010	March 2011	MR / SR / PDK
Design services to meet change through budgetary constraints and / or alternative service delivery. (See Sections 8 and 10 of the Service Plan below).	No	April 2010	March 2011	MR / PE / PD / BK / SR / PDK
Develop and implement Health and Safety Procedure document for Street Scene and associated services.	No	April 2010	March 2011	MR / PE / PD / BK / SR / PDK
Ensure that the actions identified in the Health and Safety Procedure document for Street Scene and associated services are carried out and completed as to the given time scales..	No	April 2010	Work ongoing	MR / PE / PD / BK / SR / PDK

Priority 4 Recycling				
Key projects	In the 2009/12 Service Plan?	Start Date	End Date	Lead Officer
To implement all outstanding elements of the partnership agreement for the delivery of the Recycling and Refuse Collection Service including the performance framework.	Yes / No	Work ongoing	March 2011	PDK
To manage successfully the delivery of the Refuse Collection and Recycling service initiatives in the given phases.	Yes	Work ongoing	March 2011	PDK
Construction of new depot at Greendale Barton and integration of refuse & recycling workforces.	No	Work ongoing	March 2011	PDK
Delivery of containers to take place from January 2010 to all households in Phase 3 area (Honiton) and in the Summer of 2010 to Phase 4 and 5 (Budleigh and Exmouth).	No	Work ongoing	March 2011	PDK
Continue to partnership with the County Council and the Devon Districts on recycling and waste initiatives to reduce costs and improve waste and recycling service delivery	No	Work ongoing	March 2011	PDK
Work with Devon authorities to obtain the maximum benefit from sale of recyclables.	No	Work ongoing	March 2011	PDK
Work on implementation of a charging scheme for Schedule 2 properties.	No	Work ongoing	March 2011	PDK
Introduction of new home composting initiative following closing of WRAP scheme – jointly with other authorities in Devon.	No	Work ongoing	March 2011	PDK
Promotion and education of waste minimisation; recycling; and composting through visits to schools and other organisations.	No	Work ongoing	Work ongoing	PDK

Key projects	In the	Start	End Date	Lead
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	2009/12 Service Plan?	Date		Officer
Provide more recycling facilities at schools in East Devon including secondary, building on the existing base of primary schools.	No	Work ongoing	Work ongoing	PDK
Provide more recycling facilities in East Devon Council offices.	No	Work ongoing	Work ongoing	PDK
Provide new routing system for waste & recycling services.	No	Work ongoing	Work ongoing	PDK
Priority 5 Children and young people				
Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.				
Priority 6 Excellent service for our customers				
Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.				
Priority 7 An inspirational Council				
Some Street Scene Services given in Priority 3 and 4 above contribute indirectly to this priority.				

8. Service transformation in 2010/11

Changes to the service in light of the service transformation exercise	Lead Officer
Details of the impact of "Local Government Review", "Shared Services" and Joint / Partnership working IN December 2009 were not fully clear in order to have a clear direction of travel for services delivery. The situation should become clearer In early 2010.	MR
Systems Thinking review of some of the services in Street Scene commenced in December 2009. Once the review has been completed, consideration of the reviews findings will be considered and where possible implemented.	MR
Financial resources allocated to Street Scene Services were reviewed in November 2009. It is proposed that budgets are reduced in some of the front line services to meet the council's budget deficit in 2010 / 11. There will be consequences to service standards and provision in several areas.	MR / PE / PD / PDK / BK / SR

These include:

- Reduction to infrastructure maintenance in Car Parks.
- Reduction to infrastructure maintenance in Cemeteries.
- Reduction to Park and Grounds service standards including flower beds, grass cutting frequencies and contributions direct and indirectly to Britain in Bloom initiatives.
- Reduction to infrastructure maintenance in Play Areas.
- Reduction to infrastructure maintenance in Public Conveniences and some cuts in cleaning standards.
- Reduction to Street Cleaning service standards particularly in rural areas and areas of high density housing.
- Reduction to infrastructure maintenance of Street Nameplates.
- Consideration of withdrawing from the provision of CCTV.
- Consideration of withdrawing from the provision of bus shelters.
- Consideration of withdrawing from the maintenance of Town Clocks.
- Consideration of withdrawing from the maintenance of Festoon Lighting.
- Consideration of withdrawing from the maintenance of Security and other lighting.
- Cut back all training except for that which is for CPD and Health and Safety.
- There are no budgets remaining for catering, meetings, office furniture and general office materials except for stationary.

9. Customer understanding and involvement in service design in 2010/13

Engagement			
Action	Start Date	End Date	Lead Officer
Some of the methods used to determine customer demands and to involve them in service will be subject to revenue provision. Some of the information gathering methods may be withdrawn due to the budgetary cuts.			
All Services	Start Date	End Date	Lead Officer
Carry out the National Place Survey in 2010. This will give details of public satisfaction on Street Scene Services.	July 2010	October 2010	Policy Team
To improve the street environment through the Town Grumble Walks in various Town and Parish Councils; to identify areas of concern in their street environment.	Work ongoing	Work ongoing	SR
Use of public notice boards; signage; web; press office; poster campaigns; presentations to promote Street Scene and Property Services.	Work ongoing	Work ongoing	All officers

Emergency Planning / Engineering	Start Date	End Date	Lead Officer
Continuation of Joint Forums with the Environment Agency; Devon County Council; East Devon District Council; appropriate Town and Parish Councils; and other appropriate organisations and stakeholders on matters regarding Land Drainage, Flood Alleviation and Coast Protection issues.	Work ongoing	Work ongoing	PE / JT
Engineering	Start Date	End Date	Lead Officer
Consultation with stakeholders on individual service issues (e.g. inclusion of youth groups when design skate board parks).	Work ongoing	Work ongoing	PE
Consultation with appropriate stakeholders on the various engineering schemes.	Work ongoing	Work ongoing	PE
Grounds	Start Date	End Date	Lead Officer
Face-to-face survey of visitors to the Manor Gardens, Exmouth, and the Connaught Gardens, Sidmouth.	Summer 2011	Summer 2011	MP
Promotion and education of horticulture and parks; through engagement of local school children and students at Bicton college. Including design of hard and soft landscape schemes.	Work ongoing	Work ongoing	MP
Consultation and engagement with "Britain in Bloom" committees across the District.	Work ongoing	Work ongoing	MP
Property	Start Date	End Date	Lead Officer
Customer satisfaction survey of Leisure East Devon managers	Spring 2011	Summer 2011	BK
Use of public notice boards; signage; web; press office; poster campaigns; presentations to promote Street Scene and Property Services.	Work ongoing	Work ongoing	BK

Refuse and Recycling	Start Date	End Date	Lead Officer
Consultation with residents, Town and Parish Councils; Ward Members and other stakeholders on the implementation of the recycling and refuse service initiatives	Work ongoing	Work ongoing	PDK
Promotion and education of waste minimisation; recycling; and composting through visits to schools and other organisations.	Work ongoing	Work ongoing	PDK
Street Cleaning	Start Date	End Date	Lead Officer
Continue to contribute to a number of partnerships: Crime & Disorder; Exmouth Take Away Forum; Exmouth Tidy group; and Littleham Play group.	Work ongoing	Work ongoing	SR
Benchmarking			
Action	Start Date	End Date	Lead Officer
We will continue to compare our performance through National Performance Indicators with our "Group" and nationally	Work ongoing	Work ongoing	All officers in the department
We will participate in any benchmarking exercises covering Street Scene services organised by the Sparsity Partnership for Authorities delivering Rural Services (SPARSE).	April 2010	March 2013	MR
We will participate in the benchmarking exercises covering our services organised by the Performance Networks of the Association of Public Service Excellence (APSE). (Subject to budget).	April 2010	March 2013	SR
We will continue to examine the methods of service delivery employed by other authorities. Where applicable we will adopt "best practice" to achieve service improvements and / or efficiencies.	Work ongoing	Work ongoing	All officers in the department

Equality			
Action	Start Date	End Date	Lead Officer
Review Strategies, Policy, and Processes to determine service Impact on various groups. This is ongoing work with Equality Impact assessments currently underway.	Continuous Improvement	Continuous Improvement	All managers
Continued review of the services providing equal access for all customers. Many of the services are equally available, some more than others e.g. assisted refuse and recycling collections for the disabled. Services are generally available during normal working times.	Continuous Improvement	Continuous Improvement	All managers
Equal access to public spaces and council maintained premises for all members of the community carried through in the design of new projects and the improvement of existing facilities.	Continuous Improvement	Continuous Improvement	All managers
Continued work with schools on waste and recycling issues and with "Resource Futures" who provide an educational programme through Devon school.	Continuous Improvement	Continuous Improvement	PDK
Continued work with schools to encourage children and youths to be involved in planting schemes and gardens.	Continuous Improvement	Continuous Improvement	MP
Consultation with youths and young people in developing skate parks and play areas.	Continuous Improvement	Continuous Improvement	DC
Continue to provide information for blind or partially sighted customers for the new waste & recycling schemes	Continuous Improvement	Continuous Improvement	All managers
Complaints and Compliments			
Action	Start Date	End Date	Lead Officer
Monitor ombudsman and stage 1, 2 and 3 complaints during the year.	Continuous Improvement	Continuous Improvement	All managers

<p>Review and collect data on the performance of the Refuse and Recycling Services contractor. This data is in the form of complaints and includes:</p> <ul style="list-style-type: none"> • Missed Refuse Collections • Missed Recycling Collections • Missed Clinical Waste Collections • Missed Dog Bins Collections • General Contractor Complaints • Numbers of re-occurring complaints 	Continuous Improvement	Continuous Improvement	PDK
<p>Review and collect data, in the form of complaints, on the performance of the other Services in Street Scene.</p> <p>Some of this data will be identified during a review of services through systems thinking in Grounds and Street Cleansing services.</p>	Continuous Improvement	Continuous Improvement	All managers
Other			
Action	Start Date	End Date	Lead Officer
Enter Connaught Gardens, Sidmouth, and Manor Gardens, Exmouth, into the 'Green Flag' awards in 2010. (Subject to budget).	Continuous Improvement	Continuous Improvement	MP
Continue to support and work with the Town and Parish Councils in the "Britain in Bloom" competition. (Subject to budget).	Continuous Improvement	Continuous Improvement	SR
Continue to enter toilet blocks into the National Loo of the Year Award 2010. (Subject to budget).	Continuous Improvement	Continuous Improvement	SR
Develop a performance framework for the Recycling and Refuse service.	Continuous Improvement	Continuous Improvement	PDK

10. Joint working – opportunities to share services and work in partnership in 2010/13

Opportunities to share services in 2010/13	Start Date	End Date	Lead Officer
Sharing of Life Guard Services with the RNLI within Devon will be continued during 2009.	April 2009	Work ongoing	SR

Sharing Civil Parking Enforcement Services with Devon CC will be continued.	Work ongoing	Work ongoing	MR / SR / LW
Opportunities for sharing Waste Services with Devon CC will be explored.	Work ongoing	Work ongoing	MR / PDK
Opportunities for sharing Street Scene Services with Devon CC or other Devon authorities will be explored.	April 2009	Work ongoing	MR / SR / PE / BK
Partnering opportunities in 2010/13	Start Date	End Date	Lead Officer
<p>Continue to grow and work with our partners and stakeholders. These include:</p> <p>Stakeholders:</p> <ul style="list-style-type: none"> • The 68 parish and town councils in the District. • Local resident groups (incl. youth groups) • Community groups such as community composters. • Church Wardens – Cemetery Maintenance • Devon CC – Waste Reduction and Recycling Committee • Devon Waste Strategy Working Party • Exmouth Tidy Group <p>Partners:</p> <ul style="list-style-type: none"> • SITA. • Environment Agency, DEFRA, English Nature, RSPB and HSE. • Devon County Council, the other 7 district councils in Devon and all the town councils and some of the parish councils in the District. • Devon Car Park Manager Group • Devon and Cornwall Chief Officer Group • Devon Environmental Service Managers Group • Devon and Cornwall Constabulary <ul style="list-style-type: none"> • Devon Probation Services • Crime and Disorder Groups – Exmouth, Sidmouth and Ottery • Devon LARG – Local Authorities Emergency Planning Forum • Devon Coastal Oil Pollution Group • Regional Resilience Forum 	Work ongoing	Work ongoing	All officers in the department

<ul style="list-style-type: none"> • Britain in Bloom Groups • ENCAMS – The organisation behind the “Keep Britain Tidy” campaign. • Lyme Bay Shoreline Management Group • Devon Environmental Services Management Group • Technical Advisors Group (S W Region). • Probation Services. • Maritime and Coastguard Agency • National Beach Safety Council. • Local Horticultural Societies • A number of independent contractors • Leisure East Devon • Tenants and other users • Honiton Community Complex Association 			
Partnership working with WRAP (Waste and Resources Action Programme) to deliver home composting and reduce waste to landfill.	Work ongoing	Work ongoing	PDK
Continue partnership with the County Council on the Devon Waste Strategy and Local Authority Agreements (LAA's) for waste.	Work ongoing	Work ongoing	PDK
Continued relationship between the Grounds Maintenance service and the Town and Parish councils on the Britain in Bloom Competition.	Work ongoing	Work ongoing	SR
Joint work will be undertaken whenever external funding opportunities are identified. Currently this includes the review of the Shore Line Management Plan and partnership working on the Exe Estuary Study.	Work ongoing	March 2010	PE
Joint working with ENCAMS (Environmental Campaigns) to deliver promotions and initiatives on street cleansing issues.	Work ongoing	Work ongoing	SR

11. Workforce Planning for 2010/13

Headcount	
What is the current headcount in your service?	133.07 Full Time Equivalent.

<p>Is the headcount likely to significantly change in the next three years? If yes, how?</p>	<p>Retirements of one key post a holder is scheduled in 2010/11, the Senior Car Parks Inspector. A second key post a holder, Brian Kohl the Property Services Manager, is scheduled for retirement in 2011/12. A further 8 post holders are due to retire in the three year period (2010/13).</p> <p>Three posts to be filled in the Recycling and Refuse Service to support the service and growth in service. Two of these posts have been taken out of the budget.</p> <p>The Principal Engineers along with a second junior management post have also been removed from the budget.</p>																				
<p>Which key post holders are likely to retire in the next three years? Is there a succession planning strategy in place for this/these post(s)? If not, how would you fill this/these post(s)?</p>	<p><u>Retirements</u></p> <table border="0"> <tr> <td>Paul Fearn</td> <td>February 2010</td> </tr> <tr> <td>Len Wright</td> <td>May 2010</td> </tr> <tr> <td>Bob Fulthorpe</td> <td>April 2011</td> </tr> <tr> <td>Roger Hill</td> <td>July 2010</td> </tr> <tr> <td>Russel Skinner</td> <td>August 2010</td> </tr> <tr> <td>Albert Anning</td> <td>October 2011</td> </tr> <tr> <td>Brian Kohl</td> <td>March 2012</td> </tr> <tr> <td>Pat McAuley</td> <td>April 2012</td> </tr> <tr> <td>Dan Smith</td> <td>June 2012</td> </tr> <tr> <td>Jenny Thornton</td> <td>August 2013</td> </tr> </table> <p>It is expected that the duties of the post currently occupied by Jenny Thomas would be absorbed by the current team, unless additional duties are added to the team.</p> <p>All other posts will be replaced through the normal recruitment methods.</p>	Paul Fearn	February 2010	Len Wright	May 2010	Bob Fulthorpe	April 2011	Roger Hill	July 2010	Russel Skinner	August 2010	Albert Anning	October 2011	Brian Kohl	March 2012	Pat McAuley	April 2012	Dan Smith	June 2012	Jenny Thornton	August 2013
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<p>Recruitment and turnover</p>	
<p>Which posts have you found it difficult to recruit for?</p>	<p>Principal Engineer. Project and Performance Support Officer.</p>
<p>What action are you taking to help fill posts which are difficult to recruit for?</p>	<p>None, as there is a hold on recruitment for all vacant posts.</p> <p>Should the current situation change then the Principal Engineer will probably be recruited through a recruitment agency.</p>

Have you put market supplements in place for these posts?	No.
What is the current turnover for the service?	5.3%. (NB. Voluntary turnover [which excludes people who have reached normal retirement age, dismissal, redundancy, efficiency, death in service or ill-health retirement under the Local Government Pension Scheme] is 4.5%.)
Skills Development	
What skills gaps exist in the service and what skills need further development?	Management and professional skills require continued development. Continued development of core competencies through individual "Performance Excellence Reviews" and development.
Have you undertaken succession planning within your service?	Consideration to succession planning has been given to the services in Street Scene.
Have you and your managers put in place specific training plans for individuals to assist the succession planning process, for instance, special training for high potential individuals?	Placement of staff on the Management Development Programme and consideration of others likely to benefit from this training. Allocation of additional responsibilities to specific members of staff to aid development. Trainee Engineer – Btec National Diploma - Level 3 in Civil Engineering.

Workforce Development priorities	
What are the main Workforce Development priorities for the service in the next three years? <i>(This might include specific corporate or professional training, training for staff in partnership working, systems reviews, sharing service provision with other councils, individual training plans for succession planning.)</i>	The main workforce Development priorities, subject to budgets, over the next three years are: <ul style="list-style-type: none"> • Systems Thinking Training. • Partnership working and sharing service provision. • Management Development Programme. • Team Building Training. • General Health and Safety and operational specific training.

and, if appropriate, Happy, Healthy, Here Audits

Action	Progress
<p>There will be individual service specific pre-service planning days which will feed into the main Service Plan.</p> <p>These days will be structured so that staff can raise areas of concern.</p>	<p>The service specific pre-service planning days were held in October 2009. There were eight service specific pre-service planning days and the general feed-back was that the staff found the days informative and useful.</p> <p>Areas of concern were identified along with other relevant information on that service. This information has been used to develop this service plan and review and amend the individual service action plans.</p>
<p>There will be feedback of the service specific pre-service planning day an action plan will be developed and communicated to deal with those issues that were raised.</p>	<p>Feedback of the 2008 / 09 service specific pre-service planning day was carried out between December 2008 and June 2009. The individual service action plans developed at the service specific pre-service planning days were communicated and reviewed.</p>
<p>There will be a review of the service specific pre-service planning day action plan to determine progress and communicated to staff on how we have dealt with the issues that were raised.</p>	<p>There was a review of the individual service action plans developed at the service specific pre-service planning days carried out when feedback of the 2008 / 09 service specific pre-service planning day was being given.</p>
<p>All staff will be required to attend Staff Awareness Seminars in future.</p>	<p>All employees were informed that this was mandatory; and when Staff Awareness Seminars have been held all staff at work attended.</p>
<p>Service managers will receive training on the Performance Management Policy and on Managing Change.</p>	<p>All service managers have, or are receiving, training on the Performance Management Policy and on Managing Change.</p>
<p>More service managers have been nominated to attend the bi-monthly 'News and Views' meetings and will be required to do so or send a replacement if they cannot attend.</p>	<p>More service managers were nominated to attend the bi-monthly 'News and Views' meetings were informed that this was mandatory. When 'News and Views' meetings have been held all service</p>

	managers, unless there is some exceptional circumstances, have attended.
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13. Budget underpinning the Service Plan in 2010/13

	2010/11	2011/12	2012/13
Total Budget Requirement Revenue	£ 000's	£ 000's	£ 000's
Gross Expenditure	9,183	9,506	9,783
External Income	(2,069)	(2,110)	(2,152)
Internal Support Service Charges	1,993	2,033	2,073
Internal Income	(2,084)	(2,125)	(2,168)
Capital Charges	524	524	524
Net Budget	7,547	7,828	8,060
Additional spending/Transfer of resources			
For Special Item and Capital Bids please refer to Committee papers that have been previously issued with details of these bids.			
Recycling and Refuse service is the only service that the budget has been increased for additional spend to enable the completion of the service changes in 2010 / 2011.			

Key to Names

PE = Principal Engineer
 PD = Pauline Druce
 BK = Brian Kohl
 CP = Charlie Plowden
 MR = Mark Reilly
 JT = Jane Tancock

DC = David Cook
 PDK = Paul Deakin
 AP = Andrew Phillips
 MP = Mark Pollard
 SR = Steve Rippin
 LW = Len Wright