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North Devon Council  
Brynsworthy Environment Centre  
Barnstaple  
North Devon EX31 3NP

K. Miles  
Chief Executive.

### **STRATEGY AND RESOURCES COMMITTEE**

A meeting of the Strategy and Resources Committee will be held in the Barum Room - Brynsworthy on **MONDAY, 9TH JANUARY, 2023 at 10.00 am.**

(NOTE: A location plan for the Brynsworthy Environment Centre is attached to the agenda front pages. For meetings held at Brynsworthy only, you can join the meeting virtually via Microsoft Teams. There are also limited spaces to attend the meeting in person. Please check the Council's website for the latest information regarding the arrangements that are in place and the requirement to book a place 2 working days prior to the meeting.) Taking part in meetings (northdevon.gov.uk)

Members of the Strategy and Resources Councillor Worden (Chair)  
Committee

Councillors Crabb, Knight, Lane, Lofthouse, Patrinos, Pearson, Prowse, L. Spear, Wilkinson and Yabsley

### **AGENDA**

1. Apologies for absence
2. To approve as a correct record the minutes of the meeting held on 5 December 2022 (attached) (Pages 5 - 14)
3. Items brought forward which in the opinion of the Chair should be considered by the meeting as a matter of urgency.
4. Declarations of Interests.  
(Please telephone the Corporate and Community Services team to prepare a form for your signature before the meeting. Interests must be re-declared when the item is called, and Councillors must leave the room if necessary).
5. To agree the agenda between Part 'A' and Part 'B' (Confidential Restricted Information).

### **PART 'A'**

6. **Devon Carbon Plan** (Pages 15 - 20)  
Report by Sustainability and Climate Officer (attached).
7. **Housing Standards - Letters from Secretary of State** (Pages 21 - 38)

Letters from the Secretary of State and responses sent by the Head of Planning, Housing and Health (attached). Head of Planning, Housing and Health to report.

8. **Corporate Plan Delivery Highlight report** (Pages 39 - 74)  
Report by Head of Programme Management and Performance (attached).
9. **Litter Working Group**  
Report by Lead Member (to follow).
10. **NMD Building Control** (Pages 75 - 80)  
Report by Head of Planning, Housing and Health (attached).
11. **Urgent Decisions taken by the Chief Executive** (Pages 81 - 84)  
To note the urgent decisions that have been made by the Chief Executive in accordance with paragraph 3.45, Annexe 2, Part 3 of the Constitution (attached).

**PART 'B' (CONFIDENTIAL RESTRICTED INFORMATION)**

Nil.

**If you have any enquiries about this agenda, please contact Corporate and Community Services, telephone 01271 388253**

29.12.22



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The rules that the Council will apply are:

1. The recording must be overt (clearly visible to anyone at the meeting) and must not disrupt proceedings. The Council will put signs up at any meeting where we know recording is taking place.
2. The Chairman of the meeting has absolute discretion to stop or suspend recording if, in their opinion, continuing to do so would prejudice proceedings at the meeting or if the person recording is in breach of these rules.
3. We will ask for recording to stop if the meeting goes into 'part B' where the public is excluded for confidentiality reasons. In such a case, the person filming should leave the room ensuring all recording equipment is switched off.
4. Any member of the public has the right not to be recorded. We ensure that agendas for, and signage at, Council meetings make it clear that recording can take place – anyone not wishing to be recorded must advise the Chairman at the earliest opportunity.
5. The recording should not be edited in a way that could lead to misinterpretation or misrepresentation of the proceedings or in a way that ridicules or shows a lack of respect for those in the recording. The Council would expect any recording in breach of these rules to be removed from public view.

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For more information contact the Corporate and Community Services team on **01271 388253** or email **memberservices@northdevon.gov.uk** or the Communications Team on **01271 388278**, email **communications@northdevon.gov.uk**.

North Devon Council offices at Brynsworth, the full address is:  
Brynsworth Environment Centre (BEC), Roundswell,  
Barnstaple, Devon, EX31 3NP.

Sat Nav postcode is EX31 3NS.

At the Roundswell roundabout take the exit onto the B3232, after about ½ mile take the first right, BEC is about ½ a mile on the right.

Drive into the site, visitors parking is in front of the main building on the left hand side.

On arrival at the main entrance, please dial 8253 for Corporate and Community Services.



**NORTH DEVON COUNCIL**

Minutes of a meeting of Strategy and Resources Committee held at Barum Room - Brynsworthy on Monday, 5th December, 2022 at 10.00 am

PRESENT: Members:

Councillor Worden (Chair)

Councillors Lofthouse, Patrinos, Prowse, Wilkinson and Yabsley

Officers:

Director of Resources and Deputy Chief Executive, Head of Customer Focus, Senior Solicitor and Monitoring Officer and Public Protection Manager.

Also Present in person:

Councillor Tucker.

Also Present virtually:

Councillor Pearson.

**72. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Knight, Lane and L. Spear and the Chief Executive.

The Corporate and Community Services Officer advised that Councillor Pearson would be joining the meeting virtually.

**73. TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON 7 NOVEMBER 2022 (ATTACHED).**

RESOLVED that the minutes of the meeting held on 7<sup>th</sup> November 2022 (circulated previously) be approved as a correct record and signed by the Chair.

**74. DECLARATIONS OF INTERESTS.**

There were no declarations of interest announced.

## **75. INTRODUCTION OF AN ANIMAL LICENSING POLICY**

The Committee considered a report by the Public Protection Manager, (circulated previously) in respect of the introduction of an Animal Licensing Policy.

The Public Protection Manager explained the Council had never had an animal licensing policy before and that following the introduction of legislation in 2018 were introducing a policy to aid applicants, licence holders and the Council to provide transparency of the expectations for applicants and licence holders and to increase the robustness of the Council's approach and procedures in respect of its animal welfare and animal licensing responsibilities.

She explained that at the meeting of the Licensing and Community Safety Committee on 10<sup>th</sup> May 2022, the Committee considered and approved a public consultation on a proposed North Devon Council Animal Licensing Policy. The policy would set out details in relation to enforcement together with the interpretation of legislative requirements and other matters, such as:

- How the Licensing Authority would administer the Animal Activity Star Rating Scheme in North Devon, including details of the time period proposed before a licence holder could be re-inspected to re-evaluate their star rating (3-month stand still period).
- The procedure for appeals against the star rating awarded.
- Details on how the suitability of applicants would be determined including DBS check requirements, and guidance on the relevance of criminal convictions.

There had been 61 responses to the consultation.

She added that officers had carefully considered all of the consultation responses and as a result had drafted several amendments to the proposed policy, detailed below:

- Minor amendment to the proposal to appoint an independent Vet to undertake hiring out horses activity inspections who would be independent and not one that was retained by the applicant / licence holder. The proposed amendment was that an independent vet would be used "wherever reasonably practicable", and acknowledged that due to the relatively small number of specialist equine Vets in Devon, it may not always be possible or reasonable, to contract an independent Vet.
- In relation to applicants who disclosed relevant convictions the Policy had been amended to direct these applications to a Licensing Sub-Committee for determination. In the case of offences for animal cruelty, Licensing offences, or offences involving sex, indecency, or exploitation, the recommendation to the Licensing Sub-Committee would be to refuse the application, whereas for other relevant offences the recommendation would also be to refuse the application where the offences fall within the timeframes since conviction/ sentencing set out in the draft policy. It was proposed that Officers retained

delegated powers to refuse applications where applicants were judged to fail to meet minimum welfare standards upon inspection.

- It was proposed that the requirement for applicants for renewal to undertake a basic DBS disclosure as part of their application be delayed (suggested now until 1st April 2023 to enable adequate notice of the new arrangements to be communicated in good time within renewal documentation).
- Amendment to requirement for applicants to provide evidence of a commercial trade waste agreement, to allow for some degree of Officer judgement where an application was from a small-scale operation or was likely to produce very small volumes of waste.

During their meeting on the 11<sup>th</sup> October 2022 the Licensing and Community Safety Licensing Committee considered the policy with the above outlined amendments, and made recommendation to Strategy and Resources Committee for its approval and implementation.

She answered questions in response to a number of issues within individual Member wards and agreed to speak to the Members concerned following the meeting.

The Leader stated that he was encouraged by the 61 responses to the consultation process.

RESOLVED, that further to the recommendation made by Licensing and Community Safety Licensing Committee at its meeting of the 11 October 2022, the introduction of a new animal licensing Policy as detailed in Appendix A be brought into effect on the 1st January 2023.

## **76. HACKNEY CARRIAGE AND PRIVATE HIRE DRIVER QUALIFICATION STANDARDS**

The Committee considered a report by the Public Protection Manager (circulated previously) regarding the Hackney Carriage and Private Hire Driver Qualification Standards.

She advised that during their meeting of the 11 October 2022, the Committee discussed an email received from a Private Hire Operator, which highlighted the lengthy period for new driver applicants to become licenced.

In response to this email, Officers undertook a benchmarking exercise with other Devon and Somerset Authorities, and proposed a number of policy amendment options for the Committee to consider.

After a detailed discussion and debate in respect of five available options, Licensing and Community Safety Committee decided to recommend to Strategy and Resources the following change to the new driver application process:

- Applicants should have the option of attending a new licenced driver course OR the previous BTEC/ NVQ qualification.

She requested that the Committee adopt an amendment to North Devon Council's Hackney Carriage and Private Hire Licensing Policy, which was adopted on 7th November 2022 (the 'policy') in respect of taxi and private hire driver qualification standards. With the relevant paragraphs detailed in appendix A of the Committee report.

RESOLVED:

- (a) that the recommendation of Licensing and Community Safety Committee made on the 11 October 2022, namely to 'retain the requirement for a vocationally recognised taxi qualification, but give an alternative training option of a new driver training course (either the vocationally recognised taxi qualification, or the New Taxi Driver Training Course). Again prior to obtaining a licence in the case of the new driver course'. As such it was suggested that Strategy and Resources Committee be approved; and
- (b) that a revision of the Council's Hackney Carriage and Private Hire Licensing Policy be approved in line with appendix A of the report.

**77. REVIEW OF NORTH DEVON COUNCIL (OFF STREET PARKING PLACES) ORDER**

The Committee considered a report by the Parking Manager (circulated previously) regarding the review of North Devon Council (Off Street Parking Places) Order.

The Director of Resources and Deputy Chief Executive outlined the changes requested by parishes together with included amendments and the amended charges for North Devon Council Car Parks, which was approved by Full Council on 23rd November 2022 for inclusion into the Off Street Parking Order.

He explained that the charges were detailed at Appendix A of the report and included a new charge with regard to motorhome parking in some North Devon Council car parks.

He added that the Off Street Parking Order would be advertised following this meeting and circulated to all neighbouring campsites for comments.

He drew the Committee's attention to an error on page 162 of the report with regards to the Sheep Pen car park in South Molton. The charge for this car park should be £0.60 per hour with an all-day charge of £2.50 to be consistent with the main Central car park.

The Committee identified a number of errors in their individual areas, which were as follows:

- Page 76 of the report, which referred to an all-day charge of £6.00 for the Sheep Pen in the South Molton which should read £2.50

- Page 69 of the report, which referred to ensure that the wording was clear for that N10 'no sleeping' was only applicable to the car parks which were not designated for motorhomes parking.
- Page 130 of the report, which referred to Berrynarbor car park and listed under Ilfracombe was not in Ilfracombe.
- Page 139 of the report, which referred to Marine Drive in Ilfracombe as a long stay car park when it was actually now a short stay car park.
- Page 152 of the report, which referred to the Tourist Information Office at the Town Hall in Lynton can be deleted as it was no longer based there.
- Page 156 of the report, which referred to the operating of the Morteheo Cemetery by North Devon Council was owned by the National Trust.
- Page 156 of the report stated a £15.00 charge for motorhomes in Morteheo car.
- Page 157 of the report, which referred to the ownership of Marine Drive car park by Morteheo Parish Council was incorrect and that it was actually owned by the National Trust and leased to Morteheo Parish Council.
- Page 158 of the report, which referred to the ownership of Woolacombe Village Hall by Morteheo Parish Council was incorrect and that it was actually owned by the Trustees.

The Director of Resources and Deputy Chief Executive advised that the amendments would be made prior to the advertisement of the Order and the Motorhome parking proposal would be reviewed after 12 months.

**RESOLVED:**

- (a) That the changes requested by parishes together with the included amendments and amended charges for North Devon Council car parks, which were approved by Full Council on 23rd November 2022 be included into the Off Street Parking Order and approved for the following:
- (i) **Braunton Parish Council** - Changes to charges and regulations for Caen Street and Chaloners Road car parks and include the amendments into the Off Street Parking Order as described below and shown in Appendix B.
  - (ii) **Combe Martin Parish Council** - Changes to charges and regulations for Cormelles car park, High Street coach/car park, Holdstone Down, Hollands Park, Kiln car park and The Parade and include the amendments into the Off Street Parking Order as described below and shown in Appendix B.
  - (iii) **Instow Parish Council** - Changes to charges and regulations for Instow Marine car park and include the amendments into the Off Street Parking Order as described below and shown in Appendix B.
  - (iv) **Lynton & Lynmouth Town Council** - Changes to charges and regulations for Bottom Meadow car park, Upper Valley of Rocks car park, Cross Street car park, Valley of Rocks car park, Esplanade car park, Lower Lyndale car park, Upper Lyndale car park, Watersmeet car park and Manor Foreshore car park and include the amendments the Off Street Parking Order as described below and shown in Appendix B.

- (v) **South Molton Town Council** - Changes to charges and regulations for South Molton Central car park, Sheep Pen car park, South Molton Coach & Lorry Park and include the amendments into the Off Street Parking Order as described below and shown in Appendix B.
- South Molton Residents permit to only permit parking in the South Molton Central Car Park for clarification purposes. The permit does not allow customers to park in any of the other car parks in South Molton and managed by North Devon Council.
- (vi) **North Devon Council Car Parks** – Changes to charges and regulations for North Devon Council car parks together with the increase in the level of charges across Off Street Car Parks with effect from 15 March 2023, which was approved by Full Council at its meeting on 23<sup>rd</sup> November 2022 and included the amendments into the Off Street Parking Order as described below and shown in Appendix B.

Councillor Patrinos declared a Non-Registrable Interest as a member of Lynton and Lynmouth Town Council.

Councillor Pearson declared Non-Registrable Interest as a member of Ilfracombe Town Council.

Councillor Wilkinson declared Non-Registrable Interest as a member of Morteohoe Parish Council.

Councillor Worden declared Non-Registrable Interest as a member of South Molton Town Council.

## **78. LYNTON AGENCY PERFORMANCE REVIEW**

The Committee considered a report by the Director of Resources and Deputy Chief Executive (circulated previously) regarding the Lynton Agency Performance Review.

The Director of Resources and Deputy Chief Executive advised that the current Lynton Agency Agreement was due to expire at the end of March 2023.

He explained that the agreement was originally reviewed in February 2015 and that as part of the review North Devon Council approved the service improvement framework to objectively review services to improve the customer experience and/or value for money. As a result of this work the review of the Lynton and Lynmouth agency agreement was added to the review programme. The revised agreement was reviewed and approved by the Executive again in April 2017.

Following a successful agency arrangement being in place for the above 3- year period, a further report to the meeting of Strategy and Resources on 4 November 2019 it was approved to continue with the agency agreement for a further period of 3 years.

He added that the purpose of the report was to update members on the progress against the 14 review recommendations put forward by the review team; to receive the financial outturn for the agency for the 2020/21 and 2021/22 years and to make recommendation about the future delivery of the services for 2023/24 year onwards.

He drew the Committee’s attention to the following points in the report:

- A summary annual report on the agency performance for the period of 2020 to date and financial outturn from the Lynton and Lynmouth Town Clerk was detailed in appendix A of the report.
- The only remaining review recommendation that was outstanding was in relation to exploring a joint way forwards to reducing public convenience costs.
- There was a significant forecast budget gap being faced by this Council and in working towards bridging those gaps, Members had held Budget Working Groups to look at a range of options including exploring different ways of delivering some services without impacting upon them.
- Discussions had been ongoing with local town and parish councils about the potential transfer of the public conveniences facilities to them. A decision such as this would clearly pass the financial burden for maintaining and cleaning the facilities to the local town or parish council and the Council was mindful that in order to fund that impact could result in a requirement to increase their share of the local tax precept.
- The Council was mindful that public conveniences were often seen as vital facilities in communities and so, the preferred alternative to closure would be to transfer those facilities to the relevant town or parish council which was a similar approach to that had been adopted by other Local Authorities in recent years.
- Following the original 2015 agency review, the revised forecast figures presented by Lynton and Lynmouth Town Council were projecting a net budget surplus (excluding parking fines) of £48,912; which was in line with the in-house North Devon Council costing put forward as part of the review process, detailed below:

	L&L Agency (old)	L&L Agency (new)	NDC Solution
Expenditure	-£326,418.00	£-327,651.00	-£248,599.50
Income	£359,651.00	£376,563.00	£ 297,431.00
<b>Surplus</b>	<b>£33,233.00</b>	<b>£48,912.00</b>	<b>£48,831.50</b>

- As outlined in the report from the Lynton and Lynmouth Town Clerk;the actual financial performance for 2021/22 year had resulted in a net surplus of £115,424 which was returned to North Devon Council.
- The previous years’ saw a financial return from the agency as follows;
  - 2018/19 net surplus of £60,177
  - 2019/20 net surplus of £65,843

- 2020/21 net loss of £505
  - 2021/22 net surplus of £115,424.
- The pandemic year of 2020/21 saw a significant decline in car park income (such as we saw across all NDC car parks) and income was £87,000 down on the budgeted level. However, separately North Devon Council claimed part of this income loss back through the support the Government provided Councils under the scheme for 75% reclaim of net losses on Sales, Fees and Charges. Therefore the above net loss against the agency budget had been mitigated by this separate transaction claim back to the Council.
  - The agency accounts for periods 2020/21 and 2021/22 were set out in Appendix B (2020/21) and Appendix C (2021/22).
  - As outlined in the report from the Lynton and Lynmouth Town Clerk, the projected financial forecast for the current 2022/23 year was in line with the agreed budgeted surplus position.

The Director of Resources and Deputy Chief Executive added that when the agency agreement was due for review in three years' time that a further report would be presented to the Committee six months in advance to seek agreement to continue with the arrangements.

The Senior Solicitor and Monitoring Officer advised Councillor Patrinos he had an Other Registrable Interest as he is a Member of Lynton and Lynmouth Town Council. His reasoning for this advice was that there is a direct agreement between North Devon Council and Lynton and Lynmouth Town Council for the Lynton Agency and this decision relates to the proposal to review this and enter into a new agreement which accordingly has a direct impact on the finances and well-being of the Town Council. In accordance with the Code of Conduct this would be considered as clouding his judgment and so the advice is that Councillor Patrinos may speak as a member of the public but may not take part in the deliberations or vote.

Councillor Patrinos thanked the Senior Solicitor and Monitoring Officer for his advice.

The Director of Resources and Deputy Chief Executive added that there was a financial impact whereby the Lynton Agency arrangement benefited the Town Council through recharging a proportion of the establishment overheads.

**RESOLVED:**

- (a) That the annual report and that the actions being taken to ensure that performance against the 14 review recommendations is at the desired level be noted;
- (b) That North Devon Council enter into a new agency agreement with Lynton and Lynmouth Town Council with effect 1st April 2023 for a period of 3 years, with a formal review on that date be approved; and

# Agenda Item 2

Strategy and Resources Committee - 5 December 2022

- (c) That delegated authority be given to the Director of Resources and Deputy Chief Executive, in consultation with the Senior Solicitor and Monitoring Officer, to agree the terms of the new agency agreement with Lynton and Lynmouth Town Council.

Councillor Patrinos declared an Other Registrable Interest as a member of Lynton and Lynmouth Town Council and did not vote on the recommendations.

Chair

The meeting ended at 10.47 am

NOTE: These minutes will be confirmed as a correct record at the next meeting of the Committee.

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## North Devon Council

Report Date: 9<sup>th</sup> January 2023

Topic: Devon Carbon Plan

Report by: Donna Sibley, Sustainability & Climate Officer

### 1. INTRODUCTION

1.1. The Devon Carbon Plan is the roadmap for how Devon will reach net-zero emissions by 2050 (at the latest), and was officially launched 27 September 2022. It divides action to reduce Devon's emissions into five sectors: economy and resources; energy supply; food, land and sea; transport; and the built environment.

### 2. RECOMMENDATIONS

2.1. That members endorse the Devon Carbon Plan;

2.2. That members resolve to continue to work in collaboration with the Devon Climate Emergency Partnership in reducing carbon emissions across the County;

### 3. REASONS FOR RECOMMENDATIONS

3.1. The Devon Carbon Plan and the Devon Climate Emergency Partnership offer a route to deliver on the Council's ambitions on environment and climate change.

### 4. REPORT

4.1. The Devon Carbon Plan is a landmark piece of work for the County to help realise and achieve county aims of becoming net-zero by 2050, at the latest. The Devon Climate Emergency Partnership, secretariat role by Devon County Council, has led the collaboration and alignment of almost 30 organisations across the county – a challenging undertaking.

4.2. The Devon Carbon Plan will principally be an online document, which can be viewed on the [Devon Climate Emergency](#) website. There are 3 versions of the Devon Carbon Plan available (link above):

- The full plan – 42,000 words
- A summary version – 20,000 words
- A quick read – 18 pages, Appendix One

4.3. The day to day management of evidence gathering, bringing together interested parties and the writing of the Devon Carbon Plan has been overseen by officers within the Environment team at Devon County Council.



Representatives from North Devon Council have attended meetings on a monthly basis.

4.4. Creating the Devon Carbon Plan involved five main phases, with a visual representation of the process below.

- i. During the first phase, the Net Zero Task Force took a robust, evidence-led approach, with an open call for evidence from the public and organisations wishing to contribute which received 893 submissions from the public.
- ii. Six Thematic Hearings (meetings) gathered expert input about barriers to reaching net-zero; and a Youth Parliament Climate Summit with 75 students from 15 primary and secondary schools across Devon was convened.
- iii. Next, the Interim Devon Carbon Plan was developed. The Devon Climate Emergency Partnership asked for public feedback during a consultation which received 1322 responses.
- iv. The more controversial climate topics and action areas were set aside to be deliberated through a representative Citizens Assembly which was organised and chaired by a third party in the summer of 2021.
- v. Following the successful completion of the Citizens' Assembly, a further public consultation took place on the actions developed in response to the assembly's recommendations in spring 2022.



4.5. The development of the Devon Carbon Plan has followed a robust science led process, involving thematic experts as well as including public consultation and a representative Citizens Assembly.

4.6. The Devon Carbon Plan highlights the barriers that need to be overcome, the resources required (whether they are existing or required) and where collaboration with national government is needed to do so.

4.7. The Devon Carbon Plan action-table includes columns which indicate who an action is most relevant to. Very rarely is an action relevant to a single organisation – the Devon Carbon Plan is a County carbon plan for all, where collaboration and working together is at the core of the Devon Climate Emergency Partnership.

4.8. Many of the actions have a degree of flexibility in their language, such as 'where possible', 'explore', 'investigate'. This isn't there to downplay the



critical nature of reducing carbon emissions, rather setting out key areas of focus for each type of organisation to contribute to the 2050 net-zero target.

4.9. The Devon Carbon Plan doesn't propose to supersede existing democratic scrutiny processes or partners own governance arrangements. It instead is an evidence-led plan which forms a roadmap which encourages each partner organisation, and organisations and communities beyond the partnership, to help deliver it.

4.10. With the launch of the Devon Carbon Plan, a new governance structure will be established during winter 2022. Reporting on the delivery of the Devon Carbon Plan will be facilitated by the Secretariat, provided by Devon County Council.

4.11. Inclusion in future governance arrangements will be overseen and managed by the Head of Environmental Enhancement, with activity delegated to the Climate and Sustainability Officer.

4.12. There is no financial contribution from North Devon Council to deliver the Devon Carbon Plan. If projects require funding from the Council, a report will be brought to committee.

4.13. For projects listed in the Devon Carbon Plan Action Plan, external funding will be sought to support its delivery, led by the Devon Climate Emergency Partnership.

## 5. RESOURCE IMPLICATIONS

5.1. None.

## 6. EQUALITIES ASSESSMENT

6.1. An EqIA has been completed for the Devon Carbon Plan.

## 7. ENVIRONMENTAL ASSESSMENT

7.1. Delivery of the Devon Carbon Plan will result in sustainability and biodiversity gains for the county.

## 8. CORPORATE PRIORITIES

8.1. What impact, positive or negative, does the subject of this report have on:

- The commercialisation agenda – unknown;
- Improving customer focus – unknown; and/or
- Regeneration or economic development – unknown.



## 9. CONSTITUTIONAL CONTEXT

9.1. Article of Part 3 Annex 1 paragraph: 1(h)

9.2. Delegated power

## 10. STATEMENT OF CONFIDENTIALITY

This report contains no confidential information or exempt information under the provisions of Schedule 12A of 1972 Act.

## 11. BACKGROUND PAPERS

The following background papers were used in the preparation of this report:  
none.

## 12. STATEMENT OF INTERNAL ADVICE

The author (below) confirms that advice has been taken from all appropriate Councillors and Officers: Donna Sibley, Sustainability and Climate Officer.

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Our ref:  
Please ask for: Mr Jeremy Mann  
Tel: 01271 388341  
Email: Jeremy.Mann@northdevon.gov.uk  
Date: 13 December 2022



Caroline Crowther and Charlotte Spencer (Jobshare)  
Director, Private Rented Sector and Leasehold  
Department for Levelling Up, Housing and Communities  
Fry Building  
2 Marsham Street  
London  
SW1P 4DF

Dear Caroline Crowther and Charlotte Spencer

**RE: HOUSING STANDARDS IN RENTED PROPERTIES IN ENGLAND**

I write to formally acknowledge receipt of the Secretary of State's letter to my Chief Executive of the 19<sup>th</sup> November, 2022 and your follow on communication dated the 25<sup>th</sup> November, 2022.

In accordance with the Council's responsibilities under Section 3 of the Housing Act 2004 to keep housing conditions in their area under review, it has procured the following:

1. Dwelling Level Housing Stock Modelling and Database. Building Research Establish Ltd., 2019.
2. ND Home Analytics housing stock data. Energy Saving Trust, 2019.
3. ND Fuel Poverty and Domestic Energy Efficiency Analysis, Yes Energy Solutions, 2020.
4. In collaboration with other Devon district authorities, it also gained access to Parity Projects' Housing data analytics, 2022.
5. NDC has established a strategic partnership with the LSVT landlord, North Devon Homes (NDH). NDH accommodate approximately 10% of the local population. Through this collaboration, the Council is aware that 20% of their stock is surveyed on an annual basis as part of their asset management strategy.



INVESTOR IN PEOPLE

# Agenda Item 7

The headline findings from the BRE report were:

There are 45,771 dwellings in North Devon, 68% are owner occupied, 22% private rented and 10% social rented.

8,233 dwellings in the private sector have Category 1 Housing Health and Safety Rating System (HHSRS) hazards. This equates to 20% of properties.

1,649 dwellings in the private rented sector have Category 1 HHSRS hazards. This equates to 17% of properties in the private rented sector.

For all stock, the performance of the housing stock in North Devon compared to the EHS England average is mixed. North Devon performs significantly worse for all hazards (19% compared to 12%), which is mainly a result of high levels of excess cold in North Devon (13% compared to 3% in England).

North Devon performs slightly worse for fuel poverty (Low Income High Costs definition) (15% compared to 11%, and slightly better for falls (6% compared to 7%), disrepair (3% compared to 5%) and low income households (23% compared to 27%).

When comparing North Devon to the South West region, the picture is similar with North Devon performing significantly worse for all hazards (19% compared to 13%) and excess cold (13% compared to 5%).

**Table 1:** Estimates of the numbers and percentage of dwellings meeting the key indicator criteria assessed by the Housing Stock Models and Housing Stock Condition Database for all stock and private rented stock.

Indicator	All stock				Private sector stock			
	North Devon (no.)	North Devon (%)	2014 EHS Regional (%)	2014 EHS England (%)	North Devon (no.)	North Devon (%)	2014 EHS Regional (%)	2014 EHS England (%)
No. of dwellings	45,771	-	-	-	41,031	-	-	-
HHSRS category 1 hazards	8,618	19%	13%	12%	8,233	20%	14%	13%
All hazards	8,618	19%	13%	12%	8,233	20%	14%	13%
Excess cold	5,960	13%	5%	3%	5,734	14%	6%	4%
Fall hazards	2,654	6%	6%	7%	2,573	6%	6%	7%
Disrepair	1,309	3%	3%	5%	1,153	3%	3%	5%
Fuel poverty (10%)	5,712	12%	11%	12%	5,217	13%	11%	11%
Fuel poverty (Low Income High Costs)	6,727	15%	12%	11%	6,222	15%	12%	10%
Low income households	10,505	23%	25%	27%	7,197	18%	18%	18%

*N.B. the information on hazards refers to the number of dwellings with a hazard of the stated type. Because of this there is likely to be some overlap – for example, some dwellings are likely to have excess cold and fall hazards but this dwelling would only be represented once under 'all hazards'. The number of dwellings under 'all hazards' can therefore be less than the sum of the excess cold plus fall hazards.*

The HHSRS' Guidance recognises certain deficiencies have a direct effect, or contribute to more than one hazard. For example, the contributory factor the absence of background warmth/cold hazards, makes to condensation (surface dampness and black mould). The Council is not, however, able to extract specific data on the prevalence of Category 1 and 2 damp and mould hazards from the BRE report, but has made enquiries to see if this information can be made available.



INVESTOR IN PEOPLE

# Agenda Item 7

The Council has most recently focussed its attention on interventions linked to addressing cold hazards and the promotion of energy efficiency because of this assessed need. This will have had a consequential positive impact on the prevalence of damp and mould, although this was not stated as an objective at the time.

Some of the output from this Council's work, in conjunction with its partners, is summarised in Tables 2 – 9 below:

**Table 2:** ECO declarations; over 800 signed (NB: Significant reduction in activity during 2 years of pandemic. 2022/2023 reduction due to ending of ECO3).

2019/2020	411
2020/2021	164
2021/2022	193
2022/2023	34

**Table 3:** ECO Warm Up Grants; 191 agreed (NB: Significant reduction in activity during 2 years of pandemic. 2022/2023 reduction due to ending of ECO3), use of Better Care Funding.

2019/2020	165
2020/2021	11
2021/2022	11
2022/2023	4

**Table 4:** ECO Measures.

	2019-2020	2020-2021	2021-2022	2022-2023	TOTAL
1 measure	318	83	90	21	512
2 measures	59	71	89	13	232
3 measures	7	10	14	0	31
Not stated/ Duplicate	27	0	0	0	27
TOTAL	411	164	193	34	-

**Table 5:** LAD 2 output – 174 properties in ND with total spend £1,674,053 (against initial allocation of £875K).

Measures:

- Solar PV = 165
- Loft insulation = 30
- Cavity wall insulation = 4
- Internal wall insulation = 4
- Air source heat pump = 4
- Ventilation = 3



INVESTOR IN PEOPLE

**Table 6:** Sustainable Warmth (LAD3 and HUG1) to date:

73 households registered (against target of 58); of these, 27 surveys completed, 19 Options Evaluation complete, 16 Retrofit Designer received Options Evaluation, 13 costing design pack completed.

**Table 7:** NDH received £460K grant funding, together with their contribution of £230K to undertake external wall insulation and loft top-ups, thermal doors to 19 properties and upgraded heating systems (from E7 to the high heat retention heaters) for about 30 properties. Also some more minor measures in terms of draught proofing and cylinder insulation upgrades.

**Table 8:** NDH completed a 'Boxergy' project where they installed air source heating with a heat store and battery store to 7 properties in Witheridge with funding from the Energy Savings Trust.

**Table 9:** NDH also trailed smart controls for E7 heating to 40 properties in conjunction with National Energy Action (NEA). This has been fully funded by Energy for Tomorrow.

HUGS2: Application has been submitted (18<sup>th</sup> November), attached; aiming for 643 properties over 2 years with a combined budget of £13m. East Devon (funding share 19.70%), Exeter (6.31%), Mid Devon (16.52%), **North Devon (15.40%)**, Teignbridge (16.69%), Torridge (16.61%) and Torbay (9.77%). The application also includes increasing the partnership's capacity to triage enquiries which aim to help increase our engagement activity.

In relation to improving standards in the private rented sector, the Council has recently taken the opportunity to address both damp and mould concerns in its updated amenity standards for HMOs. This is available at:

<https://www.northdevon.gov.uk/media/381442/2022-amenity-standards-document.pdf>

Points to note from the document are:

Heating Requirements (pages 3 – 4)

We stipulate a number of locally adopted standards pertaining to heating requirements, and our standards also make mention to how fixed heating can reduce hazards associated with damp and mould by reducing the incidence of condensation and the prevalence of cold surfaces.

Personal Washing Facilities and WCs (pages 4 – 6)

In addition to a number of other locally adopted standards, we request that licence holders ensure that bathrooms have mechanical ventilation to the outside air, in addition to any window(s), and state that ventilation should not be obstructed. We advise that ventilation extracts and reduces moisture-laden air contributing to damp and mould.



INVESTOR IN PEOPLE

Energy Efficient (page 19)

We recommend that licence holders take reasonable steps in improving the energy efficiency of their properties and work towards improving the EPC towards Band C, where practicable.

Washing and Drying Facilities (page 21)

We also recommend that landlords provide provisions for both the washing and drying of clothes, as this reduces hazards associated with damp and mould by reducing the incidence of condensation, and it can also result in a reduction in redecoration and maintenance costs associated with high moisture levels.

I have also provided information regarding the Council's regulatory activity in the attached appendices:

- i. Appendix A – Housing standards request for service received.
- ii. Appendix B – Housing Act Notices served.
- iii. Appendix C – Prosecutions.
- iv. Appendix D – Category 1 and 2 hazards identified and eliminated.

The Chief Executive has requested that the Minister's letter and your follow-up communication are formally presented to Councillors. This will occur on the 9<sup>th</sup> January, 2023 at the Council's Strategy and Resources Committee.

This report will also allow Councillors to consider the adoption of a plan of action on mould and damp concerns in privately rented accommodation, in conjunction with setting out its wider regulatory proposals to drive up standards in their sector. This work will be informed by a needs' assessment undertaken in collaboration with relevant partners.

The decisions made on the 9<sup>th</sup> January, 2023 will then support the Authority's full response to DLUHC, later in the month.

Kind regards.

Yours sincerely

J W Mann  
Head of Planning, Housing & Health

*Encs. Appendix A, B, C and D*



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# Agenda Item 7

Appendix a

**Housing Standards Workload  
01 April 2019 to 28 November 2022**

APPENDIX A

Service Requests Received	Fiscal Year				Total
	2019/2020	2020/2021	2021/2022	2022/2023	
PSH Disconnect Electricity	0	0	1	0	1
PSH Empty Homes DO NOT USE	5	1	13	2	21
PSH Fire Notification	0	1	1	0	2
PSH Illegal Eviction	2	1	1	1	5
Rent Repayment Order	0	3	2	1	6
PSH Management	16	15	17	16	64
PSH Overcrowding	0	2	6	0	8
PSH Unsat. Conditions	145	149	150	99	543
Rent Repayment Order	0	0	1	0	1
<b>Total:</b>	<b>168</b>	<b>172</b>	<b>192</b>	<b>119</b>	<b>651</b>

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# Agenda Item 7

## Appendix b

Housing Standards Workload  
01 April 2019 to 28 November 2022

### APPENDIX B

Notices Served		Fiscal Year				Total
		2019/2020	2020/2021	2021/2022	2022/2023	
Task Description	Outcome					
EPA 1990 S80 Abatement HSG	<b>Total:</b>	0	0	1	0	1
	*** Still Outstanding ***	0	0	1	0	1
Financial Penalties Notice Hsg	<b>Total:</b>	0	0	2	0	2
	Notice Served Hsg	0	0	2	0	2
HA04 Emerg Prohibition Order	<b>Total:</b>	1	2	0	1	4
	*** Still Outstanding ***	1	2	0	1	4
HA04 Hazard Awareness Notice	<b>Total:</b>	1	0	0	0	1
	*** Still Outstanding ***	1	0	0	0	1
HA04 Improvement Notice	<b>Total:</b>	9	6	6	3	24
	*** Still Outstanding ***	3	1	3	2	9
	Notice Complied	4	4	3	1	12
	Notice Withdrawn	2	1	0	0	3
HA04 Ntce Emerg Remedial Act'n	<b>Total:</b>	1	0	1	0	2
	Notice Complied	1	0	1	0	2
HA04 Prohibition Order	<b>Total:</b>	2	2	2	2	8
	*** Still Outstanding ***	0	0	1	2	3
	No Action Taken	0	0	1	0	1
	Notice Complied	1	2	0	0	3
	Notice Not Complied	1	0	0	0	1
HA04 S235 Power to Prod Docs	<b>Total:</b>	0	0	5	0	5
	Notice Complied	0	0	2	0	2
	Notice Not Complied	0	0	3	0	3
Inf Not/Writ Warning Hsg	<b>Total:</b>	0	0	0	1	1
	*** Still Outstanding ***	0	0	0	1	1
LGMP Act 1982 S29 Prot'n Bldgs	<b>Total:</b>	0	1	0	0	1
	Notice Complied	0	1	0	0	1
S16 Requisition Housing	<b>Total:</b>	0	1	16	0	17
	Notice Complied	0	0	4	0	4
	Notice Not Complied	0	0	10	0	10
	Notice Withdrawn	0	1	0	0	1
	Sec16requisition Hsg	0	0	2	0	2
<b>Total:</b>		<b>14</b>	<b>12</b>	<b>33</b>	<b>7</b>	<b>66</b>

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# Agenda Item 7

## Appendix c

Housing Standards Workload  
01 April 2019 to 28 November 2022

APPENDIX C

Prosecutions		Fiscal Year	Total
Task Description		2021/2022	
Prosecution PSH	Total:	2	2
	Case Withdrawn	1	1
	Convicted	1	1
	Total:	2	2

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APPENDIX D

Category 1 & 2 Hazards Identified and Eliminated	Fiscal Year																Cat 1 identified Total	Cat 1 Eliminated Total	Cat 2 Identified Total	Cat 2 Eliminated Total	TOTAL Identified	TOTAL Eliminated
	2019/2020				2020/2021				2021/2022				2022/2023									
	Cat 1 Identified	Cat 1 Eliminated	Cat 2 Identified	Cat 2 Eliminated	Cat 1 Identified	Cat 1 Eliminated	Cat 2 Identified	Cat 2 Eliminated	Cat 1 Identified	Cat 1 Eliminated	Cat 2 Identified	Cat 2 Eliminated	Cat 1 Identified	Cat 1 Eliminated	Cat 2 Identified	Cat 2 Eliminated						
<b>Total:</b>	<b>61</b>	<b>40</b>	<b>78</b>	<b>32</b>	<b>45</b>	<b>28</b>	<b>50</b>	<b>29</b>	<b>21</b>	<b>11</b>	<b>26</b>	<b>10</b>	<b>18</b>	<b>9</b>	<b>15</b>	<b>7</b>	<b>145</b>	<b>88</b>	<b>169</b>	<b>78</b>	<b>314</b>	<b>166</b>
Asbestos (+ MMF)	0	0	1	0	1	0	1	0	-	-	-	0	-	-	-	0	1	0	2	0	3	0
Carbon Monoxide	0	0	1	1	1	1	0	0	-	-	-	0	-	-	-	0	1	1	1	1	2	2
Crowding And Space	0	0	2	0	-	-	-	1	0	0	1	0	1	0	0	0	1	0	3	0	4	0
Damp And Mould Growth	2	2	39	1	0	0	26	1	2	1	10	0	2	1	8	1	6	4	83	41	89	45
Domestic Hygiene/Pests	1	0	1	0	0	0	1	1	0	0	2	0	0	0	1	0	1	0	5	2	6	2
Electrical Hazards	5	1	3	0	3	3	2	0	1	1	2	0	2	1	0	0	11	6	7	4	18	10
Entrapment or Collision	1	1	0	0	0	0	1	1	0	0	1	1	-	-	-	0	1	1	2	2	3	3
Entry By Intruders	0	0	1	0	2	1	0	0	1	0	2	0	1	1	0	0	4	2	3	1	7	3
Excess Cold	24	19	0	0	17	12	0	0	7	4	0	0	6	4	0	0	54	39	0	0	54	39
Excess Heat	0	0	1	0	-	-	-	1	0	0	1	0	-	-	-	0	0	0	2	0	2	0
Falls Between Levels	2	1	4	0	-	-	-	1	0	0	1	0	-	-	-	0	2	1	5	1	7	2
Falls On Stairs And Steps	3	2	1	0	2	1	0	0	4	2	1	0	2	1	2	0	11	6	4	1	15	7
Falls On The Level	4	2	3	1	3	1	0	0	-	-	-	0	1	0	0	0	8	3	3	2	11	5
Fire	14	10	6	0	9	5	0	0	4	3	1	0	1	1	0	0	28	19	7	1	35	20
Food Safety	0	0	4	1	2	2	5	0	-	-	-	0	-	-	-	0	2	2	9	7	11	9
Hot Surfaces + Materials	-	-	-	0	0	0	2	0	-	-	-	0	-	-	-	0	0	0	2	1	2	1
Personal Hygiene	2	0	4	1	2	0	6	0	1	0	2	1	-	-	-	0	5	0	12	7	17	7
Poor Ergonomics	0	0	1	0	-	-	-	1	-	-	-	0	-	-	-	0	0	0	1	0	1	0
Structural Collapse etc	3	2	6	0	2	2	5	0	1	0	2	1	2	0	4	0	8	4	17	6	25	10
Water Supply	-	-	-	0	1	0	1	1	-	-	-	0	-	-	-	0	1	0	1	1	2	1
<b>Total</b>	<b>61</b>	<b>40</b>	<b>78</b>	<b>32</b>	<b>45</b>	<b>28</b>	<b>50</b>	<b>29</b>	<b>21</b>	<b>11</b>	<b>26</b>	<b>10</b>	<b>18</b>	<b>9</b>	<b>15</b>	<b>7</b>	<b>145</b>	<b>88</b>	<b>169</b>	<b>78</b>	<b>314</b>	<b>166</b>

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Department for Levelling Up,  
Housing & Communities

**Rt Hon Michael Gove MP**

*Secretary of State for Levelling up Housing & Communities*

*Minister for Intergovernmental Relations*

**Department for Levelling Up, Housing and Communities**

4th Floor, Fry Building

2 Marsham Street

London

SW1P 4DF

19 November 2022

Dear Local Authority Chief Executive and council leaders,

## **HOUSING STANDARDS IN RENTED PROPERTIES IN ENGLAND**

The tragedy of Awaab Ishak, who died at two years old as a direct result of mould in his family home, has highlighted the urgent need to ensure a decent standard of properties for tenants in all sectors.

I know you will join me in mourning this avoidable loss. I also know, from previous experience, that councils and authorities across the country are already determined to improve housing standards. That is why I am confident you will all be as focussed as my department is on ensuring that no family ever has to experience such a tragedy again. In 21st century Britain, this should not be a high aspiration.

I have today written to social housing providers on this crucial matter. All of us – including my department – need to deliver our responsibility to people living in poor quality housing. That is why I am writing to you to request you do everything in your power to prioritise the improvement of housing conditions for the millions of private and social tenants, in line with existing duties in the Housing Act 2004. This becomes ever more urgent as we go into winter with a cost of living and energy crisis, which may exacerbate damp and mould conditions in some homes.

As you will be aware, local housing authorities have a duty under the Housing Act 2004 (“the Act”) to keep housing conditions in their area under review with a view to identifying any action that may need to be taken by them under the Act (section 3(1)).

### **Treating damp and mould seriously**

Having considered it necessary and urgent to ensure that, as we go into a challenging winter, damp and mould issues are being addressed, I now direct, under section 3(3) of the Act, that all local housing authorities in carrying out their duty to review housing conditions in their area must:

- have particular regard to high scoring (bands D and E) category 2 damp and mould hazards, as outlined in the guidance ‘Housing health and safety rating system (HHSRS) enforcement guidance: housing conditions<sup>1</sup>
- supply the department with an assessment of damp and mould issues affecting privately rented properties in your area, including the prevalence of category 1 and 2 damp and mould hazards; and

<sup>1</sup> <https://www.gov.uk/government/publications/housing-health-and-safety-rating-system-enforcement-guidance-housing-conditions>

# Agenda Item 7

- supply the department with an assessment of action you have identified that may need to be taken in relation to damp and mould issues affecting privately rented properties in your area.

In addition, pursuant to your duties under section 3(3) of the Act, I would like you to provide the following data covering your last three 12 monthly reporting periods for privately rented properties in your area:

- how many damp and mould hazards you have remediated, compared to your assessment of the prevalence of these hazards;
- how many times you have taken enforcement action to remedy damp and mould hazards and the form this has taken;
- how many civil penalty notices have been issued in relation to non-compliance with enforcement action over damp and mould hazards; and
- how many prosecutions have been successfully pursued in relation to damp and mould hazards.

If you have not collected this information, please explain why.

Finally, I would also like you to set out how you are prioritising enforcement of housing standards more generally in your authority, across all tenures, including what plans you have to ensure adequate enforcement capacity to drive up standards in the private rented sector.

Alongside this, I have asked social housing providers to make an assessment of their properties and the Regulator of Social Housing will also be writing to them shortly on this matter.

I would like an initial response by the end of the month – this should set out how you are prioritising this work and any other initial information you can provide. I would then like the full response by 27 January at the latest. My officials will work with the Local Government Association and local authorities to agree the process and format for these responses in the coming days. Any questions in the meantime can be directed to [housingstandards@levellingup.gov.uk](mailto:housingstandards@levellingup.gov.uk). My department will review these returns and may ask for further information. We may also periodically publish the responses, or a summary, to improve transparency on this important issue. I have focussed here largely on damp and mould to make quick progress on this important area during the winter months, but reserve the right to make further directions and requests in relation to wider standards in the near future as the department deems necessary.

I would like to take this opportunity to thank you for the important work that you do in your local areas to improve housing standards for tenants. It is vital that we all learn from the events that led to the tragic death of Awaab, and my officials and I look forward to working collaboratively with you to improve standards for renters across the country and across all tenures.

With every good wish,



**Rt Hon Michael Gove MP**  
**Secretary of State for Levelling Up, Housing and Communities**  
**Minister for Intergovernmental Relations**



Department for Levelling Up,  
Housing & Communities

**Caroline Crowther and Charlotte Spencer  
(Jobshare)**

Director, Private Rented Sector and Leasehold  
**Department for Levelling Up, Housing and  
Communities**

Fry Building  
2 Marsham Street  
London  
SW1P 4DF

For the attention of all  
Housing Enforcement Teams

25 November 2022

Dear Chief Executive,

### **Housing Standards in Rented Properties in England**

The Secretary of State for Levelling Up, Housing and Communities, the Rt Hon Michael Gove MP, wrote to you on 19 November following the tragic and avoidable death of Awaab Ishak.

I am following up with more detail on his request concerning the critical matter of taking damp and mould seriously and urgently improving conditions for private and social tenants.

In his letter, the Secretary of State directed all local housing authorities to carry out three actions in line with your duty under section 3(3) of the Housing Act 2004. These actions were to:

- have particular regard to high scoring (bands D and E) category 2 damp and mould hazards, as outlined in the guidance 'Housing health and safety rating system (HHSRS) enforcement guidance: housing conditions';<sup>i</sup>
- supply the department with an assessment of damp and mould issues affecting privately rented properties in your area, including the prevalence of category 1 and 2 damp and mould hazards; and
- supply the department with an assessment of action you have identified that may need to be taken in relation to damp and mould issues affecting privately rented properties in your area.

The Secretary of State also requested information on the specific activity you have taken over the last three years to address damp and mould hazards in the private rented sector (PRS), with specific questions covering the amount and nature of remediation and enforcement activity, Civil Penalty Notices and prosecutions. He also asked you to set out the plans you have in place to prioritise the enforcement of housing standards more generally, with a particular focus on how you will ensure adequate enforcement capacity to drive up standards in the PRS.

The Regulator of Social Housing has separately written to registered providers of social housing to highlight landlords' responsibility to take action to protect tenants from hazardous damp and mould, and request information about their properties.<sup>ii</sup>

I would like to clarify what we are requesting in your initial response by 30 November 2022 and in your full response by 27 January 2023.

## *Guidance for the initial response – 30 November 2022*

We recognise that it will take time for local authorities to bring together the full set of information requested. The Secretary of State would like to make sure these actions are being acted on in advance and therefore by **30 November 2022**, would like an initial response to set out:

- confirmation you have received and will pick up the request as set out above;
- a plan setting out how you are intending to prioritise addressing the issues of mould and damp for privately rented properties in your area, with specific reference to how you intend to meet the request set out above;
- any issues you envisage with completing the full response for 27 January and/or where further clarity from the department would be helpful.

We recommend this initial response be no longer than three A4 pages (although recognise that circumstances will vary) and that the majority focuses on the second bullet point relating to your damp and mould plan.

We would be grateful if you would email your initial response to [housingstandards@levellingup.gov.uk](mailto:housingstandards@levellingup.gov.uk) by 30 November 2022.

## *Guidance for the full response – 27 January 2023*

We will be working with local authorities and the Local Government Association (LGA) to develop a response form, which we hope will help and that we will share in the coming weeks. Once shared, we would be grateful if this could be completed at the earliest opportunity and no later than 27 January 2023.

We are looking for an honest and factual assessment. Our team will review the information to make recommendations on how we can address this critical issue. The information will also help us to better understand the current enforcement landscape and feed into policy development for improving the quality of housing in the private rented sector.

Thank you in advance for your time in assisting with this request and for the essential work you do to address these important issues. If you have any further questions, please feel free to contact us at [housingstandards@levellingup.gov.uk](mailto:housingstandards@levellingup.gov.uk).

Best wishes,



Caroline Crowther and Charlotte Spencer (Jobshare)

Director, Private Rented Sector and Leasehold

Department for Levelling Up, Housing and Communities

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<sup>i</sup> <https://www.gov.uk/government/publications/housing-health-and-safety-rating-system-enforcement-guidance-housing-conditions>

<sup>ii</sup> <https://www.gov.uk/government/publications/letters-to-registered-providers-about-damp-and-mould>



## Policy Development Committee

Report Date: 05 January 2023

Topic: Corporate Plan Delivery Highlight Report

Report by: Nina Lake. Head of Programme Management & Performance

### 1. INTRODUCTION

1.1 In September 2021, following the restructure of our Senior Management Team, Heads of Service, with support from the new Programme Management Office (PMO), were tasked with establishing 5 programmes in their portfolio area to support the delivery of our Corporate Plan objectives with our Chief Executive Ken Miles accountable for the overall delivery of those plans. Following a review those corporate objectives remained as:

- We achieve Financial Security (FS)
- We become focussed on delivering the best for our citizens (CF)
- Our Environment is cherished and protected (E)
- We plan for North Devon's Future (NDF)

1.2 Sitting above these 5 programmes noted above, we have the overarching theme of Financial Security and associated Medium Term Financial Strategy and Commercialisation Strategy assigned to our Director of Resources and Deputy Chief Executive Jon Triggs.

Key Performance Indicators for this theme will be:

- A. Balanced budget
- B. Council Tax collected as a percentage of budgeted collectable debt
- C. Financial Return on Commercialisation Activity
- D. Decreasing financial debt (old aged debt)

1.3 The 5 emerging programmes were established each with a Senior Responsible Owner (SRO). These were entitled:

1. Customer Focus / Digital by Design – SRO Sarah Higgins
2. Environmental Enhancement – SRO Mark Kentell
3. Housing & Community Safety – SRO Jeremy Mann
4. Regeneration & Economic Growth – SRO SarahJane Mackenzie-Shapland;
5. Organisational Development – SRO Nikki Gordon

The high-level progress of the first 4 programmes is set in pages 3-5 of this report, with more detailed information set out in Section 4. The fifth programme is our Organisational Development (OD) programme established to embed our new behaviours within our existing staff, using them to recruit new and develop a workforce

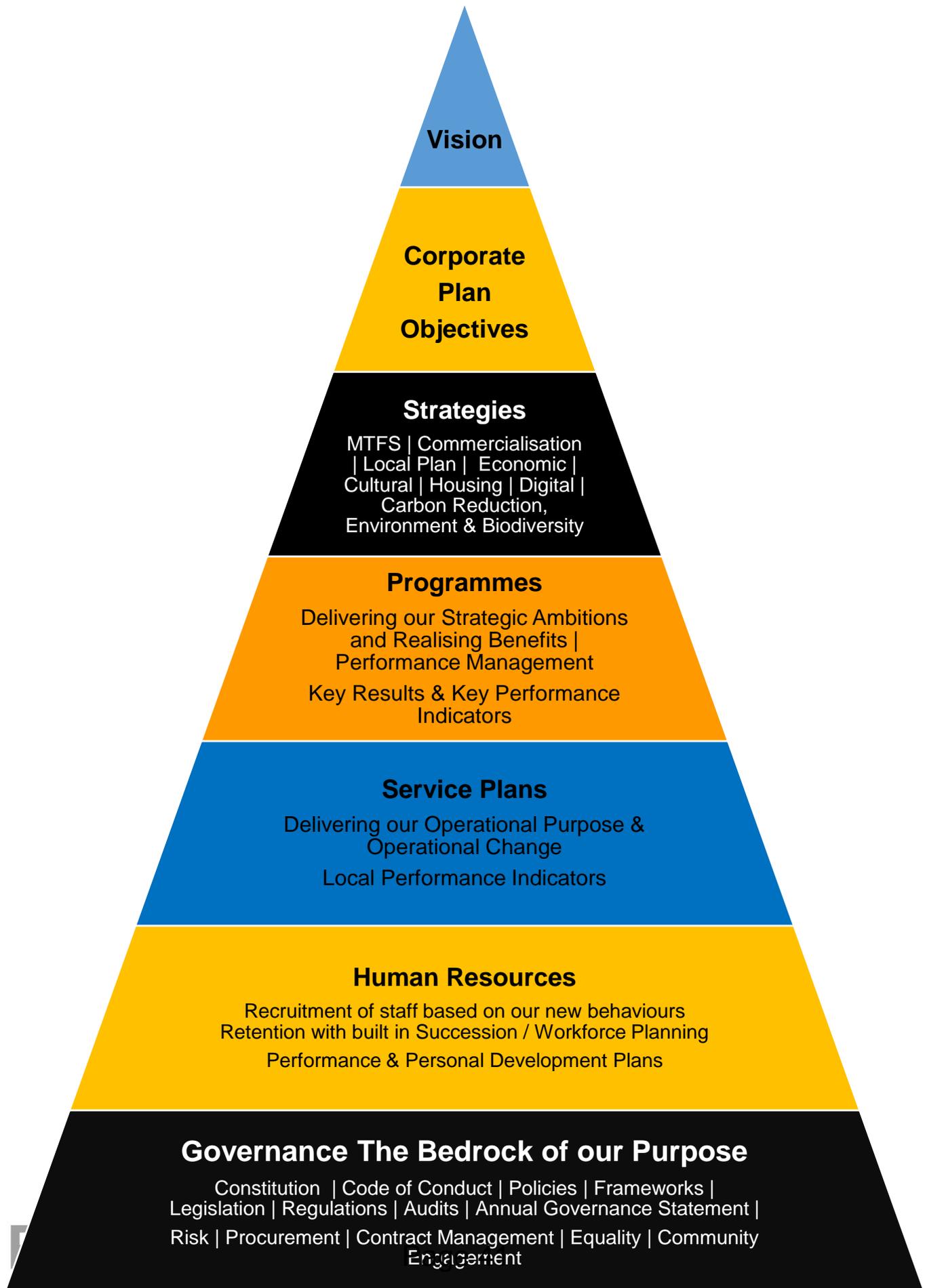


planning strategy. The OD Programme aims to change the culture in which we operate and headed up by Nikki Gordon.

1.4 In December 2021 Heads of Service presented their emerging programmes to Members to test their proposed direction of travel and give members an opportunity to identify any other areas they felt needed to be considered within the scope of those programmes.

1.5 Beneath the programmes and operational service plans, we have the human resource element to deliver our strategic and operational activity; and finally the bedrock all of arrangements Governance managed by Adam Tape – Head of Governance.

1.6 The pyramid diagram on the next page sets out the thread of our activity and how this hangs together.





1.7 The Programme Management Office (PMO) was a new support service introduced as a response to a Local Government Association Peer Review recommendation noted in their draft report of early 2020 endorsed by the Senior Management Team and Strategy and Resources. This is a new way of working for all, with programmes being defined, regular programme team meetings and activity reports currently taken to SMT, with escalated risk, issues and opportunities.

1.8 This Corporate Plan Delivery highlight report provides a very high-level overview of all of the projects sitting under those 4 programme umbrellas.

1.9 The balanced scorecard below shows how those projects contribute to the corporate priorities and sets this out in more detail in section 4.

<b>We achieve Financial Security (FS) 23</b>	<b>We become focussed on delivering the best for our citizens (CF) 30</b>
<b>Our Environment is cherished and protected (E) 27</b>	<b>We plan for North Devon's Future (NDF) 30</b>

1.10 The table below sets out all of the projects sitting under the 4 programmes, the project manager/lead and the status of that project. Further work will now take place over the coming months to baseline those plans so future reports will advise if these projects are on track.

<b>Key</b>
Commercialisation or BID Opportunities
Strategy / Policy
Pre Project Phase: Feasibility / Business Case
Initiation Phase: Planning / Set-up
Delivery Phase: Execution; and
Closure Phase: Controlled closure and handover to business as usual
Unplanned / Agile Response or Blocked by Government or Market

No	Project	Project Description	Project Manager	Status
Housing & Community Safety Programme Senior Responsible Owner Jeremy Mann				
01	H&CS:00	Housing Company	Jeremy Mann	Feasibility + BID Opportunity to support set up
02	H&CS:01	Empty Homes	Fred Shelton	In Delivery
03	H&CS:02	Economically Active Households	SarahJane Shapland	Initiation/Planning
04	H&CS:03	Place Based Regeneration	TAP <sup>1</sup> Teams <sup>2</sup>	Initiation/Planning
05	H&CS:04	Affordable Housing	Jaimie Jeyes	In Delivery
06	H&CS:05	Planning Viability Assessments	To be re-assigned	Feasibility
07	H&CS:06	Development Management Process	Tracey Blackmore	In Delivery
08	H&CS:07	Living in Fuel Poverty	Wendy Slate	In Delivery
09	H&CS:08	Homeless Households	Sarah Bentley	In Delivery
10	H&CS:09	Homeless Households in TA <sup>3</sup>	Sarah Bentley	In Delivery
11	H&CS:10	Precariously Housed in Poor Quality / Shared and/or Expensive Accommodation	Jeremy Man	Initiation/Plan
12	H&CS:11	Rough Sleeper Programme	Natasha Rowland	In Delivery
13	H&CS:12	Gypsies & Travellers	Jeremy Mann	Policy Approved
14	H&CS:12	Refugee Programme	Sarah Bentley	Ongoing Reactive Agile Response
Regeneration & Economic Growth Senior Responsible Owner SarahJane McKenzie-Shapland				
15	R&EG:01	Overarching Structure Change	SarahJane Shapland	50% Block <sup>4</sup>
16	R&EG:02	Barnstaple Vision	Hannah Harrington	Delivery Planning
17	R&EG:03	People & Place (Local Plan Review)	Nina Lake	In Delivery
18	R&EG:04	Future High Street Programme	SarahJane Shapland	In Delivery
19	R&EG:05	Land Release Fund 7 Brethren Bank	SarahJane Shapland	Initiation/Planning
20	R&EG:06	Barnstaple Flood Defence	SarahJane Shapland	Feasibility
21	R&EG:07	Larkstone Hub Watersports Centre	Helen Bond	In Delivery
22	R&EG:08	Cultural Strategy	Alison Mills	Strategy Approved
23	R&EG:09	Ilfracombe Seafront Masterplan	Dominie Dunbrook	DLUHC BID Opp
24	R&EG:10	Ilfracombe Harbour	Georgina Carlo-Paat MBE	Initiation/Planning
25	R&EG:11	Car Park Operating Model	Jon Triggs	Commercialisation

<sup>1</sup> Team Around the Problem Model

<sup>2</sup> The Team Around the Problem has been trialled for Marlborough House with a successful outcome

<sup>3</sup> Temporary Accommodation

<sup>4</sup> Recruitment in some fields has been unsuccessful

No	Project	Project Description	Project Manager	Status
26	R&EG:12	Neighbourhood Plans	Elizabeth Dee	Braunton Submitted
26	R&EG:13	CCTV Commercialisation	Hannah Harrington	In Delivery
27	R&EG:14	Safer Streets	Hannah Harrington	In Delivery
Environmental Enhancement Senior Responsible Owner Mark Kentell				
28	EE:01	Tarka Leisure Centre	Mark Kentell	Closure
29	EE:02	Overarching Climate, Environmental & Biodiversity Strategy (CEB)	Donna Sibley	Strategy Approved
30	EE:02a	CEB : Energy in our Assets	Alistair Thomas	In Delivery
31	EE:02b	CEB : Transport	Linked to sustainable procurement/contracts	
32	EE:02c	CEB : Green Infrastructure	Mark Saunders	Initiation/Planning
33	EE:02d	CEB : Biodiversity	Mike Jones	In Delivery
34	EE:02e	CEB : Communities & Volunteers	Various	Yeo Valley Live
35	EE:3a	Staff Operating Model in W&R	Paul Burton	In Delivery
36	EE:3b	W&R Infrastructure	Paul Burton	Business Case & Funding Approved
37	EE: 3c	W&R Target Operating Model	Christine Birch	In Delivery
Customer Focus / Digital by Design Senior Responsible Owner Sarah Higgins				
38	CF:01	Customer Focus	Jo Teasdale	In Delivery
39	CF:02	Digital by Design	Andrew Tapp	Initiation
40	CF:03	Centre of Excellence	Jennifer Setherton	In Delivery
41	CF:04	Feasibility of new Town Centre Hub	Sarah Higgins	Business Case
42	CF:05	Replace Telephony / Contact Centre	Andrew Tapp	Initiation
43	CF:06	Cyber Security	Andrew Tapp	In Delivery
44	CF:07	Website Development	George Connett	Business Case

## 2. RECOMMENDATIONS

2.1 That Members note the progress made to date on delivering these programmes.

## 3. REASONS FOR RECOMMENDATIONS

3.1 To provide Members with an assurance that progress is being made across all of our programmes and in turn, delivering the corporate plan objectives.

#### 4. REPORT

4.1 The next tables provide a more detailed update on each of the programmes and associated projects.

<p><b>Housing and Community Safety Programme</b> Senior Responsible Owner Jeremy Mann</p>	
<p><b>Vision</b> We will strategically plan and deliver housing provision to meet local needs. Working with our partners, we will take the action necessary to tackle the widening imbalance in supply and demand.</p>	
<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• Make increasing use of existing housing to meet current needs for more housing. This will be through repair, improvement, adaptation or conversion.</li> <li>• Enhance our prevent work to keep people in their homes or assist people to move to more suitable accommodation. Homelessness services will be able to access more suitable and affordable temporary accommodation when they need it.</li> <li>• Respond to the diversity of needs of its community. Focus on socially marginalised users or potential users will provide fair and equal access to services and wider opportunities.</li> </ul> <p><b>Key Results and Benefits</b></p> <p>Existing Measures</p> <ul style="list-style-type: none"> <li>• An increase ▲ in the supply of affordable housing = NI 155 Number of affordable homes delivered</li> <li>• LEHH017 Number of households accommodated in temporary accommodation ▼</li> </ul>	

Page 45

- Reduce the number of people sleeping rough on a single night in North Devon

Proposed New Measures [Definitions will need to be developed, baselined and responsibilities]

- Housing Supply : net additional dwellings via DLUHC's Housing Flows Reconciliation returns
- Gross number of residential properties on our council tax base
- Keeping as many properties on the Council Tax Registered as Residential properties and these not flipping to 2<sup>nd</sup> Homes / Holiday Lets<sup>5</sup>. Second Homes 01 April 2020 = 1729 vs 01 April 2022 = 1779.  
[Note: Properties > 140 days = business rates not CT]
- Increase to the number of private sector dwellings returned into occupation (with a particular focus on those empty for >2yrs)
- Number of homes meeting the Decent Homes Standard as a direct consequence of our actions. (How do we baseline?)
- Increase 'stepping up' housing solutions such as pods and a wet house<sup>6</sup>.
- Develop an indicator with the Police in relation to Anti-social behaviour

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<sup>5</sup> These are furnished properties but not a person's sole or main residence. For CT purposes such properties are classed as second homes. These properties could be used for the owners' personal use i.e friends and family or they could be available for holiday letting on a commercial basis for not more than 140 days per year.

<sup>6</sup> Shelters for homeless alcoholics where the cost of housing vs leaving an addict on the street lessens the burden on social, legal and medical services.

Code	Project Description & Project Manager / Lead	Project Stage	Latest Update	Outputs & Measures	Objectives			
					1 F S	2 C F	3 E	4 N D F
H&CS: 00	Housing Company  Jeremy Mann	Feasibility	* Working with our Legal Team and in partnership with Mid Devon to establish their operating model and determine if a Housing Company Model, to be direct housing provider, is the right solution for us to manage a range of housing tenures.	<b>Objectives</b> * Having a model to manage a range of property tenures, not just social housing.  <b>Measures</b> * Increased number of housing stock resulting in a reduction of revenue spend on temporary accommodation and/or reducing the number of residents on Devon Home Choice.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 01	Empty Homes  Fred Shelton	In Delivery	* Strategy and Resources have approved our: Empty Homes Strategy; Considerate Letting Charter and a new Loans Policy * This has allowed us to engage with owners of empty homes, providing a range of support options to encourage them to bring back into use.	<b>Objectives</b> * Support the repair, improvement, adaptation or conversion of empty properties to bring them back into use as homes. * Improve neighbourhoods by targeting long-term empty properties that have become the focus of anti-social behaviours and/or neglect * Set up our own Private Sector Leasing Scheme for use as temporary accommodation – linked to project 00.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

				<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Reduce the demand for temporary accommodation &amp; the number of high priority customers on Devon Home Choice.</li> <li>* An increase in our property portfolio for TA.</li> <li>* Take up of property owners using Lendology recorded on Assure.</li> <li>* Number of empty homes returned to use.</li> </ul>				
H&CS: 02	<p>Economically Active Households</p> <p>SarahJane McKenzie-Shapland</p>	Initiation Planning	The Economic Development Team are arranging a Housing Forum with our key business partners, facilitated by the Department of Trade & Industry to tease out if their issues are affordability and/or accessibility of suitable housing.	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* Identification of partnership opportunities and collaboration initiatives that could be explored, with our business partners.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Baseline of housing need.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 03	<p>Place Based Regeneration</p> <p>Jeremy Mann</p>	Scope Change	<p>The scope of this project has changed with some elements falling to business as usual and some falling to the Project 4 Affordable Housing i.e. Bicclescombe Nursery.</p> <ul style="list-style-type: none"> <li>* Use the Team around the Problem (TAP) model to address properties that cause a public protection or public amenity issue.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>Work with Development Management to try to limit the number of hotels into HMOs / supported accommodation.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Number of Section 215 notices</li> <li>* Number of Works in Default</li> </ul> <p>Linked to Project 10</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 04	<p>Affordable Housing</p> <p>Jaimie Jeyes</p>		* Morteohoe & Woolacombe CLT approved for 21 units.	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* To continue to deliver affordable housing working with Homes England and other</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

			<p>* Bicclescombe, Ilfracombe approval for 15 – 17 units of 100% affordable social rent properties.</p> <p>* A report to Council on those remaining pipeline CLT projects, for which government funding is no longer available.</p>	<p>partners, utilising whatever model the Government next deploy.</p> <p><b>Measures</b> *NI 155 Number of Affordable Homes delivered</p> <p><b>Blocker</b> *Government have pulled the CLT scheme, NDC continue to lobby but making slow progress.</p>				
H&CS: 05	<p>Planning Viability Assessments</p> <p>Team Around the Problem being Established</p>		<p>* A joint report was taken to the Joint Planning Policy Committee setting out our success to date. Although 30% affordable housing not always achieved volumes are still coming through. We await the direction of travel of our Local Plan Review to inform this work stream.</p>	<p><b>Objectives</b> To carry out additional due diligence at the HELAA<sup>7</sup> stage to ensue constraints such as contamination / sewerage / infrastructure are picked up in advance of a planning application being submitted.</p> <p><b>Measures</b> * Allocations in the Local Plan are Policy compliant. * Viability doesn't fall away at determination stage.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 06	<p>Development Management Process Efficiencies</p>	<p>S106 in Delivery</p> <p>Others Initiation</p>	<p>* Successful DLUHC Bid for £149k, Section 106 'To Be' process being delivered amalgamating all information / data into Master.gov.</p> <p>* Monitoring of these agreements still needs to be established.</p>	<p><b>Objectives</b> * To make the Section 106 Process as clean and transparent as possible and mitigate the risk of loss of income.</p> <p><b>Measures</b></p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

<sup>7</sup> Housing and Economic Land Availability Assessment

	Tracey Blackmore	Planning Phase	* Opportunity to increase the Monitoring fee once resources.	* Invoices raised at every trigger point. * All community commitments delivered				
H&CS: 07	Living in Fuel Poverty  Wendy Slate	In Delivery	There are numerous schemes:  LAD2, LAD3 and HUG1 (under Sustainable Warmth Competition) Housing Decarbonisation Fund. HUGS2 Cosy Devon: Being rebranded. 361 Energy – commissioned Home Energy Advice Service ECO <sup>8</sup> 4 - Strategy and Resources have approved our participation in Local Authority Flexibility Scheme	<b>Objectives</b> * To signpost as many potential beneficiaries of these schemes, via multiple routes. * Raise the energy efficiency of low income and low energy performance homes.  <b>Measures</b> * To take those properties with an EPC rating of E, F or G to a higher level. * Number of interventions collated by 361 Energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 08	Homeless Households  Sarah Bentley	In Delivery	* The profile of needs is changing. Opportunities to work with voluntary sectors partners are being explored such as North Devon Against Domestic Abuse for those fleeing domestic violence and Encompass for single women or single women with children.	<b>Objectives</b> * To keep people in their homes where possible. * To have suitable housing in which to house customers where it isn't viable to keep them in their own homes <b>Measures</b> * Percentage of people housed following justified request for supported	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H&CS: 09	Homeless Households in Temporary Accommodation	In Delivery	* A report will be taken to the November Council setting out the opportunity to purchase additional temporary accommodation, to vary the capital programme by £2m.	<b>Objectives</b> * To reduce the number of people we have to place in hotels or B&Bs. * Temporary accommodation new model of risk assessment needs to be devised.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<sup>8</sup> Energy Companies Obligations

	Sarah Bentley		* Development of a Target Operating Model to ensure all housing in our portfolio are as efficient as possible.	<b>Measures</b> * Planned / costed maintenance programme in place.				
H&CS: 10	Precariously Housed Poor Quality / Shared and/or Expensive Accommodation  Jeremy Mann	To be Initiated	* Our operating model needs to shift from a reactive to proactive model and a revision to the Private Sector Housing Team is required. * A new minimum room sizing and management standards were approved at S&R 05/09.	<b>Objectives</b> * To use all of the legislation available to us to improve the living arrangements for those in private rented accommodation. * Work with landlords to support their business model and keep good quality / affordable accommodation in the market. <b>Measures</b> * To be established	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 11	Rough Sleepers  Natasha Rowland		* £1,162,792 has been secured from the DLUHC <sup>9</sup> for Rough Sleeper Initiative 5 from 2022 to 2025. Target operating model includes: Mental Health Nurse F/T Physical Health Nurse F/T Together Drug & Alcohol F/T 2x Navigators F/T Housing First F/T Support Worker F/T; and 2x Support Workers F/T	<b>Objectives</b> * To encourage rough sleepers including those 'entrenched' into step up accommodation  <b>Measures</b> * Annual head count of rough sleepers * Number of rough sleepers moved into full residential accommodation for longer than 12 months.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

<sup>9</sup> Department for Levelling Up, Housing & Communities.

H&CS: 12	Gypsies, Travellers & Van Dwellers  Jeremy Mann		<p>* Gypsy &amp; Traveller Brief published with x2 tender responses. This element of works has been paused just while we work with the Planning Advisory Service to determine the extent of the Local Plan Review.</p> <p>*Gypsy &amp; Traveller Toleration Policy has been drafted with final amends being incorporated.</p>	<p><b>Objectives</b></p> <p>* Establish the baseline of Northern Devon need.</p> <p>* The next Local Plan has to have a site allocation for Gypsy and Travellers or the plan will not be adopted by the Inspector.</p> <p><b>Measures</b></p> <p>* To be established.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 13	Refugee Programmes  Sarah Bentley		<p>The scope and complexity of this programme of work is significant.</p> <p>* The Ukranian Scheme</p> <p>* Asylum Resettlement Scheme</p> <p>* Afghanistan Interpreters Scheme</p> <p>These Government initiatives come to us at pace, often with no infrastructure in place and sometimes absolutely no warning at all.</p>	<p><b>Objectives</b></p> <p>* To respond to those schemes in an agile manner.</p> <p>* Keep dialogue open with the Home Office, our partners and those impacted the refugees and our communities.</p> <p><b>Measures</b></p> <p>* Number of asylum seekers granted refugee status.</p> <p>* Number of refugees housed via the homeless route</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Regeneration & Economic Growth<sup>10</sup>



### Vision

This programme will be highly influenced by the emerging Vision for the review of the Joint North Devon Local Plan, that will set the place based/spatial Vision for our Service (and the rest of the Council).

### Objectives

1. Ensure a vibrant, thriving area for residents/businesses.
2. Ensure our Economic Strategy is written alongside the Joint Local Plan Review (Plan). The Plan must allow for the right growth in the right areas. The Economic Strategy will ensure that partnership work helps create the right place for business with associated skills/support etc. We want our Cultural Strategy to inform the Joint Local Plan Review.
3. Maximise the use of our assets to provide the best places and contribute to the commercialisation agenda. Our ambitions must feed into the Joint Local Plan Review such as the Car Parking Strategy and review of our land and property assets.
4. Work collaboratively with the Housing & Community Safety Programme to find innovative solutions to the housing crisis, working in partnership to secure funding to deliver housing in the most sustainable locations.
5. Deliver projects on the ground to contribute towards our Vision and pave the way for private sector investment.

### Key Results and Benefits

Proposed New Measures [Definitions will need to be developed, baselined and responsibilities]

<sup>10</sup> The population of North Devon has increased by 5.3% from around 93,700 in 2011 to 98,600 in 2021 compared to the rest of the South West @ 7.8%

- Inward financial investment ▲
- Footfall in our Towns
- Re-establishment of a 5 year housing land supply
- Number of FTE jobs created
- Number of heritage buildings restored
- Amount of public realm improved
- Amount of floor space repurposed
- Number of residential units created
- Number of improved cultural facilities
- Perceived improvement of Place (baseline perception surveys for both Future High Street Fund & Safer Street)

Code	Project Description	Project Stage	Latest Update	Outputs & Measures	Objectives			
					1 F S	2 C F	3 E	4 N D F
R&EG: 00	Overarching Structure Changes to Enable Programme Delivery  SarahJane McKenzie-Shapland	In Delivery	* Recruitment of Planning Policy Manager has been unsuccessful. Further employment options being explore with TDC. * Property posts have also proved unsuccessful. Job descriptions and structure are being reviewed.	<b>Objectives</b> Suitable staff structure to deliver programme and business operations.  <b>Blocker</b> Recruitment remains an issue & alternative propositions are being explored  <b>Measures</b> Number of vacancies filled to deliver	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

R&EG: 01	Barnstaple Vision  Hannah Harrington	Planning Initiation	<ul style="list-style-type: none"> <li>* Projects within this programme form part of Barnstaple vision.</li> <li>* The Barnstaple vision was presented to Barnstaple Regeneration Board on 8 November 2022</li> <li>* A car park condition audit is required.</li> <li>* A commercialisation business case needs preparation escalated to the Strategy part of the pyramid.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* To restore and strengthen Barnstaple's status as the heart of civic, commercial, educational, cultural and community life in North Devon in the mid-21st century.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Properties brought back into use</li> <li>* Vacant units vs units filled</li> <li>* Footfall rates (springboard data counting – Green Lanes)</li> <li>* Car Park usage</li> <li>* Increase in the no. of events held in Barnstaple</li> </ul>	☒	☐	☐	☒
R&EG: 02	People & Place <sup>11</sup> (Local Plan Review)  Nina Lake  	In Delivery	<ul style="list-style-type: none"> <li>* Local Plan Review branded as People &amp; Place Project.</li> <li>* Formation of Joint Planning Policy Committee.</li> <li>* Soft launch with a wide group</li> <li>* A decision will be taken on whether to pursue a partial or comprehensive review of the local plan by the Joint Planning Policy Committee with support from the Planning Advisory Service</li> <li>* Some consultant briefs have been prepared and tendered. Award of contract has been paused dependent on the above.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* Is bold, ambitious and provides the framework for at least the next 15 years of growth.</li> <li>* Should be all about what you want to see rather than what you don't.</li> <li>* Addresses critical issues highlighted by Members, communities and other stakeholders.</li> <li>* Set the vision / strategy for how the area should be developed over the lifetime of the plan.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* That all our members felt included in the development of the latest plan</li> <li>* Successful at examination / adopted plan</li> </ul>	☐	☐	☒	☒

<sup>11</sup> There has been an increase of 22.1% in people aged 65 years and over. Census 2021.\*

			<p>* PAS secured funding via DLUHC to support the authority in delivering the review. DAK Planning Consultant have been appointed.</p>	<p>* Plans for the delivery of sustainable development that meets the needs of Northern Devon; * Provides sufficient housing &amp; employment opportunities demonstrated through the 5 Year Housing Land Supply. * Gypsy &amp; Traveller Site</p>				
R&EG: 03	<p>Future High Street Fund</p> <p>SarahJane McKenzie-Shapland</p>	In delivery	<p>* Contractors for the Pannier Market project are currently being procured. Works set to commence in January, subject to a contractor being appointed. * Approaching sign off for RIBA Stage 3 for remaining interventions:</p> <p>36/37 Boutport Street Queen St Car Park Butchers Row / Cross Street</p>	<p><b>Objectives</b> Restoration of NDC assets to enhance the Town Centre experience of visitors and provide linkages through those 4 asset.</p> <p><b>Measures</b> * Total cost of all interventions come in within allocated budget or engineered down to meet those budget restraints. * Handover of those assets to the Senior Business Users takes place as planned. * Business Units occupied and voids minimised. * FTEs Created * Number of heritage buildings restored * Amount of public realm improved * Amount of floor space repurposed * Number of residential units created * Number of improved cultural facilities</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 04	<p>Land Release Fund - Seven Brethren</p> <p>SarahJane</p>	Initiation / Planning	<p>* Final stage of procurement. Due to sign Development Agreement during November 2022.</p>	<p><b>Objectives</b> * Re-development of old landfill car park site. * Aesthetically attractive development with sustainability maximised.</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	McKenzie-Shapland		<ul style="list-style-type: none"> <li>* Enabling works (New long stay car park, flood defence and demolition of old leisure centre to commence spring 2023).</li> <li>* Reserve Matters to be submitted to planning by 28 February 2023</li> </ul>	<ul style="list-style-type: none"> <li>* Demolition &amp; removal of the old leisure centre.</li> <li>* Moving of the Gypsy &amp; Traveller toleration site to a new location</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Delivery of 177 units of accommodation with 30% affordable via the Development Agreement</li> <li>* Occupied properties paying council tax</li> <li>* Solar PV as an optional extra through individual purchases</li> <li>* Affordable housing units occupied</li> <li>* Leisure Centre demolished</li> <li>* Flood defenced for the wider town delivered</li> <li>* New Leisure Centre car park</li> </ul>				
R&EG: 05	Barnstaple Flood Defence  SarahJane McKenzie-Shapland	Feasibility Pre-project	<ul style="list-style-type: none"> <li>* Funding was secured to undertake a master planning exercise with the support of Homes England and commissioned to the Environment Agency plus consultancy with Atkins. This along with some capital works are due for completion by March 2023</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* To protect land and buildings</li> <li>* To bring brownfield land into use</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Number of sites brought forward</li> <li>* Number of properties in person</li> </ul> <p><b>Risk Opportunity</b></p> <ul style="list-style-type: none"> <li>* To work with Homes England to identify potential new viable sites</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 06	Larkstone Hub	In delivery	<ul style="list-style-type: none"> <li>* The development is nearly complete with final fit-out of the building ongoing.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* Redevelopment of Larkstone to provide access to the blue environment.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	(Watersports Centre) Ilfracombe  Helen Bond		* The sea wall is due for completion in January 2023 with an opening due in Spring 2023, ready for the new season. * Draft HoT have been agreed with a proposed café tenant.	*Provide a commercial café promoting what Ilfracombe offers.  <b>Measures</b> *User numbers *Rental income				
R&EG: 07	Northern Devon Economic Strategy  Dominie Dunbrook	Planning	*High Level programme in place. *SWAT analysis. *Identification of stakeholders.	<b>Objectives</b> * Produce a strategy that support the right type of growth across northern Devon  <b>Measures</b> * Vacant premises / business rates * New infrastructure * Business start-up rates * Level of innovation Baseline of measure being reviewed and yet agreed at North Devon Futures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 08	Cultural Strategy  Alison Mills	In delivery	* The Cultural Strategy was launched on 4 <sup>th</sup> October. Barnstaple is being prepared and funding is being sought for 6 other towns (3 in NDC and 3 in TDC).  * The Cultural Strategy is there to be used but we will need help form out partners to deliver. The Northern Devon Futures Board are responsible for the delivery of the associated plans.	<b>Objectives</b> * To build on the thriving cultural sectors and opportunities for growth identified across the region.  <b>Measures</b> <b>Increase ▲</b> * number of people attending more than 3 arts and culture events per year * number of people taking part in more than 3 creative activities per year * number of people in deprived areas accessing arts and culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

				<ul style="list-style-type: none"> <li>* diversity of people by class, ethnicity &amp; disability accessing high quality arts &amp; culture</li> <li>* % of artists &amp; accessing business support</li> <li>* total floor space of creative workspaces</li> <li>* number of national and international cultural partners delivering work in northern Devon</li> </ul> <p><b>Reduce ▼</b></p> <ul style="list-style-type: none"> <li>* the number of people attending no arts of culture activity per year</li> <li>* collective carbon footprint of board members of the northern Devon Cultural Partnership</li> </ul>				
R&EG: 09	<p>Ilfracombe Seafront Masterplan</p> <p>Dominie Dunbrook</p>		<ul style="list-style-type: none"> <li>* The Levelling up bid has been submitted.</li> <li>* The sea front play area is being explored as a stand-alone project.</li> <li>* The relocations of the old kiosks and toilets is being pursued.</li> </ul>	<p><b>Objectives</b></p> <p>Re-establish Ilfracombe as the premier coastal destination in North Devon. Delivered through a coordinated investment in developing our cultural offer and enhancing the Seafront.</p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Car park usage</li> <li>* Increase in the no. of theatre events</li> <li>* Town footfall</li> <li>* Improved Health and Wellbeing of the community – access to open space</li> <li>* Improved Environment – perception survey</li> <li>* FTEs created</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 10	Ilfracombe Harbour		<ul style="list-style-type: none"> <li>* The Harbour Revision Order has been submitted.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* To provide training</li> <li>* To update Harbour Authority Powers and bring in line with industry standards and to</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Capt. Gerogina Carlo-Paat		<ul style="list-style-type: none"> <li>* A training Plan has been prepared and instructors have been secured for next season.</li> <li>* Dialogue with the Cove partners is ongoing.</li> </ul>	<p>incorporate Lynmouth Harbour into said Powers.</p> <ul style="list-style-type: none"> <li>* To rejuvenate the lower Cove area, provide fit for purpose premises for current tenant and provide fit for purpose premises for the Harbour Team to enable efficient Harbour Management. To provide new premises for additional tenants</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Number of training sessions</li> <li>* Number of attendees &amp; qualifications</li> </ul>				
R&EG: 11	Car Park Operating Model  Emma Collett		<ul style="list-style-type: none"> <li>* Car Park Charges have been approved by Full Council 23/11/22 for 2023/24 in advance of the budget setting process.</li> <li>* A commercialisation report will review NDC assets and will also consider car park usage moving forward.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* To provide an operating model that reflects the Council aspirations and community needs for public car parking and access to facilities</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Car Park usage</li> <li>* Car Park Income</li> <li>* Rental income or capital receipt</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 12	Neighbourhood Plans  Elizabeth Dee		<ul style="list-style-type: none"> <li>* Braunton Neighbourhood has been submitted. NDC need to appoint an independent examiner.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* To support town and parishes in the delivery and adoption of their neighbourhood plans</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Number of plans considered at Independent examination</li> <li>* Number of plans formally adopted.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

R&EG: 13	CCTV Commercialisa- tion  Hannah Harrington	In delivery	* CCTV offer agreed with members. * Communications and Marketing plan need to be drawn up. * Report to S&R on progress to date.	<b>Objectives</b> * To improve community safety * To offer towns and parishes a CCTV service that generates income for NDC  <b>Measures</b> * Number of Towns/Parishes signed up to the service offer	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 14	Safer Streets  Hannah Harrington	In delivery	*Interventions are commencing. Street Marshall contracts are in place as of 1 November 2022.	<b>Objectives</b> * Strengthening the local environment * Supporting the night time economy * Reclaim public spaces  <b>Measures</b> * Reduction in Anti-social Behaviour cases * Reduction in Violence against Women and Girls (VAWG)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

<p><b>Environmental Enhancement Programme</b> Senior Responsible Owner Mark Kentell</p> 
<p><b>Vision</b> Consider environmental implications in everything we do. Strive to reduce negative environmental impacts and increase positive impacts wherever practically possible.</p>
<p><b>Objectives</b></p>

- A. Partnership work to develop a County-wide carbon reduction plan to comply with IPCC targets.
- B. Approve a cross cutting environmental strategy setting out how we will protect and enhance the natural and historic environment.
- C. Work with our communities to develop new practices that protect the environment.
- D. Enhance green spaces and recognise / use the links with health enhancement.
- E. Explore investment opportunities in renewable energy and the installation of renewable energy in/on council buildings.
- F. Include environmental considerations in decision making across the council services.
- G. Work with our trusted partners to reduce our carbon footprint.
- H. Work with our suppliers to reduce the environmental impact of the goods and services they deliver for us and reduce our supply chains exposure to environmental risks.

### Key Results and Benefits

#### Existing Measures

- Reduction in our carbon footprint as a district
- An increase in our recycling rates = LPI 192 % of household waste sent for reuse, recycling and composting

#### Proposed New Measures [Definitions will need to be developed, baselined and responsibilities]

- Reduction in our carbon footprint as an authority = Gross tCO<sub>2</sub>e Emissions from ND Operations baseline
- Reduction in our carbon footprint as an authority = Net tCO<sub>2</sub>e Emissions from NDC Operations baseline<sup>12</sup>
- Air Quality

<sup>12</sup> Both figures at present will be the same because we aren't yet generating renewal energy at any of our sites offsetting emissions.

Code	Project Description & Project Manager / Lead	Project Stage	Latest Update	Outputs & Measures	Objectives			
					1 F S	2 C F	3 E	4 N D F
	Tarka Leisure Centre  Richard Slaney	Closure Phase	* Tarka Leisure Centre now open and operational * Snagging list is being progressed through Currie & Brown.	<b>Objectives</b> New leisure centre for North Devon with improved and diverse services offered.  <b>Measures</b> * Payment schedules met by Parkwood to pay loan requirements * Visitor numbers * Increased uptake in specific sports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EE:02	Overarching Climate, Environmental & Biodiversity Strategy (CEB)  Donna Sibley	Strategy Approved by S&R	CEB now has distinct workstreams for: 1. Energy in our own assets 2. Transport 3. Green Infrastructure 4. Biodiversity 5. Communities & Volunteers  The Environmental Checklist has been incorporated into Strategy &	<b>Objectives</b> * Integration of environmental and/or sustainability initiatives into the day-to-day operations of the Authority and those of our partner agencies.  <b>Measures</b> * Carbon reduction as a Council * Carbon reduction as a district	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

			Resources reporting and now needs to be embedded into additional committees.	* Number of Committees the Environmental Checklist is mintegated within.				
EE:02a	CEB Energy in our Assets  Alistair Thomas	In delivery	* Business Case approved to move to LED lighting in some of our assets. * Now determining the most efficient assets on which to place solar. Potentially start with the Crematorium our joint service with Torridge District Council. * Final two decarbonisation audits were conducted in October, awaiting reports.	<b>Objectives</b> * Reduction/elimination of our carbon impact through operational efficiencies and the methodology our energy is sourced moving towards more sustainable solutions.  <b>Measures</b> * Reduction in kWh used * Improvement of EPC ratings on our assets * Contributes to the overall carbon reduction figures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EE:02b	CEB Transport  To be assigned	Un-allocated	* This strand will link to the development of a Sustainable Procurement Strategy falling under Governance. * NDC are seeking updates on the delivery of our delayed new fleet. Once this has been received, discussions can begin on transitioning to alternative fuels (EV etc.)	<b>Objectives</b> * Transition to a more efficient and carbon emission reducing fleet. Promotion of sustainable fleets to our residents and visitors.  <b>Measures</b> * CO2 emissions of our fleet * EV charge points installed within our assets * Taxis within North Devon utilising EVs * Contributes to the overall carbon reduction figures.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

EE:02c	<p>CEB Green Infrastructure</p> <p>Mark Saunders</p>	Planning	<p>* This is a corporate wide plan. Currently dependent on recruitment into the Development Management Team to release skills.</p> <p>* We are waiting for the Environment Bill to go through Parliament and the Review of Planning Policy reforms are all dependencies.</p> <p>* A review of the Green Infrastructure Supplementary Planning Document will be considered as part of the Local Plan Review.</p>	<p><b>Objectives</b></p> <p>* To work with developers and partners to improve the environment and wellbeing of our residents.</p> <p>* Seeks to protect, enhance, extend and manage the green infrastructure throughout North Devon.</p> <p><b>Measures</b></p> <p>* Volume of on-site / off-site contributions for:</p> <ol style="list-style-type: none"> <li>1. Play space</li> <li>2. Amenity green space</li> <li>3. Outdoor sports space</li> <li>4. Allotments</li> <li>5. Parks and recreation grounds</li> <li>6. Natural green space</li> </ol>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
EE:02d	<p>CEB Biodiversity</p> <p>Mike Jones / Andrew Moulton</p>		<p>* The Parks Team have contacted schools and begun booking planting groups for December and January for the Yeo Valley Community Woodland Project.</p> <p>* A brief for the wider Devon Tree Strategy has been received and meetings have occurred with contractors. However, currently awaiting responses from contractors.</p>	<p><b>Objectives</b></p> <p>* Establish and promote groups within our communities to assist with our Nature Recovery plan.</p> <p>* Increase our forestation within North Devon.</p> <p><b>Measures</b></p> <p>* Trees planted per annum</p> <p>* Education &amp; Events organised per annum</p> <p>* Attendance of those educational events</p> <p>* Sqm. of Meadow Areas</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

EE:02e	CEB Communities & Volunteers	Yet to start in anger	Community Engagement is being picked up by the Head of Governance.	<b>Objectives</b> * Working with our partners and businesses to reduce their carbon footprint. * Work with Economic Development to encourage our local businesses to turn their lights off outside of business hours	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EE:P3a	Staff Operating Model  Paul Burton		* The Manager for W&R has now been recruited and in post. The next step is the recruitment of an Assistant Manager.	<b>Objectives</b> * Provide the resources required to deliver an efficient Waste and Recycling service, which includes, but is not limited to, reducing missed bins and complaints.  <b>Measures</b> * Staff vacancy rates kept to a minimum * Staff with the right behaviours retained * A reduction in missed bins * A reduction in Stage 2 complaints * Fuel efficiencies * Reduction in reliance on agency staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EE:P3b	W&R Infrastructure  Paul Burton	Planning	* Head of Service has taken a report to Council in November 2022 specifically on this as the budget requirement will be in excess of £3m. * Full Council approved the capital investment in principle with release of funds to come back for Member decision once detailed	<b>Objectives</b> * To specify and deliver a fit for purpose system to allow Works & Recycling to increase recycling and respond to customer demand  <b>Measures</b> * Improved recycling rates equating to increased revenue through recycling credits * Comply with Fire standards * Comply with waste water disposal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

			costings and outline project plan confirmed.					
EE:P3c	W&R Target Operating Model  Christine Birch		<ul style="list-style-type: none"> <li>* Round remodelling is currently ongoing and is expected to start April 2023.</li> <li>* Seeking extension to current Bartec contract with the intention of procuring a new system next November.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* Remodelling of existing rounds to ensure crews have similar sized rounds, which result in efficiencies to the Authority.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Fuel spends</li> <li>* Overtime spend significantly reduced</li> <li>* Missed bins reduced</li> <li>* Stage 2 Complaints reduced as resolved as Stage 1</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Customer Focus / Digital by Design Programme**  
Senior Responsible Owner Sarah Higgins



**Vision**

North Devon Council want to provide the best possible services to our customers in the most efficient way. Our approach must recognise the digital age we live in and how we can make the best use of technology for the benefit of our customers, partners and employees.

**Objectives**

1. Engage with stakeholders to ensure services meet their requirements, they are accessible and maximise convenience.
2. Work towards dealing with enquiries at first point of contact in a professional / consistent way, resulting in a positive experience.
3. Redesign and optimise services based on user research and not just automate our current processes.
4. Shift paper based transactions online that encourage a new kind of interaction with our customer.
5. Invest in our people capabilities to ensure we can deliver the required improvements for our customers.
6. Transform as one organisation moving away from a silo-based approach to service delivery to enhance both the customer experience and that of our employees.

**Key Results / Benefits**

Existing Measures

- Increase the satisfaction of citizens with our services

Proposed News Measures [Definitions, Baselined Ownership will need to be established]

- Customers nudged to digital channel that are available 24/7 and result in a financial saving. PwC & SOCITM estimate on average:
  - Face to Face interaction = £10.53 - £14.00
  - Phone call = £3.39 - £5.00
  - Interactive Voice Response (IVR) = 20p
  - Online interaction = 17p
- Reduction in the number of justified complaints
- Number of complaints resolved at Stage 1 vs Stage 2
- Increase 1<sup>st</sup> point of contact resolution

Code	Project Description & Project Manager / Lead	Project Stage	Latest Update	Outputs & Measures	Objectives			
					1 F S	2 C F	3 E	4 N D F
CF:01	Customer Focus  Jo Teasdale	In Delivery	* Data and intelligence being collated from our Customer Relationship Management (CRM) system, feedback process and anecdotal stories to form a picture of failure demand to prioritise the 'Product Backlog' and use an agile approach to identify opportunities for improvement.	<b>Objectives</b> * Reduced failure demand * Nudge to digital where appropriate  <b>Measures</b> * An increase in online interactions / transactions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

			<ul style="list-style-type: none"> <li>* Mapping of feedback is being conducted on Engage to streamline process and understand the true cost of complaints</li> <li>* All data is expected to be collated and analysed by April 2023. This will inform the team of which areas are in most need of improvement.</li> </ul>	<p>captured via our customer relationship management system.</p> <ul style="list-style-type: none"> <li>* Processes mapped 'As Is' and then 'To Be' processes modelled where efficiencies through less hand offs, failure &amp; automation can be built it.</li> </ul>				
CF:02	<p>Digital by Design</p> <p>Andrew Tapp</p>	Initiation Planning	<ul style="list-style-type: none"> <li>* The Digital Strategy has been reviewed. This will become a live document capturing the next round of ICT developments / improvements identified during the service planning process. E.g. new Omni Channel Telephony solution. Cloud based website. In-cab technology. Use of drones. OPENportal works are nearly completed.</li> </ul>	<p><b>Objectives</b></p> <p>A planned costed / deliverable action plan to advance our ICT landscape.</p> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* No of solutions moving to Software as a Solution. Moving away from on-premise hardware.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CF:03	<p>Centre of Excellence</p> <p>Jennifer Setherton</p>	In Delivery	<ul style="list-style-type: none"> <li>* All new staff now spend time with the Customer Services Team to get an overarching understanding of the Council. They are taken through an on-boarding and induction process provided by HR. Training plans are in development.</li> <li>* Through appraisals and the competency framework, staff will be identified where further nurturing / development may prove beneficial in terms of their interactions with customers.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* Provide all new staff with training to improve their understanding on the operations of the Authority.</li> <li>* Reduction of failure demand interactions, making us more efficient and improving customer satisfaction.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Number of new employees who have undertaken the course.</li> <li>* Teams and/ or individual staff identified as requiring some additional support in terms of</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

				their approach to customer service.				
CF:04	Feasibility of new Town Centre Hub  Sarah Higgins	Business Case / Feasibility	<ul style="list-style-type: none"> <li>* There are still ongoing discussions with external partners, as to potential opportunities.</li> <li>* An internal project team are looking at the potential of Green Lanes to provide that front of house offer.</li> <li>* Use foyer space to promote initiatives such as energy efficiency opportunities and signpost to other agencies / signpost.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* Make the Council more visible and potentially increase the footfall into Green Lane and its car park.</li> <li>* Opportunities for Lynton House</li> <li>* Widen the offer of the hub to our customer base / citizens.</li> </ul> <p><b>Measures</b></p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
CF:05	Replace Telephony and Contract Centre Solutions  Andrew Tapp	Initiation Planning	<ul style="list-style-type: none"> <li>Invited numerous suppliers to NDC to present their telephony/contact centre solutions. A detailed specification is being developed, working with our Customer Service and Revenues and Benefits Teams to understand their requirements. A small extension to the existing contract has been taken to provide sufficient time to ensure procure the next omni channel solution.</li> <li>* A statement of requirements is in production.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* Provide a new telephony system to the Authority.</li> <li>* Integrated system providing both Contact Centre and Telephony in one product.</li> <li>* Visibility of call and customer journey.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Migration from existing system to new system.</li> <li>* This solution needs to be live by October 2023.</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CF:06	Cyber Security  Andrew Tapp	In Delivery	<ul style="list-style-type: none"> <li>* Obtained DLUHC grant of £150k to support delivering the ongoing Cyber Mitigation Plan.</li> <li>* Transfer from Kaspersky to Sophos is almost complete.</li> <li>* Currently procuring for PAM.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* Protect NDC from cyber attacks and the exploitation of our systems, networks and technologies.</li> </ul>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

			<ul style="list-style-type: none"> <li>* Work has begun on migrating from Servers 2012 to new solution.</li> <li>* Consider working towards Cyber Essentials.</li> </ul>	<ul style="list-style-type: none"> <li>* Education of Officers to prevent the threat.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Completion rate of Boxphish training vs number of ICT users.</li> </ul>				
CF:07	<p>Website Development</p> <p>George Connett</p>	Business Case	<ul style="list-style-type: none"> <li>* Google analytics will allow us to identify pages not being viewed &amp; focus on customer journeys. This very much links with CF:01. Business Case being developed for the end of December.</li> <li>* Reviewing web content, removing, fixing links.</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>* To improve the customer experience with the NDC website, providing a wide range of benefits including customer satisfaction, customer call times etc.</li> </ul> <p><b>Measures</b></p> <ul style="list-style-type: none"> <li>* Regain our SOCITM<sup>13</sup> status in terms of accessibility</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<sup>13</sup> Society for innovation, technology and modernisation



## 5. RESOURCE IMPLICATIONS

5.1 None for the preparation of this report

## 6. EQUALITIES ASSESSMENT

6.1. No impact identified. Projects will identify Equality Impacts as part of their process.

## 7. ENVIRONMENTAL ASSESSMENT

7.1. No environmental implications result from the recommendations of this report.  
Individual projects will assess their own environmental impacts.

## 8. CORPORATE PRIORITIES

8.1. North Devon's Corporate Priorities have been considered in the drafting of the report.

## 9. CONSTITUTIONAL CONTEXT

9.1. Article of Part 3 Annexe 1 paragraph: 2(a)

9.2 Referred or delegated power? Not applicable – report is only to note

## 10. STATEMENT OF CONFIDENTIALITY

This report contains no confidential information or exempt information under the provisions of Schedule 12A of 1972 Act.

## 11. BACKGROUND PAPERS

The following background papers were used in the preparation of this report: (The background papers are available for inspection and kept by the author of the report but has been circulated to all members under separate cover):

- Programme Definition Documents available to all Heads of Service filepath:  
I:\Projects\01 Corporate Plan Delivery Programme

## 12. STATEMENT OF INTERNAL ADVICE

The author (below) confirms that advice has been taken from all appropriate Officers

Ken Miles, Chief Executive

Jon Triggs, Director of Resources & Deputy Chief Executive

Adam Tape, Head of Governance

Jeremy Mann, Head of Planning Housing & Health

Mark Kentell, Head of Environmental Enhancement

Nikki Gordon, Head of Organisational Development

Sarah Higgins, Head of Customer Focus

SarahJane Mackenzie-Shapland, Head of Place Property & Regeneration

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## North Devon Council

Report to: Strategy & Resources

Report Date: 9<sup>th</sup> January, 2023

Topic: NMD Building Control

Report by: Jeremy Mann; Head of Planning, Housing & Health

### 1. INTRODUCTION

1.1. NMD Building Control is a partnership between North Devon and Mid Devon District Councils.

1.2. This report is to present proposals to address the current workforce deficit in Building Control and attend to the current unsustainable use of agency staff.

### 2. RECOMMENDATIONS

2.1 It is recommended that Building Control fees are increased by 8% with immediate effect, subject to there being no adverse representations received following the notice of intention to make this change.

### 3. REASONS FOR RECOMMENDATIONS

3.1 To re-establish a sustainable workforce for the Building Control service, i.e., an environment which supports our existing/new employees and meets the Council's business needs.

### 4. REPORT

4.1. Since September 2022, the service has seen the following departures:

Building Control Surveyor	Retired
Building Control Manager	Retired
Principal Building Control Surveyor	Moved to Private Sector BC
Building Control Surveyor	Moved to adjoining LABC
Senior Building Control Surveyor	Moved to Private Sector BC
Building Control Surveyor	Moved to Private Sector BC
Tech. Team Leader	Move to non-BC employment
Senior Surveyor	Contract ended due to ill health



- 4.2 The impact of this has been significant, refer to Appendix A, the approved complement of the service.
- 4.3 Service delivery is now being sustained by the use of expensive agency staff. This situation is not unique as recruitment and retention issues are widespread, due to a national shortage of staff, workforce age demographics and competition from the external market.
- 4.4 The current salary levels and benefits' package is, however, considered to be a contributing factor in the service's inability to retain and attract staff.
- 4.5 Current surveyor salaries need to be enhanced to be competitive. The Building Control Manager's post was re-advertised at an enhanced rate in August, but failed to attract a single candidate to interview.
- 4.6 Officers wish to minimise both the cost and reputational damage associated with further market engagement/failed recruitment exercises, which could also result in a loss of market share. It is understandable that the uncertainty associated with key vacant posts and the rise in the cost of living has led more employees to seek to improve their personal financial position.
- 4.7 Notwithstanding the use of agency staff, their high cost means the service is continuing to function at under-capacity. NMD customers value the efficiency and continuity of service provided by familiar professionals and it is unlikely they will tolerate the current situation beyond the short term. The work of the remaining team in securing a market share of local business >75% (40% for housing) at this time is, however, extremely impressive.
- 4.8 Fortunately, the chargeable functions of the service provide opportunity to fund market supplements which could be used to both retain and attract new staff to fill the vacant posts.
- 4.9 Both Councils' policies allow for the use of market supplements of up to 10% of basic (12 months and then to be reviewed, and the provision of relocation packages).
- 4.10 Senior responsible officers for the partnership have met with the Operational Manager and finance colleagues from both Councils.
- 4.11 A market supplement of 10% of basic for the surveyor positions could be accommodated by an 8% increase in fees.
- 4.12 A specialist recruitment agency is also being engaged to recruit to the Building Control Manager position.



## 5. RESOURCE IMPLICATIONS

- 5.1 The cost of all surveyors receiving a 10% supplement is £47,000. This requires an overall income for the partnership of £662,255, which can be secured through an 8% increase in fees.
- 5.2 The current level of Building Control fees for 2022/23 can be found at; [Fees and Charges Appendix B \(northdevon.gov.uk\)](#)

## 6. EQUALITIES ASSESSMENT

- 6.1 This report has a neutral impact on the characteristics that are protected by the Equality Act 2010.

## 7. ENVIRONMENTAL ASSESSMENT

- 7.1 There is no environmental impact associated with this report.

## 8. CORPORATE PRIORITIES

- 8.1 The Building Control Service supports numerous corporate priorities, including the provision of new housing and supporting economic growth.
- 8.2 Early this year the service adopted enhanced regulatory responsibility for home energy efficiency.

## 9. CONSTITUTIONAL CONTEXT

- 9.1. Article of Part 3 Annex 1 paragraph: 1(d) and (g)
- 9.2 Referred or delegated power? Delegated

## 10. STATEMENT OF CONFIDENTIALITY

This report contains no confidential information or exempt information under the provisions of Schedule 12A of 1972 Act.

## 11. BACKGROUND PAPERS

The 2022/23 Building Control Partnership Trading Account August 2022, which is available at:

<https://democracy.northdevon.gov.uk/documents/s21277/2022-23%20Building%20Control%20Partnership%20Trading%20Account%20August.pdf>

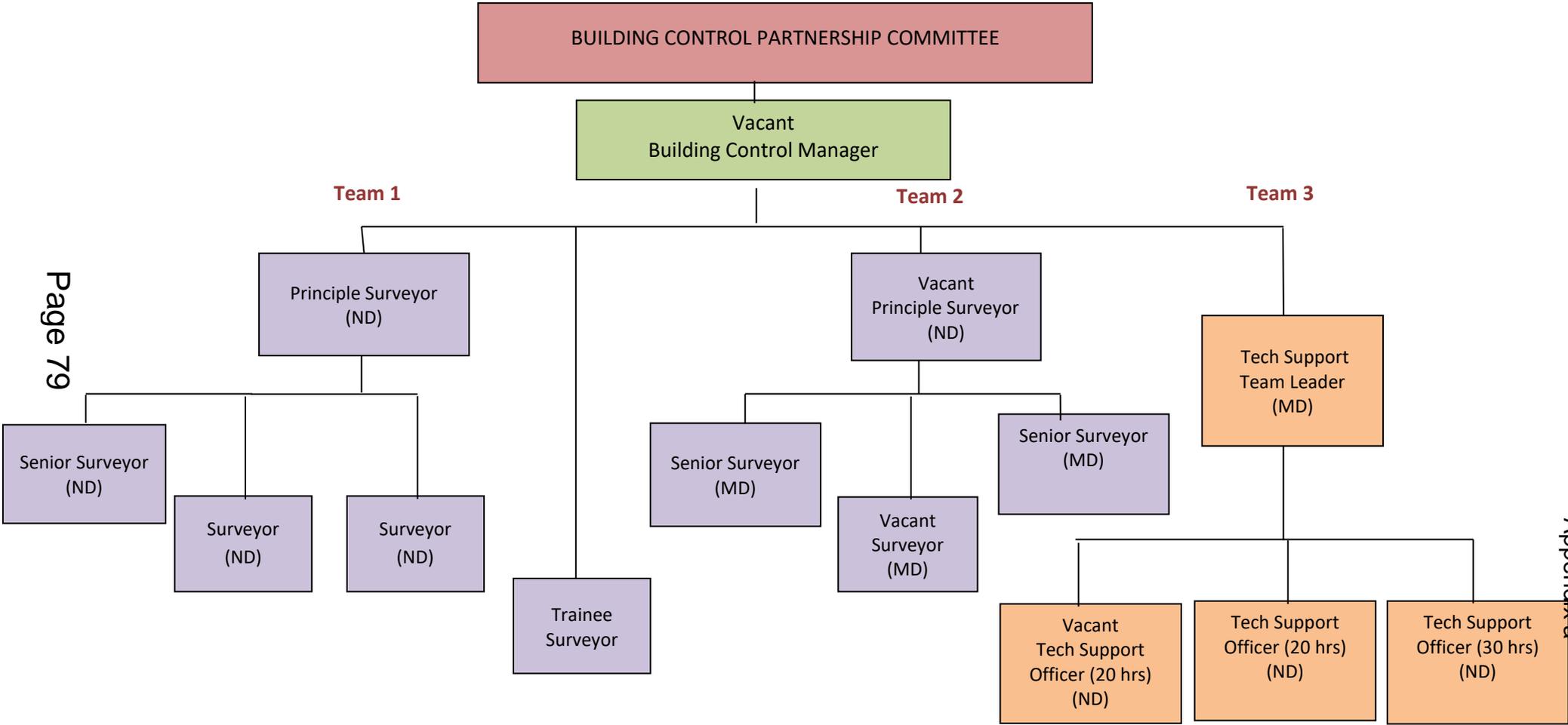
## 12. STATEMENT OF INTERNAL ADVICE

NDC SMT, 31<sup>st</sup> October, 2022.  
Simon Fuller.

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APPENDIX A

Building Control Service Organisational Structure



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LOCAL GOVERNMENT ACT 2000

## **REGISTER OF URGENT DECISIONS TAKEN BY THE CHIEF EXECUTIVE**

NORTH DEVON COUNCIL CONSTITUTION – Part 3 Annex 2: Officer Delegations  
– Chief Executive

1) SUBJECT: Homes For Ukraine Host Payments

2) REQUESTED DECISION: Increase in host payments over the winter months  
(November 2022 – March 2023)

3) STATEMENT OF THE REASONS FOR THE REQUEST AND WHY IT IS URGENT:

Due to the increase in utility costs host are now struggling with the additional costs incurred with having families in their accommodation. Some hosts are now stating that they will have to consider asking the families to leave. If this were to happen it would impact on temporary accommodation.

It is proposed that the fees increase by £100 per month for the first guest and £50 per month for each additional guest up to a maximum of a 9.

The decision is being taken under the Urgency procedure as until very recently it had been thought that the Home office would itself increase the funding but it is now clear that this won't happen. Waiting until the next Strategy and Resources committee could result in hosts cancelling their arrangements.

4) FINANCIAL IMPLICATIONS:

(NOTE: Please state if there are any financial implications. If so, state whether there are sufficient funds within the agreed budget. If there are insufficient funds please state how the decision will be financed).

NDC have funding from the scheme that will cover these additional costs without impacting on housing budgets

5) ANY ALTERNATIVE OPTIONS CONSIDERED AND REJECTED: we could leave the fees as they exist at present but this will create pressure on the hosts and could then create situations where guests are homeless and presenting to the council. Increasing the fees will hopefully alleviate some of that pressure.

6) A RECORD OF ANY CONFLICT OF INTEREST DECLARED: None.

7) A NOTE OF ANY DISPENSATION IF GRANTED N/A

8) LIST OF BACKGROUND PAPERS

(but not including published works or those which disclose exempt or confidential information (as defined in paragraph 10.4 and 10.5 of the Access to Information Procedural Rules Part 4 of the Constitution):

9) CONSULTATION UNDERTAKEN:

The following have been consulted on this urgent decision:

Consultee	Consulted	Yes/No	Date
Leader of Council (or Deputy Leader)	Y		2/12/22
Chair of Committee (with the Authority to take the decision) (or Vice-Chair)			
Lead Member			
Ward Member(s)			
Head of Service (name)	Y		2/12/22
Finance	Y		Nov 22
Legal			

10) OFFICER REQUESTING URGENT DECISION TO BE TAKEN BY THE CHIEF EXECUTIVE: Sarah Bentley – Service Lead Housing Options & Homelessness

11) APPROVED BY CHIEF EXECUTIVE: YES

12) DATE OF DECISION: 2.12.22

13) CHIEF EXECUTIVE'S COMMENTS: I agree that all steps possible should be taken to ensure that guests on the scheme remain with hosts if possible. This seems a sensible step to take to ensure that hosts are not adversely affected financially.

14) DATE TO BE PRESENTED TO STRATEGY AND RESOURCES COMMITTEE:

9 January 2023.

## GUIDANCE NOTES

### NOTE:

#### PROCEDURE FOR URGENT DECISIONS:

1. Completed form to be passed to the Chief Executive following consultation with the interested parties.
2. If a decision is specific to a Ward, efforts should be made to ascertain the views of the local Councillor (s).
3. The Chief Executive will make his decision.

#### PROCEDURE FOR URGENT DECISION MAKING AS PER THE CONSTITUTION

#### **Officer Delegations: the Chief Executive:**

#### **Urgent Decision Making**

- 3.48 To take a decision on any matter falling within the remit of any Committee in cases of urgency where it is not reasonably practicable to obtain prior approval of a Committee SUBJECT TO:
  - 3.48.1 the prior consultation, where practicable, with the Leader or Deputy Leader and the Chair or Vice Chair of the relevant Committee, and
  - 3.48.2 the proviso that this power will not extend to the determination of any application submitted pursuant to the Planning Acts or under the Licensing Act 2003 or the Gambling Act 2005, and
  - 3.48.3 the decision being reported to the next meeting of the relevant Committee and the next meeting of Strategy and Resources Committee.

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