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

K. Miles
Chief Executive.

POLICY DEVELOPMENT COMMITTEE

A meeting of the Policy Development Committee will be held in the Barum Room - Brynsworthy on **THURSDAY, 16TH NOVEMBER, 2023 at 6.30 pm.**

(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 Policy Development Councillor L. Spear (Chair)
Committee

Councillors Bishop, Bulled, Bushell, Clayton, Hunt, D Knight, Jones, Patrinos, Turton, Wilson and Worden.

AGENDA

1. Apologies.
2. To approve as a correct record the minutes of the meeting held on 14th September 2023 (attached). (Pages 7 - 18).
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 Interest.

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. A declaration of interest under the Code of Conduct will be a Disclosable Pecuniary Interest, an Other Registrable Interest or a Non-Registrable Interest. If the item directly relates to your interest you must declare the interest and leave the room for the item, save in the case of Other Registrable Interests or Non-Registrable Interests where you may first speak on the item as a member of the public if provision has been made for the public to speak. If the matter does not directly relate to your interest but still affects it then you must consider whether you are affected to a greater extent than most people and whether a reasonable person would consider your judgement to be clouded, if you are then you must leave the room for the item (although you may speak as a member of the public if

provision has been made for the public to speak) or, if you are not, then you can declare the interest but still take part).

5. To agree the agenda between Part 'A' and Part 'B' (Confidential Restricted Information).

PART 'A'

INTERNAL ITEMS

6. Dentistry services in North Devon.

An opportunity for the Committee to discuss the situation regarding the lack of availability of NHS Dentists within the North Devon area.

Please see link to the meeting held at Devon County Council on 21st September 2023:

[Health and Adult Care Scrutiny Committee - Thursday 21 September 2023, 10:30am - Devon County Council Webcasting \(public-i.tv\)](#)

- (a) Report of the Devon County Council Health and Adult Services Committee held on 21st September 2023 (attached). (Pages 19 - 28).
 - (b) Minute extract of the Devon County Council Health and Adult Services committee held on 21st September 2023 (attached). (Pages 29 - 30).
7. **Performance and Financial Management Q2 2023-24.** (Pages 31 - 86).
Report by Director of Resources and Deputy Chief Executive (attached) and
- (a) Minute Extract of Strategy and Resources on 6th November 2023 (to follow).
8. **Mid-Year Treasury Management Report 2023/24** (Pages 87 - 100).
Report by Head of Governance (attached) and
- (a) Minute Extract of Strategy and Resources on 6th November 2023 (to follow).
9. **Work programme 2023/24 (attached).** (Pages 101 - 102).
To consider the work programme for 2023/24.

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



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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 Chair 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 recording should leave the room ensuring all recording equipment is switched off.
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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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North Devon Council offices at Brynsworthy, the full address is:
Brynsworthy 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.

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NORTH DEVON COUNCIL

Minutes of a meeting of Policy Development Committee held at Barum Room - Brynsworthy on Thursday, 14th September, 2023 at 6.30 pm

PRESENT: Members:

Councillor L. Spear (Chair).

Councillors Bulled, Clayton, Jones, Patrinos and Wilson.

Officers:

Performance and Director of Resources and Deputy Chief Executive and Head of Programme Management

9. APOLOGIES

Apologies for absence were received from Councillors Bishop, Bushell, Hunt, D. Knight, Turton and Worden.

10. TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON 6TH JULY 2023 (ATTACHED).

RESOLVED, that the minutes of the meeting held on 6th July 2023 (circulated previously) be approved as a correct record and signed by the Chair.

11. DECLARATIONS OF INTEREST.

There were no declarations of interest announced.

Councillor Bulled arrived at the meeting.

12. WORK PROGRAMME 2023/24.

The Committee considered the work programme together with three scoping papers (circulated previously).

The Vice Chair addressed the Committee regarding the approach for consideration of the three areas of interest identified and developed as part of the scoping papers.

The Committee discussed the dates of the forthcoming meetings and the workload that was already identified and detailed within the work programme.

(a) **Agriculture**

(a) Agriculture

Councillor Bulled addressed the Committee as the appointed lead Member of the working group for agriculture.

She highlighted the following points to the Committee:

- The members of the working group had agreed to focus on the uncertain state of agriculture support and its impact upon farming income.
- To broaden the knowledge of the non-farming community and to highlight the difficult situation that farmers were currently experiencing together with the impact upon the wider community.
- To seek greater recognition and support for the policy implications in terms of the financial and cultural health of the rural farming economy.
- The importance of acknowledging the benefits to the wider community in food production together with environmental enhancement to support tourism and investment from other businesses in the future of North Devon.

She added that as the current proposals regarding agricultural payments to farmers were unknown; any way forward in terms of support to farmers might take some time despite the imminent future loss of income.

She proposed that the item be considered later in the Committee's work programme to allow Members to be fully informed of the potential situation at the point of discussion.

In response to questions, the Director of Resources and Deputy Chief Executive advised the following:

- North Devon Council did not have a specific policy in relation to agriculture, they did however work closely with North Devon +.
- A large amount of the North Devon + programmes and advertising was shared via the Council's media channels and the Communications team always ensured that all wider public information was shared.
- Establishment of a Rural Working Group to include a

wider group of Members outside of the Committee with a view to developing a rural policy for North Devon Council would require approval from both the Strategy and Resources Committee and Full Council and consideration would need to be given regarding the aspirations of such a group and where its role would sit within the wider Council priorities.

- A corporate priority workshop was scheduled to be held in October 2023 and the potential establishment of such a rural working group would ideally need to be determined prior to that workshop.

The Head of Programme Management and Performance added that Members could look at the Terms of Reference for the Climate Action team, which had already been established to assist with the development of the Carbon Reduction Plan. This would then inform all members to determine the remit of a potential working group together with the strength of the proposal.

The Committee discussed the following:

- That the sharing of information was key to ensure that the public were fully informed about the financial impact on the farmers with the loss of subsidies.
- That the landscape would be impacted upon significantly and the communications had to be right.
- That there appeared to be more emphasis on the environment as opposed to food produce.
- That farmers could potentially lose up to 80% profit with the average farming family earning £18K a year, the majority of which funded through subsidies; the loss of these would have a direct impact.
- The knock on effect to the general public would be an increase in food prices and smaller farms would suffer financially.

RESOLVED:

- (a) that the agriculture item be considered at the March 2024 meeting of the Committee;
- (b) That the working group develop a plan of how they would like to approach the issue; and
- (c) That the working group also explore the proposal of establishing a wider rural working group.

(b) **Dentistry**

Councillor Patrinos, Vice Chair addressed the Committee as the appointed lead Member of the working group for dentistry.

He highlighted the following points to the Committee:

- NHS dentists were in crisis nationally.
- The groups focus was to look at the demand for NHS dentistry.
- There was a webinar scheduled to be held on 18th September 2023, which a link to join had been circulated to the Committee and he had submitted 10 questions and was currently awaiting a response:
 1. How many dentists were currently working at practices in Devon?
 2. How many patients were registered with those practices?
 3. How many patients had been accepted onto waiting lists for those practices?
 4. How many dental practices were there in Devon?
 5. How many practices were not accepting new patients?
 6. How many practices were not accepting people onto their waiting lists?
 7. How many practices were accepting people onto their waiting lists?
 8. Were there any areas of Devon that were especially short of dentists?
 9. How many Accident and Emergency (A&E) patients present with health problems stemming from lack of professional dental care?
 10. What should a parent whose child was in need of dental treatment but not registered with a practice do to receive dental treatment?

The Committee discussed the following:

- That the meeting involving various stakeholders should be held within the next few months.
- That in light of there being no orthodontist services available in the North Devon area, which had meant that some children had been unable to have their braces removed or adjusted, the Committee agreed to add orthodontistry to the review.

- Acknowledged that private dental practices also had long waiting lists.
- Noted that the emergency number for dental care did not work properly.
- Questioned how many dentists had left employment in the UK and returned to Europe following BREXIT and the impact that this might have had on NHS dentistry.

In response, the Director of Resources and Deputy Chief Executive advised that the Local Member of Parliament (MP) was currently running a petition to be presented to parliament regarding the lack of available NHS dentists in the North Devon area.

RESOLVED:

- (a) that the dentistry item be considered at the November 2023 meeting of the Committee;
- (b) that the MP be invited to attend the meeting to discuss the issues; and
- (c) that orthodontists and private dental practices also be included within the remit for the working group.

(c) **Water Quality**

Councillor Jones addressed the Committee as the appointed lead Member of the working group for water quality.

He highlighted the following points to the Committee:

- The scope of the work was to speak to experts to support and instigate an effective centralised river water monitoring network across North Devon.
- To establish what was already in place together with its effectiveness and the support required to deliver.
- Looking to hold two meetings, the first meeting to be held in an informal setting to meet with stakeholders involved to establish what was currently in place together with the support that was required. The second meeting would form part of a scheduled Policy Development Committee and would call further experts with discussions around facilitation of ongoing projects.
- Had spoken with the North Devon Biosphere who were responsible for flood monitoring and had organised a separate meeting with West Country Rivers Trust.
- Aspirations to discuss with experts a single localised

catchment to monitor testing to gain a broader understanding of the findings.

The Committee discussed the following:

- Questioned whether the Environment Agency undertook regular testing of water quality.
- An incident earlier in the day at Barricane Beach in Woolacombe where a storm had caused an overflow of sewage onto the beach and as a result the Council had been asked to assess the health impact.
- Questioned the capacity of existing sewage treatment works within parishes and their ability to cope with the impact of new builds.

In response to a question regarding holding joint meetings with Torrridge District Council regarding the three scoping papers, the Clerk advised that she had been in contact with an officer at Torrridge District Council and advised that they already had an established working group for water quality but they were keen to work jointly in regards to dentistry and agriculture.

The Director of Resources and Deputy Chief Executive advised the Committee of a couple of typographical errors within the work programme for the dates of the items due for consideration in February 2024, the correct dates were as follows:

- Review of Fees and Charges for services 2024/25.
- Revenue Budget 2024/25, Capital Programme & Medium Term Financial Strategy 2024-2030.
- Treasury Management Strategy Statement 2024/25.
- 10-Year Capital Strategy 2024-2034.

RESOLVED:

- a) That the work programme together with the amendments above for 2023/24 be noted, subject to the inclusion of the following items:
 - i. November 2023 – Dentistry.
 - ii. December 2023 – Water quality.
 - iii. March 2024 – Agriculture.
- b) That key stakeholders be invited to attend an informal meeting to discuss issues prior to discussions in a formal Committee setting;
- c) That the Chair of the Overview and Scrutiny

(External) Committee at Torridge District Council be contacted with a view to accepting their offer to hold joint meetings to consider the items in relation to dentistry and agriculture;

- d) That stakeholders be invited to attend the Committee on 14th December 2023;
- e) That the title of the group be changed to “Monitoring water quality in North Devon”; and
- f) That the scoping paper be updated to reflect the comments made by the Committee and include the membership.

13. **PERFORMANCE AND FINANCIAL MANAGEMENT QUARTER 1 2023/24.**

The Committee considered a report by the Director of Resources and Deputy Chief Executive (circulated previously) regarding the Performance and Financial Management for Quarter 1 of 2023/24 together with Minute Extract of Strategy and Resources on 4th September 2023 (circulated previously).

The Director of Resources and Deputy Chief Executive highlighted the following:

- The revenue budget for 2023/24 was approved at Council on 22 February 2023 at £14,766,450.
- As at 30 June 2023, the latest forecast net budget was £14,749,450, which produced a budget surplus of £17,000. Details were shown in “Appendix A – Variations in the Revenue Budget”.
- The original budget for 2023/24 included a forecast to achieve £250,000 worth of salary vacancy savings. The current position forecasts we will achieve £93,000 based on known vacancies to date, but it was anticipated that the budget of £250,000 will be achieved by the end of the financial year.
- The National pay award was currently being considered by the Unions; however if the 2023-24 pay award exceeded the budgeted 4% included in the original budget then we would look to fund any shortfall from the Budget Management reserve, which currently had a balance of £814,000.
- As at 1 April 2023 the Collection Fund reserve balance held is £1,340,177. This earmarked reserve was created to deal with the timing impacts of the Collection Fund (Business Rates), which ensured the revenue budget was not unduly affected in the year the taxes were collected. Collection Fund deficits/surpluses were reversed out to bring the revenue account back to the budgeted figure for the year; the deficits/surpluses were recovered/distributed in the following financial years. This reserve included a £912,563 balance that will be utilised in 2023/24 and 2024/25 to mitigate timing differences of business rate reliefs awarded in 2022/23 that from an accounting perspective impact over the next two financial years; thus leaving the fund reserve with a residue balance of £427,614 protection against future volatility.

- The Valuation Office Agency (VOA) have notified the Council that they were to reduce the Rateable Value of the Museum from £146,000 to £1, this change had been back dated to 2019 and a refund in rates payable had resulted in a net positive impact to the council of £184,000. It was recommended this refund amount be contributed to the Regeneration Reserve for future projects.
- At the 30 June 2023 total external borrowing was £3,000,000. The timing of any future borrowing was dependent on how the authority managed its treasury activity. Due to on-going higher interest rates the Council was reporting a £90,000 net increase in Interest receivable.
- “Appendix B – Movement in reserves and Balances” detailed the movements to and from earmarked reserves in 2023/24.
- The 2023/24 Capital Programme was detailed in “Appendix D – Capital Programme 2023/24”.
- The Budget and Financial Framework report to Full Council on 22 February 2023 outlined the Capital Programme for the 2023/24 financial year of £21,247,098. Project underspend and further variations of £6,921,154 were approved as part of the performance and financial management report to Strategy and Resources Committee, to produce a revised 2023/24 Capital Programme of £28,168,252.
- Overall variations of (£5,648,600) were proposed to the 2023/24 Capital programme and £30,000 to 2024/25 Programme as detailed in paragraph 4.4.3 of the report.
- The overall revised Capital Programme for 2023/24 to 2025/26 taking into account the budget variations was £35,119,588 and details of how it was broken down was detailed in paragraph 4.4.4 of the report.
- The Programme of £35,119,588 was funded by Capital Receipts / Borrowing (£13,528,650), External Grants and Contributions (£18,609,678) and Reserves (£2,981,260).
- The Council also have authority to borrow from the Public Works Loan Board (PWLb) as outlined in the Treasury Management Annual Investment Strategy and currently had external borrowing of £3,000,000.
- Capital Programme release of funds as detailed in paragraph 4.4.8 of the report.

In response to questions from the Committee, the Director of Resources and Deputy Chief Executive advised the following:

- That the National Employers decided upon any salary increase proposals.
- The Wilko’s store in the Green Lanes shopping centre was due to close the following week and the Council had raised the majority of rental income up to the point of the company going into administration.
- There had been a request from the administrators to write off the remaining rental. However, the Council had refused this request given that the store was still currently trading.
- The rental income on the unit was around £180K per annum.
- To mitigate the risk of any reduction of rental income within the Centre in a situation of that nature, the Council had placed £75K per year through 2021/22 and 2022/23 into a specific income volatility reserve reserves; which

now totalled £150K to meet some of the rental shortfall for the remainder of the financial year.

- Asset Managers (Praxis) were speaking with the administrators and there had been some interest from major retail stores for empty units within the centre.
- The Council would need to liaise with the administrators to ascertain when they get control of the unit back and would be able to market the unit to potential new retailers.
- The company Poundland were interested in some of the Wilko stores nationally but not the Barnstaple branch.
- The interest rates from the Public Works Loan Board (PWLb) were fixed rates for different loans.
- With regards to a return on investments, the Council had seen a return of £75K in the first quarter and a slightly higher return forecast for the second quarter.
- Internal borrowing was a more cost effective way of borrowing for the Council.
- The increase in costs for the Ringo car parking payment system should be offset by a reduction in lower bank charges due to reduced handling of cash.
- There had been a reduction in income for the Building Control Partnership, for which there was a shortfall of £15K for North Devon Council and a shortfall of £49K for Mid Devon District Council. The costs of the partnership were shared proportionately based upon income received, with North Devon Council picking up a higher percentage of the costs.
- Officers from both Councils were currently reviewing the agreement to determine whether or not the current arrangement was functioning in the best interests of both Councils.
- The Building Control team had seen a higher than average number of vacancies over the last couple of years with difficulties attracting potential employees to the roles and having to compete with higher salaries offered in the private sector.
- The business plan that was developed and agreed prior to purchase of the Green Lanes Shopping Centre in 2021 looked at the medium 5-10 year period forecast with cash flow and assumed the economic position at the current time.
- The Council had assumed that future cash flow would be lower on rental income due to economic climate and market conditions. However, at the current time cash flow still showed a positive net income to the Council. Part of the business plan was to review alternative types of business and other ways to increase footfall within the Centre.
- There was an internal audit report due for consideration at the Governance Committee on 25th September 2023, which outlined that the Council held overall £300K of reserves specifically in relation to the Green Lanes Shopping Centre. Other points to highlight was that since the Council had taken on ownership of the centre that an additional 5-6 retail units had been filled and rented out to businesses. The Council was also exploring alternative uses for the units other than retail and the strategy for the centre was constantly evolving.

The Head of Programme Management and Performance outlined the supplementary document, which was attached as Appendix E “Corporate Plan Delivery Highlight

report with key results and performance indicators” to the Committee and highlighted the following:

- Appendix E set out the new performance management suite.
- This was the first quarter to bring forward the results to the Committee for consideration.
- It was a live suite of measures which could be added to or reduced at any point.
- The performance indicators showed the health of the organisation at a high level.
- Devon Audit Partnership had recently commenced an Internal Audit review of performance management.
- The next report for quarter 2 would have an update on projects, capital costs and mid-year measures and would give confidence on the delivery of the Corporate Plan.

In response to questions, the Director of Resources and Deputy Chief Executive and the Head of Programme Management and Performance advised the following:

- That a performance indicator could be added to the appendix for a short period of time to monitor the rural missed collections, it was agreed that that Councillor Patrinos speak with the Head of Environmental Enhancement (EE).
- The summer had been a very busy time for the waste and recycling service, which had also been impacted by driver sickness and a minor change to a route, which had impacted about 50 properties.
- There was a national shortage of drivers combined with a heavy volume of material and lessons learnt from this summer would ensure that the service was better resourced next year.
- There had been on occasion the requirement to employ agency staff to address the shortfall within the workforce. However, this created additional issues as they were not familiar with the rounds and as a result, the Council were looking to employ permanent staff.
- There would be 12 new recycling vehicles within the fleet towards the end of the financial year.
- Task and finish shifts would cease after September 2023, which would then ensure that crews returned to Brynsworthy to assist with other crews and leave at their allotted finish time.
- Overtime was only paid in exceptional circumstances, as frontline services did not have Time Off in Lieu (TOIL).
- There were three Performance Indicators (PIs) that were issued by the government, two were already monitored by the Council and there was a third PI in relation to contamination. There were additional PIs, which could be shared with Members, again Councillor Patrinos to be provided with these and also talk to the Head of EE.
- Complaints per ward would be recorded via the Council’s Feedback team where complaints were escalated through the various stages of the process and this information could be shared with the Committee if requested.
- The pyramid on page 46 of the agenda referred to the high-level key results. The Council were focussing on the types of calls based on value calls or

failure demand calls and whilst the categorisation might not be perfect at the current time improvements would be made.

- The Council will be required to report on its performance to the Office of Local Government set three waste indicators:
 - 1) Proportion of household waste sent for recycling.
 - 2) Residual (i.e. non-recycling) waste per household (tonnes).
 - 3) Contamination rate of recycling – calculated as estimated proportion this is rejected of total amount of household waste sent for recycling.

- Used to have Best Value Performance Indicators and seem to be going back down that route with the three stringent targets put in place.
- There will be another suite of indicators around financial reporting, which consisted of six indicators on which all Councils would need to report, which would represent figures in a national context.
- The planning figures on page 49 of the report had previously reported a 95% success rate. However, officers felt that it was important to show Members the true picture of the current situation for the planning service to include the extension of times requested and approved by applicants / agents.
- There was a backlog of work within the development management team in terms of planning skills and the Council had applied for a grant to address the resource and recruitment issues for which the service was having to rely on agency employees. The aim of the new detailed figures were contained within the report to ensure transparency with performance figures.
- There had been difficulties recruiting staff across all Council services and there were currently agency staff working within the development management team to address the backlog of work.
- There was a request for two additional PI's to be added, which were:
 - Staff turnover by department.
 - Planning applications: Percentage of applications that had requested extensions.

The Head of Programme Management and Performance advised that the software should be able to pull out the information required and added that she would speak to the Development Manager.

RESOLVED:

- a) that the decisions and recommendations of the Strategy and Resources Committee be endorsed; and

- b) that missed collections feedback at operational level be circulated to Councillor Patrinos.

The Committee discussed the poor attendance rate at the Committee meetings and questioned why Members were not attending as they should be.

Agenda Item 2

Policy Development Committee - 14 September 2023

The Chair agreed to write to Group Leaders to request clarification from their Members as to why they were not attending the Committee meetings.

The Chair thanked Members and Officers for their attendance.

Chair

The meeting ended at 8.41 pm

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

Dental access for adults and children in Devon September 2023

Background

NHS Devon Integrated Care Board has delegated responsibility for the commissioning of dental services across England, having taken over from NHS England in April 2023. To maintain subject matter expertise, the seven ICBs in the South West agreed to support a Collaborative Commissioning Hub, whose role is to run all operational services for dental, ophthalmic and pharmacy services.

Dental services are provided in Devon in three settings:

1. Primary care – often referred to as ‘high street practices for general care’ and ‘high street practices for orthodontics’.
2. Secondary care – located in hospitals
3. Community services – incorporating special care – often referred to as special care.

NHS Dentistry is not funded and commissioned in the same way as general practice, which is free at the point of access, for all. NHS dentistry is not funded for the whole population. The budget we receive approximately covers access to dentistry for half of the population.

A web page with further dental information is available on the One Devon website:
<https://onedevon.org.uk/our-work/services-and-support/nhs-dental-care/>

Primary care (high street dentistry)

The dental practices are themselves independent businesses, operating under contracts with NHS England, with many also offering private dentistry. All contract-holders employ their own staff and provide their own premises. The only premises cost currently reimbursed is a proportion of business rates. The amount refunded depends on a declaration of income derived from NHS services versus private.

Domiciliary treatment is provided by a small number of contractors for people who are unable to leave their home to attend a dental appointment, either for physical and/or mental health reasons. This includes people in care homes.

Dental contracts are commissioned in units of dental activity (UDAs) or units of orthodontic activity (UOA). The table below sets out treatment bands and their UDA equivalent.

Band	Treatment covered	Number of UDAs
1	Examination, diagnosis (including x-rays), advice on how to prevent future problems, a scale and polish if clinically needed, and preventative care such as the application of fluoride varnish or fissure sealant if appropriate.	1
2	Everything listed in Band 1 above, plus any further treatment such as fillings, root canal work, removal of teeth but not more complex items covered by Band 3.	3/5/7
3	Everything listed in Bands 1 and 2 above, plus crowns, dentures, bridges, and other laboratory work.	12
4	Emergency care in a primary care NHS dental practice such as pain relief or a temporary filling.	1.2

In April 2022 the national Chief Dental Officer confirmed contracts will continue to be in place for 100% of normal volumes. It will continue to be a requirement that all NHS-funded capacity is used to deliver the maximum possible volume of safe care for patients, with ongoing contractual protection for practices unable to deliver their full contractual activity between April and June 2022.

During this period, practices were asked to deliver at least 95% of contracted UDAs. Orthodontic practices were asked to return to normal contracting volumes (100%) for this same period. From 1 July 2022 onwards, all contracting volumes returned to 100%. The minimum threshold to avoid clawback for the 2022/23 year has been reduced to 90% from 96% for one year only.

Access rates to high street dentistry

Over recent years there has been a decrease in the number of patients in Devon who have been able to access an NHS dentist.

(Details taken from National Dental Statistics 2022 – 2023 published August 2023 [see here](#))

- The total number of adults receiving NHS dental care in the previous 24 months in Devon is 369,393
- The total number of children receiving NHS dental care in the previous 12 months in Devon is 108,898
- The access rate for the adult population of Devon 934,831 is 39.5%
- The access rate for the child population of Devon 214,451 is 50.8%
- The access rate for adult population of the South West 4,263,479 is 39.6%
- The access rate for child population of the South West 1,034,257 is 53.4%

Commissioned dental activity

As of June 2023, NHS England has 159 contracts in place across Devon providing a mixture of mandatory dental service, orthodontic dental services and specialist dental services

Category	Number of Contracts
UDA Only	132
UOA Only	13
Total number of contracted UOA's annually	83,830
Total number of contracted UDA's annually	1,742,046

UDA activity performance

Average regional Devon delivery for the previous three months has been 51% of the unadjusted threshold. June activity is reported as 61%.

UOA activity performance

Average regional Devon delivery for the previous three months has been 80% of the unadjusted threshold. July activity is reported as 73%.

New procurements

NHS England recently procured additional primary care dental capacity to replace lost capacity resulting from practices handing back all or part of their contracts (mainly due to difficulties in attracting new staff and other resource implications). 17,000 additional UDAs are being procured in the EX1 post code area and the contract as recently been awarded. The service includes the provision of urgent care and delivery of the Chief Dental Officers initiative called 'Starting Well Core'. Since opening, this practice has accepted patients directly from the Devon and Cornwall waiting list.

The following contracts were not awarded following phase 1 of the procurement exercise:

- 4,500 UDA's in the EX39 post code area
- 3,000 UDA's in the EX32 post code area
- 8,000 UDA's in the TQ13 post code area

A further phase of procurements is currently in the process of being planned. The procurement is expected:

- To increase access to dental services for those patients who do not currently have a dentist
- To provide Mandatory Dental Services to the cohort of patients who do not currently have a dentist.
- To improve the oral health of patients treated.

Foundation dentists

From October 2023, it is anticipated that 21 Foundation Dentists (FDs) will be working in practices across the county. Each FD delivers approximately 1,875 UDAs per annum, which equates to approximately 13,750 patients. During the Covid restrictions the activity undertaken by Foundation Dentists has been included in the practices UDA achievement targets. In normal circumstances is it provided in addition.

The Peninsula Dental School's education facilities in Plymouth and Exeter also provide one-off courses of treatment to patients who do not have an NHS dentist. These patients are accepted for care based on a set of eligibility criteria. Treatment is provided free of charge by dental students under supervision (term time only).

Devon and Cornwall Dental Helpline

A unique dedicated helpline was developed for Devon and Cornwall to:

- assist patients in finding an NHS dentist for routine care.
- arrange urgent NHS dental treatment for people who do not have a dentist.
- help commissioners identify and respond to variations in demand.

Practices are encouraged to point prospective new patients towards the helpline, so they can be added to a central waiting list rather than being taken on directly. As a result, people are sometimes incorrectly under the impression that no practices are taking on new NHS patients. Instead, patients are allocated in batches as capacity becomes available, so those who have waited longest are prioritised. People who are prepared to travel further are likely to be found a place sooner than those who are not.

It is important to note:

- Many people will be under the care of a private dentist or another NHS dentist, even while registering with the helpline to find a place.
- Some people will have found an NHS dentist but not informed the helpline.
- Some people will have left the area but not informed the helpline.

As part of the South West Dental Reform Programme, a review of people looking for a routine dentist is being conducted to ensure the list is up to date and identify priority patients and children to assess and treat.

As at the end of June 2023 there are 58,991 patients on the Devon waiting list. Adults make up 47,463 of this number and children make up 11,528.

NB: These numbers are not validated and may include patients that have moved out of the area, have found an NHS dentist, deceased, etc. Plans to validate and cleanse this waiting list are being actioned along with a review.

The Access Dental Helpline also manages out of hours appointments for urgent care. They allocate appointments at the weekends and on bank holidays from clinics in Plymouth, Newton Abbot, Exeter and Barnstaple. NHS Devon ICB has recently

agreed an uplift in the helpline contract in reflection of the enhanced numbers of patients seeking advice and care.

NHS Devon will be working with NHS Cornwall to review the future viability of a central waiting list, with the aim of moving local dentists holding lists as in the rest of the country.

Orthodontics

A procurement exercise to secure new contracts was completed in 2019 enabling an increase in the number of local dental practices beginning to provide the service by extending their opening hours.

Due to the pandemic, between 8 June and 31 December 2020, practices were expected to achieve 20% of their usual patient volume, based on their previous year's delivery. This increased to 70% for 1 January to 31 March 2021 of their normal annual target (pro-rata). From 1 April to 30 September 2021, practices were expected to deliver 80% of their normal annual target (pro-rata); increasing to 85% between 1 October to 31 December 2021. Between January to March 2022 the minimum target was increase to 90% of normal activity. Since April 2022 orthodontic practices have returned to delivering the normal (100%) commissioned activity levels.

Urgent dental care

Plymouth Community Dental Service provides and manages in-hours appointments for patients with an urgent dental need who do not have access to an NHS dentist for patients in Plymouth.

Torbay Community Dental Service offer the same service for patients in the Torbay area and the Dental Helpline manages the booking of appointments which are provided in practices throughout the rest of Devon. This service is for patients in need of relief from acute dental pain, acute infection, and bleeding or trauma.

Access to urgent dental care would normally be expected to be available within 24 hours of someone contacting the service. Appointments are provided at a range of sites across Devon.

Only those people with a significant dental emergency, such as rapid facial swelling, uncontrolled bleeding or facial trauma, would be expected to be treated at accident and emergency departments.

The Dental Helpline also manages out of hours appointments for the whole of Devon. They provide appointments at the weekends and Bank Holidays in clinics across the county.

The South West dental commissioning team have recently launched an initiative to increase the number of urgent care treatment slots by asking practices to provide additional urgent care sessions.

Workforce

The key issue affecting access to NHS dentistry is workforce. A shortage of dentists in Devon affects the ability of high street practices to deliver their contracts. The reasons for this are not different to those affecting other sectors of the health and social care system. Devon is viewed as a lifestyle choice by both the medical and dental profession and younger clinical professionals tend to favour larger cities with greater transport links and more training opportunities.

Foundation dentists, who are undergoing further training for a year after graduation, tend to relocate at the end of their foundation year, moving elsewhere to follow training pathways or to take hospital-based jobs.

It is difficult to determine why established dentists leave. Anecdotally, factors include the challenges of working in NHS practices that are experiencing high demand from patients and the opportunities in private care.

Improving access to primary care for people in Devon

NHS Devon is seeking to increase access to NHS dental services by:

- Innovation in commissioning to make contracts more attractive to an associate or dentist with additional skills.
- Working with dental providers to explore what more can be done to maximise contracts.
- Reinvesting funding that has not been spent on meeting contracted activity levels in dental activity elsewhere (dependent on the availability of workforce to deliver activity).
- Ensuring as places become available, they are allocated to those patients who are on the helpline's list.
- Ensuring we commission dental services to meet those areas of demand within available resources by resourcing a Local Dental Network and a number of Managed Clinical Networks for dentistry through which we work with dentists, public health and the dental school to develop referral pathways and increase dental capacity.
- Rebasing contract activity to allow for reinvestment. Any schemes will take into account national initiatives and regional difficulties, e.g. increasing urgent care sessions for patients who do not have a routine dentist.

2. Secondary care provision

In Devon, NHS England contracts with Royal Devon University Healthcare, Torbay and South Devon NHS Foundation Trust and University Hospitals Plymouth NHS Trust to provide secondary care including oral surgery, restorative dentistry and orthodontic treatments.

Secondary care has been impacted greatly by the pandemic as services initially ceased to allow additional capacity to treat covid patients in hospitals. All services have now been resumed, but in some cases the frequency of clinics has been

reduced due to capacity at the hospital sites. This has led to an increase in waiting list sizes for some treatments.

The Integrated Care Systems (ICSs) in Devon has produced elective recovery plans and the funding available (elective recovery fund) is being used to procure additional capacity. The Getting it Right First Time (GIRFT) programme is also underway in the South West, looking at oral and maxillofacial surgery pathways to improve flow of patients, ensure more equitable access to treatment alongside and better outcomes.

3. Community Services

Plymouth Community Dental Service (Livewell Southwest), Royal Devon University Healthcare, Torbay Community Dental Service (Torbay and South Devon NHS Foundation Trust) are commissioned by NHS England to provide a range of community services. They each operate from a range of sites across Devon.

Special care dentistry is concerned with the improvement of the oral health of individuals and groups in society who have a physical, sensory, intellectual, mental, medical, emotional or social impairment or disability; or, more often, a combination of these factors.

Special care dental services provide urgent care, check-ups, and treatment. In Devon, the service also provides oral surgery and general anaesthetic for patients who cannot be treated by local anaesthetic.

Special care dental providers are currently experiencing difficulties in recruiting to specialist posts. Measures are in place, supported by the Special Care Managed Clinical Network, to secure additional specialists while longer term solutions are developed.

Other community services are:

- Children's general anaesthetic
- Adult general anaesthetic
- Orthodontics (complementing high street orthodontics)

Community dental providers, including Plymouth Community Dental Service (Livewell Southwest), Royal Devon University Healthcare, Torbay Community Dental Service (Torbay and South Devon NHS Foundation Trust), were rapidly reassigned as Urgent Dental Care Centres when the pandemic started in March 2020 to ensure that patients with urgent dental needs were able to be seen and treated at a time when all other dental providers were only able to provide telephone advice and antibiotics. Although they have now resumed their normal service provision, they are still covering some urgent care provision for non-registered patients as demand for this service is still high.

Local authorities are the lead commissioner of oral health promotion programmes to improve the health of the local population as part of their statutory responsibilities. Oral health promotion in Devon is delivered via the community dental provider and consists of oral health education and fluoride varnish application.

4. Dental Reform Strategy for the South West

The South West Dental Reform Programme was established in 2020 to improve access to oral health services, develop workforce initiatives to improve recruitment and retention of the dental workforce, and improve the oral health of the population.

The programme is run by NHS England, alongside NHS Devon and local authority public health teams. They bring together the NHS England Collaborative Commissioning Hub and Transformation Team with key stakeholders with responsibility for oral health in the region (*UK Health Security Agency and Office for Health Improvement and Disparities*, Health Education England, Local Dental Committees, the Local Dental Network, and Integrated Care System (ICS) representatives) as well as public and patient voice partners. The purpose of the programme is to inform a plan for the future of NHS dental services and oral health improvement in the South West.

An [Oral Health Needs Assessment \(OHNA\)](#) was commissioned and published in 2021 and the Dental Reform Programme team held a workshop with more than 150 delegates from the dental profession, Healthwatch, Health Education England, Overview and Scrutiny Committee members and regional and national NHS colleagues. Dental case studies were considered, and discussions held about what works well, what opportunities could be explored, what barriers there are currently and how we overcome them. A report summarising the event outputs and recommendations is available [here](#).

A further prioritisation session based on the workshop findings was held. In addition, three programme working groups have been established with strategic objectives. These are highlighted below.

5. Programme objectives

The programme has three key objectives covering access, workforce and oral health.

Dental reform programme objectives	
1.	To increase access to dentistry using findings from the Oral Health Needs Assessment, by designing an evidence-based programme plan weighted towards those who are most vulnerable or live in areas of greatest need, including in secure settings
2.	To work with strategic partners to build training and dental role opportunities, and a clinical workforce strategy, which makes the South West the best place to live and work in dentistry in the country
3.	To improve oral health of those with health inequalities, targeting those who are vulnerable or live in areas of greatest need in each system, including within secure settings.

6. Programme commitments

Underpinning these key objectives are a series of nine core and two enabling commitments.

Programme commitments

Access

1. Increase access to dental services ensuring a focus on targeting those in greatest need in each system (as identified in the Oral Health Needs Assessment)
2. Strengthen and broaden dental provision using the range of tools available to regional teams including through national dental contract reform, such as flexible commissioning to support dental recovery following the pandemic and use of the wider dental team for service delivery
3. Strengthen relationships between the dental team and networks within the seven SW integrated care systems and their Primary Care Networks (PCN)s, using the roadmap to build a tailored plan for each system and ensure dental services are integrated and a key part of primary care service delivery and improvement

Workforce

4. Work with partners to develop a sustainable dental workforce for the SW
5. Identify the current workforce and focus on specific vacancy 'hotspots' in the region to create a sustainable workforce for the future
6. Embed education, training and support within the programme and commissioning activities to ensure the dental team have development opportunities
7. Develop a programme of flexible and extended training opportunities across dental care in the region to help retain people in the region in the next five years to improve access and treatment outcomes for the population.

Oral health improvement

8. Work with health inequalities leads, local authority oral health improvement leads, the dental team and key partners to improve access to oral health improvement advice and interventions for those in greatest need in each system
9. Increase access to dental services by supporting commissioners to target those in greatest need in each system (as identified in the Oral Health Needs Assessment)

The programme has two further cross-cutting commitments on digital and data:

Cross-cutting commitments

Digital

10. Develop a digital dental referral programme to use technology to make dental referrals between primary, community and secondary care more efficient, resilient and sustainable, and improve patient and staff experience in the South West.

Data

11. Develop a baseline dataset with which to measure progress and success, using a range of data, information, intelligence and maps

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POLICY DEVELOPMENT COMMITTEE

16TH NOVEMBER 2023

MINUTE EXTRACT OF THE DEVON COUNTY COUNCIL HEALTH AND ADULT CARE SCRUTINY COMMITTEE

HELD ON 21ST SEPTEMBER 2023 IN RELATION TO ITEM 6 ON THE POLICY
DEVELOPMENT COMMITTEE AGENDA

123 Dental access for adults and children in Devon

The Committee considered the Report of NHS Devon on Dental access for adults and children in Devon. The Report outlined that dental services in Devon were provided in three settings: Primary care (high street), Secondary care (hospitals) and Community services ('special care').

The relationship between NHS dental services and private dental services was discussed. It was highlighted in the Report and wider discussion with the Committee that funding for dental patients on the NHS is only made available for approximately half of the population of Devon, which was national policy. There were therefore challenges to consider around how to prioritise those most in need of such services.

Members also raised concern around dentists prioritising private services above NHS services, and what solutions there may be. Officers advised that dentists providing NHS services would be doing so at a loss, and so providing private services (running a 'mixed practice') was often a necessity to remaining open, especially in light of the Cost-of-Living crisis; and that much of the problem was a national one relating to Government contracts which provide insufficient reimbursement to justify that as the sole source of income for a dental surgery.

Other member discussion with officers included:

- Government targets to increase the number of dentists by 2030;
- concerns around procurement processes for the introduction of new dental services, in particular around North Devon, which had seen a degradation in its dental services following a contract change;
- mobile dental units; and
- the mechanisms of Units of Dental Activity (UDA) contracts including how dentists claimed, and what measures were in place to prevent them spending NHS money on private patients.
- the role of the Housing Commission and key workers.

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North Devon Council

Report Date: Strategy and Resources Committee: 6th November 2023

Topic: Performance and Financial Management Quarter 2 of 2023/24

Report by: Director of Resources and Deputy Chief Executive

1. INTRODUCTION

1.1 This is one of the series of regular quarterly reports on the council's overall operational and financial performance. The report covers financial as well as operational performance. It mainly covers the quarter from July to September 2023, but also looks at the whole year.

1.2 Section 4 deals with headline financial performance. More detailed performance information is available in Appendix E, which sets out our five programmes and the projects sitting underneath, with updates on progress to date and those new and historic key results and reportable key performance information.

2. RECOMMENDATIONS

- 2.1. That the actions being taken to ensure that performance is at the desired level be noted.
- 2.2. That the contributions to/from earmarked reserves be approved (section 4.2)
- 2.3. That the movement on the Strategic Contingency Reserve (section 4.3) be noted.
- 2.4. The Council approve the variations to the Capital Programme 2023/24 to 2025/26 (sections 4.4.3)
- 2.5. That funds are released for the capital schemes listed in section 4.4.8
- 2.6. That the sections dealing with Treasury Management, Debt Management and General Debtors (sections 4.5 to 4.7) be noted.

3. REASONS FOR RECOMMENDATIONS

- 3.1. To ensure that appropriate action is taken to allow the council to meet its objectives.
- 3.2. To inform Members of actual results compared to approved Corporate Plan, as well as progress in delivering services within the revenue budget and Capital Programme.

4. Financial Performance

4.1. Revenue

- 4.1.1. The revenue budget for 2023/24 was approved at Council on 22nd February 2023 at £14,766,450.
- 4.1.2. As at 30th September 2023, the latest forecast net budget is £14,698,450, which produces a budget surplus of £68,000. Details are shown in "Appendix A – Variations in the Revenue Budget".



- 4.1.3. The original budget for 2023/24 includes a forecast to achieve £250,000 worth of salary vacancy savings. The current position forecasts we will achieve £142,000 based on known vacancies to date, but it is anticipated that the budget of £250,000 will be achieved by the end of the financial year.
- 4.1.4. The National pay award for 2023/24 is currently being considered by the Unions; we have included a provision within the forecast based upon the current offer made, this works out to be an average of 6.7%, the original budget included 4%, and the additional costs estimated to be £436,000 have been funded from the Budget Management reserve.
- 4.1.5. As at 1st April 2023 the Collection Fund reserve balance held is £1,340,177. This earmarked reserve was created to deal with the timing impacts of the Collection Fund (Business Rates), which ensures the revenue budget is not unduly affected in the year the taxes are collected. Collection Fund deficits/surpluses are reversed out to bring the revenue account back to the budgeted figure for the year; the deficits/surpluses are recovered/distributed in the following financial years. This reserve includes a £912,563 balance that will be utilised in 2023/24 and 2024/25 to mitigate timing differences of business rate reliefs awarded in 2022/23 that from an accounting perspective impact over the next two financial years; thus leaving the fund reserve with a residue balance of £427,614 protection against future volatility.
- 4.1.6. The Valuation Office Agency (VOA) have notified the Council that they are to reduce the Rateable Value of the Museum from £146,000 to £1, this change has been back dated to 2019 and a refund in rates payable has resulted in a net positive impact to the council of £228,000. It was recommended within the Q1 report that this refund be placed into the Regeneration Reserve for future projects.
- 4.1.7. As at the 30th September 2023 total external borrowing was £3,000,000. The timing of any future borrowing is dependent on how the authority manages its treasury activity.
Due to slippages in the Capital programme and using the cash flow balances for internal borrowing has reduced borrowing costs on the expenditure budget and we are currently forecasting a £164,000 underspend on the interest payable.
There is also no anticipated use of the Treasury Management reserve during 2023/24 and so the full reserve balance of £275,000 can be carried forwards to help protect and mitigate against higher borrowing costs in the future Financial years.
Due to on-going higher interest rates the Council is also reporting a £250,000 net increase in Interest receivable.
- 4.1.8. The costs of Temporary Accommodation have increased, the average cost per night have increased from £60 to £70 per night. The volume of



cases presenting as homeless is also increasing but this partly mitigated by the on-going programme of purchasing Temporary Accommodation properties. The increase in costs of £194,000 has been offset by additional homelessness grant.

4.1.9. The recommended level of general fund balance is 5%-10% of the Council's net revenue budget £738,326 to £1,476,645. The forecast general fund reserve at 31st March 2024 is £1,238,000; which is a level of 8.4%.

4.2. Earmarked Reserves 2023/24

4.2.1. "Appendix B – Movement in reserves and Balances" details the movements to and from earmarked reserves in 2023/24

4.3. Strategic Contingency Reserve

4.3.1. Full details of the Strategic Contingency Reserve movements and commitments are attached as "Appendix C – Strategic Contingency Reserve"

4.4. Capital

4.4.1. The 2023/24 Capital Programme is attached as "Appendix D – Capital Programme 2023/24"

4.4.2. The Budget and Financial Framework report to Full Council 22nd Feb 2023 outlined the Capital Programme for the 2023/24 financial year of £21,247,098. Project underspend and further variations of £1,272,554 were approved as part of the performance and financial management report to Strategy and Resources Committee, to produce a revised 2023/24 Capital Programme of £22,519,652.

4.4.3. Overall variations of (£5,424,422) are proposed to the 2023/24 Capital programme as follows:

- Other Variations (+ and -) to 2023/24 Capital Programme (£203,547)



Schemes	Amount (£)	Notes
Replacement street cleaning vehicle – Lynton Agency	20,000	Q2 PAG bid – Funded from the Repairs fund
Harbour Commercial boat operator Kiosk	23,496	Q2 PAG bid – Funded from the repairs fund
Disabled Facility Grant	96,957	Additional Grant Allocation - Better Care fund
ICT Skype for Business	(40,000)	Skype project finished
Landmark Theatre, Fire Alarm	(100,000)	Reduction in Contract costs
Community Led Housing Models	(204,000)	Change in scheme funding per Strategy and Resources report October '23

- Project movements (to)/from future years (£5,220,875)



Schemes	Amount (£)	Notes
Pannier Market re-roofing works	(452,098)	Slip spend and funding to 2024/25
Seven Brethren Flood Defence	(250,000)	Slip spend and funding to 2024/25
Retaining Wall – Cross Street Car Park Lynton	(9,500)	Slip spend and funding to 2024/25
Public Maintenance – Public House corner of castle street	(90,000)	Slip spend and funding to 2024/25
Ilfracombe Museum Carpark retaining wall repairs	(222,947)	Slip spend and funding to 2024/25
Fairview and Brookdale Carparks	(395,000)	Slip spend and funding to 2024/25
Alexander Road – Access Improvement	(378,175)	Slip spend and funding to 2024/25
Community Led Housing models	(316,985)	Slip spend and funding to 2024/25 £226,000 and 2025/26 £90,985
Land Release Fund – Seven Brethren	(£597,792)	Slip spend and funding to 2024/25
Future High Street Fund	(2,004,874)	Slip spend and funding to 2024/25
Self-Build Housing Projects	(493,504)	Slip spend and funding to 2024/25
Eco Warm up Grants	(10,000)	Slip spend and funding to 2024/25

4.4.4. The overall revised Capital Programme for 2023/24 to 2025/26 taking into account the budget variations above is £34,916,041 and is broken down as follows:

- 2023/24 £17,095,230



- 2024/25 £17,634,826
- 2025/26 £185,985

The actual spend for 2023/24 as at 30th September 2023 is £5,321,855

- 4.4.5. The Programme of £34,916,041 is funded by Capital Receipts / Borrowing (£13,324,650), External Grants and Contributions (£18,706,635) and Reserves (£2,884,756).
- 4.4.6. The timing and realisation of capital receipts can be impacted by events beyond the control of the Council and we have been able to manage cash flows for projects through internal borrowing.
- 4.4.7. We also have authority to borrow from the Public Works Loan Board (PWLB) as outlined in the Treasury Management Annual Investment Strategy and the Council currently has external borrowing of £3,000,000.

4.4.8. Release of Funds – Capital Programme

- 4.4.8.1. Disabled Facility Grants £96,957
- 4.4.8.2. Replacement street cleaning vehicle – Lynton Agency £20,000
- 4.4.8.3. Harbour Commercial boat operator Kiosk £23,496

4.5. Treasury Management

- 4.5.1. Bank Rate increased by a further 0.25% in August 2023 and currently stands at 5.25%.
- 4.5.2. The Council's benchmark rate 7 day SONIA (Sterling Overnight Index Average) at 30th September 2023, was 4.71%
- 4.5.1. The return earned on the Council's investments was 4.01% (previous year 0.59%). This is an average rate which combines our instant access accounts which can attract lower interest, but provides liquidity, and our longer term investments which are currently attracting a higher rate of interest in excess of 5%.
- 4.5.2. £240,000 investment interest was earned during the half year period. (2023/24 interest receivable budget was £120,000)
- 4.5.3. As at 30th September 2023, the Council had total external borrowing of £3m.
- 4.5.4. £30,258 interest was paid at an average rate of 2.01% on the PWLB loans during the half year period. (2023/24 interest payable budget was £364,000). The Treasury Management reserve still has a balance of £275,000 for future protection against higher borrowing costs in 2024/25 onwards.

4.6. Debt Management

- 4.6.1. The major areas of credit income are Council Tax, Business Rates, Housing Benefit overpayment Recoveries and General Debtors.



4.6.2. As billing authority, the Council annually raises the bills for Council Tax (£80,000,000) and Business Rates (£30,000,000).

4.6.3. Collection rates are controlled through monitoring:

4.6.3.1. The level of write offs

4.6.3.2. Levels of previous years' outstanding debt

4.6.3.3. The level of income collection in the year against the annual sums due to be collected.

4.6.4. The council's budget is based on the assumptions that eventually 97.5% of sums due will be collected. To ensure this level is achieved, year on year levels of write offs approved are controlled against a ceiling of 2.5% of annual debt.

4.6.5. The outstanding amounts at 30th September 2023 are as set out below:

Age in Years	Council Tax		Business Rates	
	2022/23 £'000	2023/24 £'000	2022/23 £'000	2023/24 £'000
1 – 2	1,650	1,647	290	484
2 – 3	998	1,106	132	172
3 – 4	744	747	216	72
4 – 5	480	586	59	134
5 – 6	314	370	34	31
Over 6	253	382	62	50
Total	4,439	4,838	793	943

4.6.6. The levels of collections at 30th September 2023 are:

	Achieved 2022/23	Achieved 2023/24
Council tax	55.80%	55.26%
Business rates	59.61%	58.38%

4.7. General Debtors

4.7.1. The level of general invoices raised was £4,800,000 at 30th September 2023 (previous year £6,200,000)

4.7.2. A summary of the outstanding debt, by age, is set out below with comparison to the previous year.



Age of debt	30 September 2022	30 September 2023
	£'000	£'000
3 weeks to 6 months	513	430
6 months to 1 year	98	143
1 to 2 years	234	145
2 to 6 years	491	530
Over 6 years	84	76
TOTAL	1,420	1,324

5. RESOURCE IMPLICATIONS

5.1. All revenue and Capital impacts have been discussed and highlighted in section 4.

6. EQUALITIES ASSESSMENT

6.1. These will have been completed prior to this report as part of the individual project processes.

7. ENVIRONMENTAL ASSESSMENT

7.1 There are not any environmental implications anticipated as a result of this report, as the purpose of this report is to monitor in year performance and financial monitoring. Projects within the Capital Programme will have highlighted any specific environmental impacts associated with those individual schemes when they came forwards for initial funding. The budget papers do contain an earmarked reserve for Environmental Initiatives which is a positive impact and has a forecast year-end 2023-24 balance of £53,334. The Capital Programme includes an approved £80,000 project for changing existing lighting for low energy lamps and fittings within NDC occupied buildings. There is also a £75,000 budget spread across 3 financial years for funding towards LED lighting on car parks and other Council assets. An EAC will have been submitted separately for these schemes.

8. CORPORATE PRIORITIES

8.1 The Revenue budget supports the wider delivery plan of the Council in achieving the corporate priorities.



8.2 Individual schemes within the Capital Programme support the corporate priorities of improving customer focus, regeneration and commercialisation agenda and the environment.

8.3 The acquisition of Green Lanes Shopping Centre and the Future High Street Fund capital projects have a positive impact on both the regeneration priority and also the commercialisation agenda.

9. CONSTITUTIONAL CONTEXT

9.1. Part 3, Annex 1 1 (e) - Delegated.

9.2. Article 4.4 - Referred

10. STATEMENT OF CONFIDENTIALITY

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

11. BACKGROUND PAPERS

11.1. None

12. STATEMENT OF INTERNAL ADVICE

12.1. The author (below) confirms that advice has been taken from all appropriate Councillors and Officers: Author Tony Rumble, Finance Manager; Date 18th October 2023

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Appendix A – Variations in the Revenue Budget

Service and Cost Area	Qtr 1	Qtr 2	Totals
	£		£
Leisure Contract Management Fee	0	(30,000)	(30,000)
Works & Recycling Employees	26,000	(16,000)	(42,000)
Works & Recycling Tipping Charges	(12,000)	(7,000)	5,000
Works & Recycling Supplies & Services	37,000	58,000	21,000
Works & Recycling Trade Waste income	56,000	78,000	22,000
Works & Recycling Recycling Credits	(17,000)	(14,000)	3,000
Works & Recycling Recycling Sales	6,000	71,000	65,000
Works & Recycling Shared Savings Scheme	(42,000)	(30,000)	12,000
Works & Recycling Garden Waste income	(33,000)	0	33,000
Works & Recycling Bulky Household income	(14,000)	(12,000)	2,000
Works & Recycling Other	(6,000)	0	6,000
Environmental Enhancement	1,000	98,000	97,000
Museum Rates Refund	(327,000)	(396,000)	(69,000)
Museum External Professional services	12,000	14,000	2,000
Business Rates Retention (Museum)	131,000	154,000	23,000
Cont to Regeneration reserve (Museum rates)	184,000	228,000	44,000
Car Parks (Ringo)	33,000	33,000	0
Reduction in Parking Charge Notice income	0	60,000	60,000
Lynton Agency	0	25,000	25,000
Place, Property & Regeneration	33,000	118,000	85,000
Eco Flex Declaration income	(20,000)	(20,000)	0
Old scheme Deposits	10,000	10,000	0
Temporary Accommodation – Additional Costs	0	194,000	194,000
Temporary Accommodation - Additional Grant	0	(194,000)	(194,000)
Planning fee income	0	95,000	95,000
Building Control partnership	49,000	48,000	(1,000)
Planning, Housing & Health	39,000	133,000	94,000
Legal Client income	0	(17,000)	(17,000)
Governance	0	(17,000)	(17,000)
Interest Receivable	(90,000)	(250,000)	(160,000)
Interest Payable	0	(164,000)	(164,000)
Additional Pay award provision, average 6.7% (4% in original figures)	0	436,000	436,000
Additional pay award funded from Budget Management Reserve	0	(436,000)	(436,000)
Minimum Revenue Provision	0	14,000	14,000
Corporate	(90,000)	(400,000)	(310,000)
Total	(17,000)	(68,000)	(51,000)

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Appendix B – Movement in Reserves and Balances

Earmarked Reserves	Closing Balance 31st March 2023	Transfer to Reserves	Transfer from Reserves (to Capital)	Transfer from Reserves (to Revenue)	Transfers	Closing Balance 31st March 2024
Repairs Fund	1,953,268	314,110	-1,062,824	-557,220		647,334
Collection Fund Reserve	1,340,177			-912,563		427,614
Crem Equipment Replacement Reserve	417,288					417,288
Capital Funding Reserve	382,914		-1,284			381,630
Budget Management Reserve	814,627		-435,500			379,127
Regeneration Projects	200,000	228,000		-130,000		298,000
Crem Earmarked Reserve	290,096					290,096
Treasury Management Reserve	275,000					275,000
H4UK	527,815			-286,750		241,065
Transformation Reserve	315,212		-29,903	-49,203		236,106
Local Plans Fund	255,850			-21,510		234,340
Office Technology Reserve	441,345	115,000	-308,240	-69,778		178,327
Corporate Property Management Initiative	168,600					168,600
Rough Sleeper Initiative - DCLG grant	195,470			-32,229		163,241
SFS Vehicle Tender Reserve	208,152			-45,840		162,312
Flexible Homelessness Support Grant	201,798			-49,200		152,598
Corporate Property Income Volatility	150,000					150,000
Strategic Contingency Reserve	132,102			-7,200		124,902
Tarka Tennis Surface replacement	109,873	13,000				122,873
Council Tax Support Scheme Reserve	148,973			-27,420		121,553
Programme Delivery Reserve	116,200					116,200
Community Housing Fund-Hsg Enabling	209,826			-95,754		114,072
Vehicle Renewals Fund	83,720					83,720
Leisure Centre Replacement Reserve	80,820					80,820
Project Man Performance (Levelling Up)	105,454			-25,183		80,271
Insurance Reserve	80,000					80,000
Digital Transformation Financial Systems	202,039		-36,721	-86,406		78,912
W&R Covid Toilet Cleaning	71,961					71,961
New Homes Bonus Reserve	65,064					65,064
Economic Development Reserve	149,091			-86,104		62,987
Environmental Initiatives	82,814			-29,480		53,334
Town Centre Management Reserve	49,332					49,332
Prevention CLG Grant Reserve	45,317					45,317

Earmarked Reserves	Closing Balance 31st March 2023	Transfer to Reserves	Transfer from Reserves (to Capital)	Transfer from Reserves (to Revenue)	Transfers	Closing Balance 31st March 2024
Next Step Accom Programme	43,451					43,451
Climate & Environmental Grants	40,000					40,000
Members Technology Reserve	33,583	6,070				39,653
Community Consultation	36,279					36,279
External Audit	35,238					35,238
Specialist Domestic Abuse Reserve	34,020					34,020
Brownfield Land Registers & Permission	26,263					26,263
Crem Budget Management Reserve	25,477					25,477
Ilfacombe Harbour Repairs	24,520					24,520
RS Rapid Rehoming Pathway	23,956					23,956
IER Funding	22,032					22,032
Ilfacombe Watersports Centre Reserve	66,456		-40,000	-6,970		19,486
HR Payroll	16,013					16,013
Internal Audit Plan	14,927					14,927
Planning Health and Housing Employees	120,395			-105,500		14,895
Neighbourhood Planning	34,517			-20,201		14,316
CCTV Reserve	27,540			-15,000		12,540
Self Build & Custom Housebuild	11,492					11,492
Museum development fund	11,240					11,240
Waste Shared Savings Reserve	42,000			-31,300		10,700
Economic Financial Hardship	48,047			-41,530		6,517
Parks Reserve	6,321					6,321
Town & Parish Fund	5,159					5,159
Future High Street Fund FHSF	4,221					4,221
Health and Safety Reserve	3,714					3,714
Car Parking Reserve	7,909			-5,000		2,909
Noise Equipment reserve	6,129	2,000		-5,652		2,477
Material Recovery Facility Reserve	26,145			-24,000		2,145
Pannier Market	1,872					1,872
Habitat Directive Reserve	945					945
Development Control Fund	760					760
Greensweep Replacement Fund	708					708
Planning Enquiries Fund	6,723	40,000		-46,300		423
ICT Cyber Treatment	115,100			-115,000		100
Office Accommodation Reserve	41					41

Earmarked Reserves	Closing Balance 31st March 2023	Transfer to Reserves	Transfer from Reserves (to Capital)	Transfer from Reserves (to Revenue)	Transfers	Closing Balance 31st March 2024
P C Planned Maintenance Fund	40,156		-40,155			1
External Legal Services Reserve	20,875			-20,875		0
Licensing Reserve	3,279		-3,279			0
UK Shared Prosperity Fund Reserve	62,500			-62,500		0
Lynton Agency Reserve	8,772			-8,772		0
Rechargeable Works Reserve	36,734			-36,734		0
Food Safety	25,281			-25,281		0
Brexit Exports EH	25,000			-25,000		0
Litter Bin Strategy	10,000			-10,000		0
District Council Election	107,698	65,000		-172,698		0
	11,133,683	783,180	-1,957,906.00	-3,290,153	0	6,668,804

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Appendix C – Strategic Contingency Reserve

Strategic Contingency Reserve 2023-24 - Original (9980) (8245)	
Resources Available	£
Balance brought forward 1st April 2023	(£132,102)
	(£132,102)
Community Lottery Scheme	£7,200
Balance Remaining	(£124,902)

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Appendix D – Capital Programme

Project	Original Budget 2023/24 £	Actuals 30th Sept 2023	Variance	Original Budget 2024/25 £	Original Budget 2025/26 £	Total Capital Programme £
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Customer Focus						
Disaster Recovery and Backup testing	100,000	88,102	11,898	0	0	100,000
Office Technology Fund - End User Assets and IT Assets in Data Centre	208,240	24,560	183,680	130,500	70,000	408,740
	308,240	112,662	195,578	130,500	70,000	508,740

Environmental Enhancements						
Greensweep / Bartec migration and automation	29,903	0	29,903	0	0	29,903
Leisure Provision at Seven Brethren	156,138	0	156,138	0	0	156,138
Material Recovery Facility - Infrastructure	1,741,610	22,513	1,719,097	1,659,000	0	3,400,610
S106 Contributions - Various projects	374,330	106,513	267,817	0	0	374,330
S106 Crematorium Works and creation of memorial garden	39,704	0	39,704	0	0	39,704
S106 Public Realm improvements at Library Square, Barnstaple	33,295	24,808	8,487	0	0	33,295
	2,374,980	153,834	2,221,146	1,659,000	0	4,033,980

Project	Original Budget 2023/24 £	Actuals 30th Sept 2023	Variance	Original Budget 2024/25 £	Original Budget 2025/26 £	Total Capital Programme £
Place and Regeneration						
Acquisition of Corporate Property	0	0	0	250,000	0	250,000
Acquisition of Land off Frankmarsh, Barnstaple	60,161	27,965	32,196	0	0	60,161
Barnstaple Bus Station re-furbishment	46,394	0	46,394	0	0	46,394
Digital Transformation Asset and Financial Management System	40,000	0	40,000	0	0	40,000
Future High Street Fund	3,245,584	2,034,778	1,210,806	6,399,998	0	9,645,582
Ilfracombe Harbour - Kiosks	5,955	0	5,955	0	0	5,955
Land Release Fund - Seven Brethren	1,410,678	160,678	1,250,000	597,792	0	2,008,470
Pannier Market Re-roofing works	0	0	0	452,098	0	452,098
Planned Maintenance Seven Brethren	57,209	10,930	46,279	0	0	57,209
Public Maintenance - Public House corner of Castle Street and 16 Castle Street	0	0	0	90,000	0	90,000
Green Lanes	1,319,457	313,182	1,006,275	690,779	0	2,010,236
Retaining Wall - Cross Street Car Park Lynton	0	0	0	9,500	0	9,500
Self-build Housing projects	3,496	3,496	0	493,504	0	497,000
South Quay, Ilfracombe	55,000	0	55,000	0	0	55,000
Harbour Infrastructure	363,743	217,014	146,729	0	0	363,743

Project	Original Budget 2023/24 £	Actuals 30th Sept 2023	Variance	Original Budget 2024/25 £	Original Budget 2025/26 £	Total Capital Programme £
Watersports Commercial Complex	177,328	143,185	34,143	0	0	177,328
Seven Brethren Flood defence	250,000	0	250,000	900,000	0	1,150,000
Alexander Road - Access improvements	40,951	40,951	0	378,175	0	419,126
Landmark Theatre, Fire alarm	50,000	2,830	47,170	0	0	50,000
Fremington Quay River Wall	120,000	0	120,000	0	0	120,000
Queen Ann's building, flat roof replacement	35,000	15,080	19,920	0	0	35,000
Queens theatre, replacement of Flat roof and redecoration of SE and NE elevations	313,650	278,169	35,481	0	0	313,650
Ilfracombe Museum Car park retaining wall repairs	0	0	0	222,947	0	222,947
NDC occupied office buildings, change existing lighting for low energy lamps/fittings	79,879	4,100	75,779	0	0	79,879
UK Shared Prosperity Fund	87,429	0	87,429	167,970	0	255,399
LED lighting	25,000	0	25,000	25,000	25,000	75,000
Lime Kiln, Larkstone Cove Regeneration	111,325	13,679	97,646	0	0	111,325
Victoria Pleasure Grounds, new Public Conv and new shelter	50,000	0	50,000	130,000	0	180,000
Fairview and Brookdale Carparks	0	0	0	395,000	0	395,000
Cultural Development Fund	158,000	0	158,000	2,292,000	0	2,450,000

Project	Original Budget 2023/24 £	Actuals 30th Sept 2023	Variance	Original Budget 2024/25 £	Original Budget 2025/26 £	Total Capital Programme £
Lynmouth Coastal Study	20,000	0	20,000	60,000	0	80,000
Rural England Prosperity fund	400,934	0	400,934	399,000	0	799,934
Stone bench landing Ilfracombe harbour masonry repair	45,336	0	45,336	0	0	45,336
South Quay Ilfracombe	168,000	0	168,000	0	0	168,000
Replacement street cleaning vehicle - Lynton Agency	20,000	0	20,000	0	0	20,000
Harbour Commercial boat operator kiosk	23,496	0	23,496	0	0	23,496
Water Sports Centre Ilfracombe	465,589	322,493	143,096	0	0	465,589
	9,249,594	3,588,530	5,661,064	13,953,763	25,000	23,228,357

Planning, Housing and Health						
Licensing Software	40,000	0	40,000	30,000	0	70,000
21 Social Rents at Woolacombe	0	0	0	630,000	0	630,000
Affordable Homes Beechfield Road, Fremington	20,000	0	20,000	0	0	20,000
Disabled Facilities Grant Programme	1,477,752	699,587	778,165	500,000	0	1,977,752
ECO Warm up Grants	20,000	0	20,000	505,563	0	525,563
Provision of temporary accommodation	3,604,664	767,242	2,837,422	0	0	3,604,664

Project	Original Budget 2023/24 £	Actuals 30th Sept 2023	Variance	Original Budget 2024/25 £	Original Budget 2025/26 £	Total Capital Programme £
Community Led Housing models	0	0	0	226,000	90,985	316,985
	5,162,416	1,466,829	3,695,587	1,891,563	90,985	7,144,964
	17,095,230	5,321,855	11,773,375	17,634,826	185,985	34,916,041

Appendix E

Corporate Plan Delivery Highlight Report with Key Results & Performance Indicators

- 1.1 This Appendix updates on the performance for Q2 in relation to your programmes delivering your current Corporate Plan priorities and your new performance measures for Q1 and Q2.
- 1.2 The programme updates reflect the high-level position statement sent to all Members to inform the Corporate Plan workshop held 06 October 2023.

Corporate Plan Priority: We Achieve Financial Security

Objective: We will remove the reliance on government grant & make the council financially self-sufficient.

Jon Triggs & Adam Tape

Key Results

1a: Gross income mainly out of our control.

Budget: 2023/24 = £23,758,390 as % of overall budget (Excluding Benefit Subsidy £30,005,500) = 79.18%

1b: Gross income mainly within our control from fees and charges generated from our assets.

2023/24 Q1 Estimate = £7,409,000

Reportable Key Performance Indicators

BV9: Percentage of Council Tax Collected [Quarterly figures show a cumulative %]

2022/23 = 97.24% best annual result since 2012/13 which achieved 97.66%.

Q1 23/24 = 28.44% | Q2 23/24 = 55.26% [This is in line with previous years collection percentages & a cumulative increase]

BV10: Percentage of Non-domestic Rates Collected.

2022/23 = 97.05%

Q1 23/24 = 35.27% | Q2 23/24 = 58.38%

BV8: Percentage of invoices paid on time.

Q1 2022/23 = 88.75% | Q2 2022/23 = 91.72% | Q3 2022/23 = 90.68% | Q4 2022/23 = 92.09%

Q1 2023/24 = 91.77% | Q2 2023/24 = 90.98%

Housing and Community Safety Programme

Senior Responsible Owner Jeremy Mann

Vision

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.

Objectives

1. Make increasing use of existing housing to meet current needs for more housing. This will be through repair, improvement, adaptation or conversion.

2. 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.

3. 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.

Key Results

KR 4a: Number of households in North Devon¹ living in fuel poverty = 6,420 [14.4%] Data 2021. Two year lag in reporting.

¹ 44,729 Households @ 2021.

KR 4b: Number of homes in North Devon meeting the Decent Homes Standard as a direct consequence of our actions.

Update: The new Environmental Health Manager is working to fill the Lead EHO (Private Sector Housing) role, with a dedicated Housing Officer for Energy Efficiency and additional admin resource to support this team.

KR4c: Housing Standards: number of Category 1 & 2 Hazards Eliminated.

Q1 = 0 | Q2 = 0 [Linked to project 10]

KR 6: Housing Supply: Net additional dwellings North Devon (DLUHC). Office for National Statistics Table 122

2019/20 = 887 (↑ 28%) | 2020/2021 = 556 (↓ -37%) | 2021/2022 = 599 (↑ 8%) | 2022/2023 = results will be published in November 2023.

New KR 7: Gross new affordable homes delivered in North Devon area 2022/23 = 87² Annual Figure

(NI 155 Existing affordable housing indicator 2022/23 = 82).

KR 8: No. of residential properties that have been classed as empty for more than 3 months on the Council Tax base

2023/24: Q1 = 730 (1.5%) | Q2 = 755 (1.55%) |

~~8th~~ Gross number of residential properties on the Council Tax base

~~28th~~ 2023/24: Q1 = 48,560 | Q2 = 48,675 |

~~10th~~

~~6th~~ Total number of properties registered as 2nd homes each quarter

2023/24: Q1 = 1,806 (3.7%) | Q2 = 1,820 (4.06%)

Keeping as many properties on the Council Tax Registered as Residential properties and these not flipping to 2nd Homes / Holiday Lets³.

Second Homes 01 April 2020 = 1729 vs 01 April 2022 = 1779 [Note: Properties > 140 days = business rates not CT]

² Net new affordable housing reported under NI155 plus open market conversions to affordable housing using grant funding, other additionality outside of the planning system and gross number of affordable housing on demolished sites where new affordable housing replaces older stock. Please note Local Needs Dwellings are NOT included in this figure as they are not affordable housing. Geography - across both North Devon LPA and Exmoor National Park LPA (i.e. the NDC Local Housing Authority area).

³ 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.

Reportable Key Performance Indicators

MiA: Average number of days it takes to get a decision notice on minor planning applications - end to end times
2023/24: Q1 = 113 | Q2 = 114 (30% within statutory time, 65% with an extension of time – assuming 5% still live).

MaA: Average number of months it takes to get a decision notice on a major planning applications - end to end times
2023/24: Q = 347 | Q2 = 360 (0% within statutory time, 83% with an extension of time – assuming 17% still live).

COM: Number of live compliance / enforcement cases on our systems
2023/24: Q1 = 2,340 | Q2 = 2,243

A slight improvement as cases continue to be raised. The Environmental Protection, Regulation of the Built Environment have successfully recruited 3 new members of staff due to start in November. The Development Management Team have secured a highly experienced Enforcement Officer and we have seconded another member of staff also to help manage down this backlog, but this does leave a temporary void on our Empty Homes project.

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AM: Appeals allowed or part allowed
2023/24: Q1 = 4 | Q2 = Result awaited

B&B: Total number of households accommodated in leased/B&B Accommodation
2023/24: Q1 = 63 | Q2 = 67

TA: Total number of households accommodated in our own temporary accommodation
2023/24: Q1 = 15 | Q2 = 19

BV78a: Speed of processing new housing benefit / council tax benefit claims
2022/23: Apr 20.4 | May 20.8 | Jun 22.4 | Jul 19.6 | Aug 23.9 | Sept 21.3 | Oct 24.2 | Nov 24.6 | Dec 18.0 | Jan 28.2 | Feb 23.9 | Mar 17.9
2023/24: Apr 26.9 | May 23.3 | Jun 22.2 | Jul 22.3 | Aug 22.3 | Sept 16.7 |

BV78b: Speed of processing changes of circumstances for housing benefit / council tax benefit claims
2022/23: Apr 10.3 | May 09.1 | Jun 08.9 | Jul 09.0 | Aug 10.7 | Sept 11.8 | Oct 09.2 | Nov 08.7 | Dec 05.0 | Jan 07.9 | Feb 04.3 | Mar 07.6
2023/24: Apr 09.1 | May 11.4 | Jun 10.2 | Jul 08.5 | Aug 06.8 | Sept 09.4 |

Project Description & Lead	Project Stage & Status And Objectives	Latest update
H&CS: 00 Establish a Housing Company Jeremy Mann	<p>Delivery phase On track post Approval from S&R with a report coming back to S&R in Q3.</p> <p>Objectives: Having a model to manage and hold a range of property tenures that aren't social/temporary housing.</p>	External Legal Firm instructed to set up the Housing Company: * Memorandum and Articles of Association & Shareholding Agreement. * Appoint Directors. Cllrs Roome and Bell wished to be on the Board. * Register Company. * Apply for a company bank account. * Appoint company auditors, solicitors, valuers, etc. as needed; and Set up financial systems.
H&CS: 01 Empty Homes Fred Shelton Page 59	<p>In delivery There is no firm closure date currently for this project as all opportunities are being pursued.</p> <p>Objectives: * 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.</p> <p>Issue: Project Lead being stood down for 3 months to assist with Planning Enforcement.</p>	* 450 homes classed as empty for less than 2 years have been offered a range of support tools to assist bringing their homes back into use. * Properties with significant council tax arrears are being considered to have a charge placed on the property. * Those properties that are council tax exempt because probate hasn't been granted on the estate. * Considering testing our Empty Dwelling Management Order once the Policy has been developed, dependent upon the Housing Company
H&CS: 02 Economically Active Households Dominie Dunbrook	<p>Feasibility No firm opportunities entering into a business case.</p> <p>Objectives: Identification of partnership opportunities and collaboration initiatives that could be explored, with our business partners.</p>	* Continuing to work with North Devon Homes to identify partnership opportunities, the next board meeting has been set-up. * Key worker accommodation remains an issue for many of our partners e.g. the NHS, Social Services. * Met with the Local Government Association last week to raise issues. Our Place, Economic and Regeneration Manager has been preparing a housing prospectus for our key business partners, to continue dialogue.
H&CS: 03 Placed Based Regeneration Jeremy Mann	<p>Various Strands Individual re-active cases have been addressed but this strand of the programmes wants to have a programme of planned interventions.</p>	* Presentation to the Housing Commission (including Lord Best) with a tour of the district.


Project Description & Lead	Project Stage & Status And Objectives	Latest update
	<p>Objectives: Work with Development Management to try to limit the number of hotels into HIMO's / supported accommodation.</p> <p>Opportunity Risk: If our 'Ask' is successful, the programmes will need to be reviewed and additional staff recruited. Although looking less likely.</p>	<ul style="list-style-type: none"> * Exceptional Ask to Government for £12m to intervene in the Housing Market in Ilfracombe. In addition, additional evidence to support our request provided. * Discussions with North Devon Homes reference their next regeneration projects. * Ilfracombe has also become a priority place for Devon County Council, further supporting this Exceptional Ask. * A report has been taken to Strategy & Resources in relation to the Housing Infrastructure Fund linked to the southern extension in Ilfracombe. * The Autumn Statement will be when we know if our BID has been successful.
<p>H&CS: 04 Affordable Housing Paimie Jeyes Page 60</p>	<p>Various Strands There are various schemes under this strand.</p> <p>Objectives: To continue to deliver affordable housing working with Homes England and other partners, utilising whatever model the Government next deploy.</p> <p>Issue: We continue to Lobby Government to support these initiatives via alternative funding streams.</p>	<ul style="list-style-type: none"> * Woolacombe & Morteohoe Community Land Trust in delivery with the Housing Commission very impressed with the model when they visited the site. * Ilfracombe Community Land Trust are in the planning stage. A detailed report has been taken to S&R in relation to the viability of the scheme and the recommendations approved. * Aster have approved this scheme at Board Level. * Continual dialogue takes place with Homes England with detailed conversations in relation to 2 housing developments.
<p>H&CS: 05 Viability Assessments Tracey Blackmore</p>	<p>A Team Around the Problem has been Established</p> <p>Objectives: To carry out additional due diligence at the HELAA⁴ stage to ensure constraints such as contamination / sewerage / infrastructure are picked up in advance of a planning application being submitted and through the lifecycle of associated planning applications.</p>	<ul style="list-style-type: none"> * At Local Plan level a Five Year Housing Land Supply has been re-established and upheld at appeal ✓ * At application stage a small TAP⁵ has been established to look at viability appraisals when an application has been received or in the event that developers are coming back to us post Section 106 saying that the scheme is no longer viable. * It has been agreed to work with the District Valuer (DV) and set out our expectations, to encourage them to visit the site, engage in the local market. Affordable Housing (AH) always appears to be the first casualty ✓

⁴ Housing and Economic Land Availability Assessment

⁵ TAP = Team Around the Problem, Team Around the Person or Team Around the Property (In this case team around the problem).

Project Description & Lead	Project Stage & Status And Objectives	Latest update
		* The TAP are also going to reach out to the South West Planners Best Practice Team to establish who they use if not the DV and ensure we are adopting best practice models.
H&CS: 06 Development Management Processes Tracey Blackmore Page 61	Various Strands Being Reviewed Objectives: To make the Section 106 Process as clean and transparent as possible and mitigate the risk of loss of income. Issue: 27 September 2023 Government announced that this key green policy won't be coming into force in November a planned but pushed to January 2024. Issue: The operating model for monitoring and compliance of Section 106 Agreements and BNG needs to be established.	Section 106 To Be Process: The implementation of this To Be model is behind schedule mainly due to DEF (our system supplier) prioritising the development of their Biodiversity Net Gain (BNG) Module. Once the Policy Module is ready we have a delivery plan ready. BNG⁶: This requires a corporate response with many services impacted by these changes in the short term Development Management will need to ensure they are compliant and will be receiving training to support this and provide an update in January 2024 on progress made to date. The DM Team have been working with the Improvement Officer to map the changes required. Planning Skills Delivery Fund: A small team has submitted a BID for £100k to assist with the planning backlog and an element of design code training. No feedback to date.
H&CS: 07 Homes Living in Fuel Poverty and/or Homes Needing adaptations Wendy Slate Eco Warm Up Grants Spend up to 2022/23 £60,484 Budget 2023/24 £20,000 Budget 2024/25	Closure Phase for HUGS / LAD / ECO Projects Delivered ✓ Business As Usual Objectives: * To signpost as many potential beneficiaries of these schemes, via multiple routes. * Raise the energy efficiency of low income and low energy performance homes. Issue: Last week 'The Great British Insulation Scheme' was announced. Initially we didn't think that Local Authorities would be involved, reading the guidance this may come into scope.	This current round of interventions are now performing well and the capability has been built into business as usual. Any new schemes will be reported to back to the programme, we have reportable performance measures also to capture the success of these initiatives. This project will now move into Closure Phase.

⁶ Biodiversity Net Gain

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>£505,563</p> <p>Total Project Cost £586,047</p> <p>Disabled Facility Grants</p> <p>Spend up to 2022/23 £3,940,295</p> <p>Budget 2023/24 £1,477,752</p> <p>Budget 2024/25 £500,000</p> <p>Total Project Cost £5,918,047</p>		
<p>H&CS: 08 Homeless Households Sarah Bentley</p>	<p>This is a Business as Usual Function but on the Programme for Visibility & Cost Management</p> <p>Objectives: * 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.</p> <p>Issue: We are managing 60+ people in temporary accommodation per night & remodelling & funding arrangements agreed for 70 per night.</p> <p>Increased Homeless Risks: (1) Asylum Seekers granted Asylum with priority need will present as homeless (although we anticipate many will seek city locations); and (2) People / households cannot afford</p>	<p>A presentation has been given to SMT, an informal briefing of S&R and a request to take this presentation to the Governance Committee setting out the current Homeless Household situation. There are 4 carriage to Housing.</p> 

Page 62

Appendix e

Agenda Item 7

Project Description & Lead	Project Stage & Status And Objectives	Latest update
	<p>their mortgage payments and are evicted from their homes (linked to inflation / cost of living crisis).</p> <p>Risk: DCC reviewing the commissioning arrangements for young persons' services.</p>	
<p>H&CS: 09 Homeless Households in Temporary Accommodation (TA) Sarah Bentley</p> <p>Provision of TA</p> <p>Spent up to 2022/23 £449,290</p> <p>Budget 2023/24 £3,604,664</p> <p>Budget 2024/25 £0</p> <p>Total Project Cost £4,053,954</p>	<p>In Delivery</p> <p>Objectives: * 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.</p> <p>Issue: Passporting clients to the North Devon Area – we need to re-establish a process to ensure we know who we have in District and when those placements end.</p> <p>Issue: Numbers remain high in temporary accommodation. The team will be reviewing all requirements.</p>	<p>* The decision by Members to purchase our own housing stock has significantly mitigated the risk of using expensive B&B accommodation. This allows us also to claim Housing Benefit when in our own accommodation.</p> <p>* However, we do still use B&Bs, a Holiday Park on a block booking, Private Sector Lease and North Devon Homes' accommodation.</p> <p>* This strand is intrinsically linked to Project 14 Local Authority Housing Fund.</p> <p>* £2m Capital Programme being used to match fund the Local Authority Housing Fund (LAHF) Rounds 1 and 2. Further details in Project 14.</p> <p>* We have been successful in recruiting a Residential Property Officer to manage our expanding housing portfolio.</p>
<p>H&CS: 10 Precariously Housed in Poor Quality and/or Expensive Private Sector Accommodation (often shared). Jeremy Mann</p>	<p>Project Stalled</p> <p>Objectives: * 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.</p>	<p>This project will be amalgamated with Project 3 if funding is secured via the exceptional Ask. If not then our Environmental Health Manager now in post and busy recruiting, will make plans to address Houses in Multiple Occupancy but on a smaller scale but nonetheless pro-active approach. Final discussions are taking place to fill our Lead EHO (Private Sector Housing) role with support beneath.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
H&CS: 11 Rough Sleepers Natasha Rowland	<p>In Delivery</p> <p>Objective: To encourage rough sleepers including those 'entrenched' into step up accommodation.</p> <p>Issue: Some rough sleepers who have no desire to 'come in', we continually have to move them on from location to location. If we were able to provide a small piece of land for those individuals plus our van dwellers that we would heavily manage, this would be a huge benefit and save resources at the same time.</p>	<ul style="list-style-type: none"> * Through reporting on Rough Sleeper Initiative (RSI) 5 (successful BID ✓), an issue was identified with our long term entrenched or more complex rough sleepers of which we have 15 named individuals. We have secured some additional funding to focus on that group, almost £35k for 2 years. The expectation isn't to house all just provide extra support and hopefully move up 2 or 3. * The Ex-offender programme is finding it extremely difficult to find housing for this client group and transparent reporting back has been given. * Explore the opportunity of Pod Sponsorship, especially on the back of the positive responses we have received from our social media vlogs.
H&CS: 12 Gypsies & Travellers & Van Dwellers Jeremy Mann Page 64	<p>TAP Formed to resolve property and welfare issues.</p> <p>Objective: Establish the baseline of Northern Devon need.</p> <p>Risk: The next iteration of the Local Plan will have to incorporate a G&T permanent site, without which it will not be adopted.</p>	<ul style="list-style-type: none"> * Take the policy (with a decision on an escalated route) and process to SMT with cost estimates of each time we have to respond to Travellers (Officer and Contractor Time plus historic costs to support). We already spend these monies in a reactive manner, moving forwards it would help to have a proactive budget line. * Through the wider discussions with Homes England, ask if there are any opportunities to assist with this project strand.
H&CS: 13 Refugee Programme Sarah Bentley	<p>This strand continues to grow in scope with very little control we can exercise.</p> <p>Objective: * To respond to those schemes in an agile manner. * Keep dialogue open with the Home Office, our partners and those impacted the refugees and our communities.</p> <p>Risk: Our wonderful Ukraine Hosts, may, after 24 months of hosting be reluctant or unable to continue to open up their homes if the Government don't plan to provide any financial support planned for year 3.</p>	<p>Afghan Relocation and Assistance Policy (ARAP): Our first 3 families from holding countries have now arrived. They are very well placed to assist additional families that are allocated to Chivenor.</p> <p>Dilkhusa Grand used for Asylum Seekers: Although the hotel has been stood down it was agreed that the Multi-agency meeting would continue to support all of the refugee schemes, chaired by our Housing Manager. This model was seen as good practice and will be used for all other programmes.</p> <p>Asylum Seekers (AS): We have an obligation to provide 60+ bed spaces to accommodate AS. We have initially offered our asset Boyton House but we remain in dialogue over the license. DLUHC set the</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
		<p>regulations. The Home Office determine who may be exempt. We expect a decision shortly.</p> <p>Homes for Ukraine: Risk no payments have been confirmed for our hosts for year 3.</p>
<p>H&CS: 14 Local Authority Housing Fund Helen Bond</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 65</p>	<p>In Delivery</p> <p>Objectives: To move refugees away from hotel accommodation and into individual homes.</p> <p>Risk: We are buying houses at pace to take advantage of these purchasing opportunities, we need to ensure that our processes and staff are equipped to manage these acquisitions.</p> <p>Issue: The Government have indicated they plan the change the model we signed up for in our memorandum of understanding. We await further guidance and will keep Members informed on those changes and the implications for this scheme.</p>	<p>Round One Funding: £1,001,081.00 Round Two Funding: £552,000.00</p> <p>We are on track to deliver 9 within the November 2023 deadline and also the 2 additional units for round 2. A total of 13.</p> <p>Three dwellings have been purchased @ a cost of £724,075 ✓ Seven properties committed to @ a cost of £1,365,260 Four bedroom bridging property obtained @ £392,500 ✓</p> <p>The first of these properties will be occupied this week.</p>

Regeneration & Economic Growth Programme

Senior Responsible Owner SarahJane Mackenzie-Shapland

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 strategy for the area 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 Result

KR 05: Economic Growth Level of new sector development

At the end of Q1 we have 6350 businesses registered with NDC and we will report quarterly on business numbers. We also plan to work with partners to provide more sector specific information for reporting purposes going forwards.

Reportable Key Performance Indicators

1. Increased participation in Cultural activity

NDC have now received the results of the Annual Museum Survey 2023 and it has identified activity at the Barnstaple and North Devon Museum as follows:

In 2022/23, your museum had 54,676 visitors.

Museum of Barnstaple and North Devon's Economic Impact of Visitors figures 2022/23:

Local Visitors: £261,532

Day Visitors: £1,164,615

Total Economic Impact of Visitors to the Local Economy: £1,426,147

Regional Median Total Economic Impact: £175,538

National Median Total Economic Impact: £233,033

We will be able to use this as a baseline to map activity at the Museum for future years.

The wider cultural activity across Northern Devon will be captured in reporting to Arts Council following their part funding of the Cultural Strategy for Northern Devon, which has now been adopted. The ambitions of this Strategy in itself should see cultural activity increasing across our area. Alongside the Cultural Strategy a Cultural Plan for Barnstaple has now been adopted and a Plan for Ilfracombe has commenced; consultants 'Things Made Public' are working with local stakeholders and hope to have this work completed by December 2023.

DT: Increased visits and dwell time in our town centres – Barnstaple, Ilfracombe and South Molton

In Barnstaple we currently have a Springboard counter in Green lanes, which showed 840,487 people counted over the quarter. The figures show a 6.4% increase year to date but a 6.1% reduction from last quarter. We are looking to put additional counters in the Pannier market and high street in Barnstaple and likewise in South Molton and Ilfracombe to enable us to monitor this going forward.

RKPI 728: Percentage of the gross internal area of the investment estate currently let.

2022/23: Q4 = 95.93%.

2023/24: Q1 = 95.93% | Q2 = 95.93%

Project Description & Lead	Project Stage & Status And Objectives	Latest update
R&EG: 00 Operating Model Recruitment SarahJane Mackenzie-Shapland	Structural Changes On Track for Recruiting into these posts in a timely manner.	Many of the posts how now been recruited to and referenced below in the update.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
R&EG: 01 Barnstaple Vision Hannah Harrington	In Delivery Objectives: * 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.	<ul style="list-style-type: none"> * Library Square enhancement completed ✓ * The High Street Task Force + Barnstaple Regeneration Board to meeting on the 16 & 17 /10 to determine Governance and Place Making Arrangements. * In advance of November's Full Council there will an informal briefing on progress to date, contributing towards the vision and success to date. This will include the UK Shared Prosperity Fund and their relationship to the Cultural Development Fund. * The latest monitoring report will be taken to S&R linked to the wider programme portfolio.
R&EG: 02 Local Plan Review SJMS / NL	5 Year Review drawing to a Close Next Phase Review to be Determined Objectives * Is bold, ambitious and provides the framework for at least the next 15 years of growth. * Should be all about what you want to see rather than what you do not. * Addresses critical issues highlighted by Members, communities and other stakeholders. * Set the vision / strategy for how the area should be developed over the lifetime of the plan. Risk: Government are currently consulting on a 30-month plan preparation period, with a rolling programme of commencement start dates. Feedback has been provided to the Planning Advisory Service and DLUHC that this uncertainty causes issues in terms of resource planning and keeping the plan sound.	<ul style="list-style-type: none"> * North Devon Council approved a partial review in line with the Joint Planning Policy Committee (JPPC)s recommendation. * Torridge Council approved a comprehensive review (CR) identifying 'Transformational Opportunities' that only a CR could deliver. * TDC to provide those opportunities to justify the revised approach. * Five year housing land supply re-established ✓ * An Informal JPPC took place 22 Sept 2023. * A formal JPPC to be held 13 Oct 2023 to conclude the 5-year review of the local plan – justified by the PAS Toolkit Work, Re-establishment of a 5 Year Housing Land Supply and the Duty to Co-operate elements undertaken. This is a rolling review programme. * NDC to take a report back to our Full Council 22 November 2023, with a likely recommendation to support a joint Comprehensive Review.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
	<p>Issue: Member engagement / involvement in the JPPC and wider Strategic Plan Making Process.</p>	
<p>R&EG: 03 Future High Street Fund SarahJane Mackenzie-Shapland</p> <p>Spend up to 2022/23 £1,374,293</p> <p>Budget 2023/24 £3,286,535</p> <p>Budget 2024/25 £7,480,271</p> <p>Total Project Cost £12,141,099</p>	<p>In Delivery</p> <p>Objectives: Restoration of NDC assets to enhance the Town Centre experience of visitors and provide linkages through those 4 asset.</p> <p>Risk: The financial and phasing risks of this programme remain but we have to test the market in be in possession of all of those costs prior to the next round of decisions.</p>	<p>There are 5 Elements to this Programme:</p> <p>1. Pannier Market: Significant handover has taken place. Full handover planned for early October. Next phase operating model for the market being developed. The Corn Store Tenancy has also been established with Heads of Terms being drawn up.</p> <p>2. Butchers Row: Stage 3 with an amended design has been signed-off following a site visit in Bath and the Royal National Institute for Blind People being engaged in the revisions. We have moved to Stage 4 looking at the Equality Impact Assessment. DCC need to see the technical details. This doesn't remove the potential for external challenge.</p> <p>3. Alexander Road: Traffic Regulation Order (TRO) has received objections re. loading / unloading by removing the pull-in and using this as a slipway. The design has been amended taking on board those consultation comments, negating the need for a TRO. Members and Planning will be updated on this revision. Local residents will receive a letter drop advising of the changes and hopefully removing their objections. These changes keep the access within scope.</p> <p>4. Queen Street / Bear Street Car Park: Following an 'in excess of budget' tender return process, we have taken a proactive Engagement Day with 6 of our potential contractors. We've talked through a potential revised programme and those elements that could be value engineered / de-scoped / materials fundamentally changed. [There was talk of procuring 2 and 4 together but timings are challenging.]</p> <p>5. 36 / 37 Boutport Street: We are currently out to Tender with a procurement closure date of 13 October 2023.</p>
R&EG: 04	In Delivery	<p>* Development partner Tarka Living Limited contract signed ✓</p> <p>* The enabling works have commenced with the new car park site being cleared.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>Brownfield Land Release Fund Seven Brethren SarahJane Mackenzie-Shapland</p> <p>Flood Defence Budget</p> <p>Spend up to 2022/23 £0</p> <p>Budget 2023/24 £250,000</p> <p>Budget 2024/25 £900,000</p> <p>Total Project Cost £1,150,000</p>	<p>Objectives</p> <ul style="list-style-type: none"> * Re-development of old landfill car park site. * Aesthetically attractive development with sustainability maximised. * Demolition & removal of the old leisure centre. * Moving of the Gypsy & Traveller ‘Stop Over’ site to a new location 	<ul style="list-style-type: none"> * Translocation of species has taken place ✓ * Soft strip out of the old leisure has commenced. Some asbestos issues have been identified but being managed and cost absorbed by the Developer. * Amendments to the reserved matters planning application are due to be submitted, following feedback from the case officer and consultees. * JCT contract for the new car park has been signed by the time you receive this report ✓ * Revised flood plans. * + The sustainable elements of this project are beginning shine through. The Crush from the Lace Works are going to be used and we hope to be able to advise on volumes and cost reductions. * + The crush from the old Leisure Centre (once asbestos has been managed) will also be used to help form the new car park. Again providing sustainable solutions in terms of recycling, supply chain and local supply. * Secure Reserved Matters Planning consent (target special committee in October). * Positive meeting with the Local Government Association and agreed next phase communications.
<p>R&EG: 05 Barnstaple Flood Defence SarahJane Mackenzie-Shapland</p>	<p>Feasibility Pre-project</p> <p>Objectives</p> <ul style="list-style-type: none"> * To protect land and buildings * To bring brownfield land into use 	<ul style="list-style-type: none"> * The final report from the consultant, Atkins, is due imminently. Costs are anticipated to be significant. * Meeting with the Environment Agency in early October.
<p>R&EG: 06 Larkstone Hub (Water Sport Centre) Helen Bond</p> <p>Spend up to 2022/23 £3,121,322</p> <p>Budget 2023/24 £642,917</p>	<p>Closure Phase : Project Delivered ✓</p> <p>Objectives</p> <ul style="list-style-type: none"> * Redevelopment of Larkstone to provide access to the blue environment. * Provide a commercial café promoting what Ilfracombe offers. 	<ul style="list-style-type: none"> * This wonderful asset was opened in July 2023 * The Levelling-up Minister cited this as a success. * The Project Closure Meeting and Report have been completed.

Appendix 7

Project Description & Lead	Project Stage & Status And Objectives	Latest update
Budget 2024/25 £0 Total Project Cost £3,764,239		
R&EG: 07 Cultural Strategy Alison Mills	Closure Phase : Joint Strategy Delivered ✓ Objectives * To build on the thriving cultural sectors and opportunities for growth identified across the region.	The next elements will be picked by Project 16: Cultural Development Fund
R&EG: 09 Ilfracombe Seafront Masterplan Dominie Dunbrook	Planning Phase Objectives 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.	* A project team has been established for the relocation of the toilets and kiosk on the seafront. An architect has been appointed. A specification is being developed. The funding deadline is on track to be met. * The seafront play area scheme is being received prior to the final location being agreed. Members are being consulted. S&R report prepared to release funds. *Golden Coast: A specification is being developed. * Town Team for Ilfracombe: Things Made Public linked to Ilfracombe Town Council and One Ilfracombe.
R&EG: 10 Ilfracombe Harbour Georgina Carlo-Paat (MBE)	Elements being Delivered Elements stalled Objectives * To provide training * To update Harbour Authority Powers and bring in line with industry standards and to incorporate Lynmouth Harbour into said Powers. * 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	* The Marine Training Academy Phase I: The School is up and running with their First Leader Course. A lot of interest in this training room – additional opportunities will be presented. Phase II Business Plan: Basic Training (with the full package) to come on stream * The Cove Opportunities have stalled slightly, but we have an architect involved and with the boats coming out of the water at the beginning of November – resources will be released to look at this. * We have also been involved in the Environment Living Lab at Petroc selling the virtues of the sustainable work of the Harbour.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
	efficient Harbour Management. To provide new premises for additional tenants	
R&EG: 11 Car Park Strategy Helen Bond	Initiation Planning Phase Objective To widen the scope of this Strategy to include maintenance and modelling.	* A Project Initiation Document has been prepared and the project team are drafting chapters for the Car Park Strategy. These include: Service Requirement (operational needs) Barnstaple Plan Ilfracombe Plan Coastal, Town, Village/Rural Plan Asset Management Improvement Plan
Neighbourhood Plans Elizabeth Dee Page 72	In delivery Objectives * To support town and parishes in the delivery and adoption of their neighbourhood plans	* The referendum for Braunton Neighbourhood Plan took place on 17 September. There was a 17% turnout and 90% voted in favour of adopting the plan. Braunton Neighbourhood Plan will be taken to Council on 4 October for formal adoption. ✓ * Planning Policy have undertaken an initial review of the draft Fremington Neighbourhood Plan. A meeting has been arranged to provide feedback. * Officers will meet with Chittlehampton Parish Council to discuss the potential commencement of the Neighbourhood Plan.
CCTV Commercialisation Hannah Harrington	Closure : Project Delivered ✓ Objectives * To improve community safety * To offer towns and parishes a CCTV service that generates income for NDC	
Safer Streets Hannah Harrington	Closure : Project Delivered ✓	* The project draws to closure phase on 30 September ✓

Project Description & Lead	Project Stage & Status And Objectives	Latest update
	Objectives * Strengthening the local environment * Supporting the night time economy * Reclaim public spaces	* Council have agreed to the continuation of the Street Marshalls scheme until March 2024. * Encompass have also agreed to retain positions previously funded by the Safer Streets scheme. * A project closure meeting and report will follow in due course.
Cultural Development Fund Alison Mills Spend up to 2022/23 £0 Budget 2023/24 £158,000 Budget 2024/25 £2,292,000 Total Project Cost £2,450,000	In Delivery Objectives * Create a cultural hub * Develop cultural space	* The Collaboration Agreement has been signed ✓ * The first revenue draw down request has been submitted to the Arts Council England (ACE). * All three ACE vacancies have been filled ✓ * The tender documents are being prepared for appointing a consultants for the design team. * The wayfinding consultant has produced a town plan and the first draft of the strategy is due during early October. They have engaged with Barnstaple Town Council and Barnstaple Regeneration Board.
Sea Pool, Ilfracombe Georgina Carlo-Paat (MBE)	Feasibility Objective: To work with the Royal Life Saving Society to fully understand the risks and opportunities this proposal may bring.	* The report from the Royal Life Saving Society (RLSS) was received at the end of September. * This will then be presented to members at Health and Safety Committee followed by Strategy & Resources. * A thorough review of the existing lifesaving equipment would be required. Additional controls would be required for example signage referring to trespass and barriers

Page 13

Appendix e

Agenda Item 7

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

KB 3a: How satisfied or dissatisfied are our Customers' with various elements of our service delivery?

Update: The results of our existing survey don't provide us with sufficient intelligence, out of 250 surveys sent via email we only had 14 (5.65%) returned with a 98% satisfaction rating. Zoom our new telephony solution goes live in October 2023, which provides a much more agile way to test our customers views on our service delivery at the time of interaction, where we can target those questions around particular topics. The implementation of Zoom, training and collection of the first set of results won't be with you until Q1 2024/25. If you have any topic areas within our control that you would like the Head of Customer Focus to survey on then please do raise those.

KR 3b: How satisfied or dissatisfied are our Members' with various elements of our service delivery?

Update: Members will be surveyed in November 2023, new members will have had 6 months experience of the council and better equipped to respond on a range of questions. The results will be reported in Q3.

KR 9: Number of justified complaints where the council is at fault out of a total number of complaints received

2023/24: Q1 = Total no. 98 of which 65 were justified 66.32%.

Q2 = Total no. 143 of which 33 were justified 23.07%

RKPI DC: Number of transactions / interactions nudged to digital channel that are available 24/7 and result in a financial saving

2023/24: Q1 Self Serve 8599 vs Serviced by a member of staff 17550. (48% using digital channels)

Q2 Result awaited

Project Description & Lead	Project Stage & Status And Objectives	Latest update
CF: 01 Customer Focus Jo Teasdale	Delivery Phase Objectives * Reduced failure demand * Nudge to digital where appropriate	<ul style="list-style-type: none"> * Google analytics being reviewed to understand where our customers land on our website to ensure customer journeys take them quickly to the right destination. * Initial analysis of surveys * Review of AROG (Advice Requested or Given) calls logged on Firmstep. * Work with W&R in relation to some of the early findings of the survey analysis plus identify improvements follow this summer <p>Process Reviews</p> <ul style="list-style-type: none"> * Aged debt has been scheduled for a process review. [Devon Audit Partnership have also offered to share their findings on 2 pieces of work they are doing with other Authorities]. * Insurance completed. Accountancy Services Manager is now the owner of this process and will continue to look for improvements. In time this will be passed to the Insurance Officer ✓ * Temporary Accommodation final review 05/09 to include our new Residential Property Officer. [Owner of this process to be established]. * BNG Development Management Process captured ✓ * Crematorium As Is processes being captured with a Service Improvement Report
CF: 02 Digital By Design Andrew Tapp	Delivery Phase Objectives: A planned costed / deliverable action plan to advance our ICT landscape.	<ul style="list-style-type: none"> * Around 170 people now using the online portal ✓ * Estore2- in diary Nov/Dec- to go live in January 2024 opening up so many opportunities for customers to interact digitally, not require an invoice. Many efficiencies will be realised. * Land Charges on-line offer has only been used few times. * General enquiry process is close to completion, just a few design related issues to resolve. * In advance of the general enquiry form, we have launched a Devon Home Choice form, replacing email ✓ * More services will be approached to see how we can make their offer digital. * Finalising contact form onto website. * Continue developments with the Revenues and Benefits portal

Project Description & Lead	Project Stage & Status And Objectives	Latest update
		* Work on the direct debit form (R&B).
CF: 03 Centre of Excellence Jennifer Setherton	Closure Phase : Project Delivered ✓ Objectives * Provide all new staff with training to improve their understanding on the operations of the Authority. * Reduction of failure demand interactions, making us more efficient and improving customer satisfaction.	
CF: 04 Feasibility of New Town Centre Hub Sarah Higgins	Planning Phase Objectives * Make the Council more visible and potentially increase the footfall into Green Lane and its car park. * Opportunities for Lynton House * Widen the offer of the hub to our customer base / citizens.	* A site visit has taken place at M&Co Green Lanes to review the initial plan prepared by the architect. Customer Services, ICT, PMO and Property attended to determine how the customers would flow around the asset, whilst making this an attractive offer to others partners ✓ * ICT agreed that the upstairs (windowless room) would work really well for the ICT infrastructure ✓ * That initial spatial plan has been worked up and sent back to the architects ✓ * Revised spatial plan from the architects * Head of Service to take a report to S&R on this proposals, indicative costs and wider benefits. * Share the plans with the wider Customer Services Team.
CF: 05 Replace Telephony and Contact Centre Solutions	Delivery Phase Objectives * Provide a new telephony system to the Authority. * Integrated system providing both Contact Centre and Telephony in one product. * Visibility of call and customer journey. Success: After 2.5 years of negotiation with Skype they waived the £40k capital costs agreeing that the 'Improved Call Quality' essential criteria had not been achieved. The Zoom solution has cost £30k	This Project went live 29 September 2023 ✓

Project Description & Lead	Project Stage & Status And Objectives	Latest update
	providing £10k to provide additional functionality such as consultancy days for pop-ups etc	
CF: 06 Cyber Security Andrew Tapp	<p>This is an ongoing programme of works to mitigate cyber threats</p> <p>Objectives</p> <ul style="list-style-type: none"> * Protect NDC from cyber attacks and the exploitation of our systems, networks and technologies. * Education of Officers to prevent the threat. <p>Risk: Consequences of no Cyber insurance. LGA are lobbying as numerous councils will be affected. Delivering the new Disaster Recovery Kit will increase the likelihood of gaining this transference of risk by obtaining the Insurance Policy.</p>	<p>Steady progress is being made to constantly mitigate the Cyber Risk. This isn't really a project it is a number of ongoing mitigations (often expensive) to deter our threat actors.</p> <ul style="list-style-type: none"> * Privileged Access Management (i.e. ICT staff having to have 2 passwords) progress continues to be made. * 2012 server migrations continue * All mobiles have been migrated to new services ✓ * Disaster recovery kit for Lynton House has arrived and was installed w/c 25 September taking one week – this is a major deliverable ✓ * Boxphish training for Members being planned * Extra support being provided for those members of staff failing 2 or more Boxphish courses and/or simulations ✓ * SIEM (the box that monitors our ICT activity and alerts us if there is suspicious traffic / activity is now going to be delivered by Sophos for the same price as our existing contract. We just to ensure the contract is varied to reflect this. * £43k left in DLUHC
CF: 07 Website Development George Connett	<p>Delivery Phase</p> <p>Objectives</p> <ul style="list-style-type: none"> * To improve the customer experience with the NDC website, providing a wide range of benefits including customer satisfaction, customer call times etc. 	<p>The new website went live 25 September ✓</p> <ul style="list-style-type: none"> * The new site is looking fantastic, staging has been created and we are now in a position to onboard users – communications will be the first due to their extensive experience. * Content reviews are continuing – Elections, EH and Council and Democracy left to do. * The Web Content Policy is being reviewed. * There is a migration plan with the anticipation that all content will have been migrated and signed off by the Businesses August / September

Agenda Item 7

Appendix e

Environmental Enhancement

Senior Responsible Owner: Mark Kentell

Vision

Consider environmental implications in everything we do. Strive to reduce negative environmental impacts and increase positive impacts wherever practically possible.

Objectives

1. Enhance our green spaces
2. Explore investment opportunities in renewable energy and the installation of renewable energy in/on council buildings.
3. Include environmental considerations in decision making across the council services.
4. Work with our trusted partners to reduce our carbon footprint. **Key Results**

KR 10: Reduction in our carbon footprint as an authority. Gross tCO₂e Emissions from ND Operations baseline. This will reported at the end of this financial year.

KR 11: Nature Recovery / Biodiversity Net Gain measures to be developed aligned to national guidance.

Update: On 10 July, the Planning Advisory Service (PAS) provided a Biodiversity Net Gain readiness checklist for Local Planning Authorities setting out its duties under the Environment Act. A task team will be working through these requirements to ensure we will be able to respond to all requirements. A separate report will be coming early in the new year to set out some potential options in terms of options; plus we are awaiting secondary legislation and Government have moved the Go Live date from November until January 2024.

KR 12a L146: Total tonnage of household waste arising's.

2022/23: Q1 = 9,864.42 | Q2 = 9,493.82 | Q3 = 8,761.00 | Q4 = 8,687.00

2023/24: Q2 = 10,150 | Q2 = 10,062 (Estimate)

KR 12b LPI 192: Percentage of household waste sent for reuse, recycling and composting.

2022/23: Q1 = 49.12% | Q2 = 46.84% | Q3 = 45.00% | Q4 = 45.41%.

2023/24: Q1 = 49.07% | Q2 = 49.06% (Estimate)

Project Description & Lead	Project Stage & Status	Latest update
EE:01 Mark Kentell, Richard Slaney & Lucinda Wheeler	Closure : Project Delivered ✓ Objectives New leisure centre for North Devon with improved and diverse services offered.	<ul style="list-style-type: none"> * Tarka Leisure Centre has been open for 15 months. * Some ongoing snagging items remain.
EE:2A Reducing carbon emissions from our built assets Chay Mckenzie LED Lighting Budget £75,000.00	Elements in Planning Phase Elements in Delivery Phase Objectives * Reduction/elimination of our carbon impact through operational efficiencies and the methodology our energy is sourced moving towards more sustainable solutions.	<ul style="list-style-type: none"> * The secured Salix funding for development of capital projects is being used to improve sustainability our public buildings and reduce reliance on the use of fossil fuels for heating systems. These projects are being worked up by ESOS (Consultant). * The next rounds of Salix capital funding are anticipated to be early 2024. The assets being considered for Salix capital bids are: The Landmark Theatre; Ilfracombe Swimming Pool; Tea on the Taw; Old Town Station & BEC The first schemes likely to be considered are Ilfracombe Pool, BEC and the Landmark Theatre. * LEX Leisure, our leisure contractor, have supported preparing information to support a capital bid NDC have submitted to SALIX to replace the plant and heat pumps at Ilfracombe Swimming Pool. The bid will also include a request for photo voltaic panels. Sport England's Swimming Pool Support Fund (Capital) recently opened, which provides further opportunities for improving heating systems. We are exploring whether this can be submitted alongside the Salix bid. We are exploring whether we need to submit a capital bid for South Molton Swimming Pool. All bid must be from Local Authorities. * Energy Performance Certificates (EPC's) are required for all of our properties, including those with tenants. A consultant was appointed last year to complete EPC's across our estate. Two sites are still outstanding, owing to access issues with the tenant. * The contract for LED lighting at BEC has been awarded as of 31 August and the lights have now been installed and working ✓ * Eden Energy have completed desk top studies for solar arrays at Tarka Leisure Centre and BEC. A specification needs to be prepared and an external consultant is working with officers to agree these requirements, to enable a future tender opportunity.
EE:2B	Feasibility	<ul style="list-style-type: none"> * There has been a particular focus on parks fleet and those used by Civil Parking Officer's.

Project Description & Lead	Project Stage & Status	Latest update
Reducing carbon emissions from our fleet	<p>Objectives</p> <ul style="list-style-type: none"> * Transition to a more efficient and carbon emission reducing fleet. Promotion of sustainable fleets to our residents and visitors. <p>Issue</p> <ul style="list-style-type: none"> * Capacity of electric supply at BEC. As part of the MRFI project, Expedite are reviewing the capacity required from National Grid and building in capacity to future proof the site. 	<ul style="list-style-type: none"> * Parks have successfully trialled a transit, which was fit for purpose and delivered fuel efficiencies ✓ * An EV charge point has been installed at BEC. It can plug into a 3 pin socket and has been used to support the EV trial ✓ * A further EV trial will take place (flatbed tipper) for use by the Parks operatives in Ilfracombe. It has a 50-mile range and 7.5 tonne towing capacity. This arrived mid-September. * The team are exploring a fuel card style system to charge our EV fleet, so Parks officers will be able to charge future electric vehicles using existing charge points in our car parks while they are working. The average charge time is only thirty minutes, so very easy to do while they are out on site. This will be a more practical solution than trying to install charge points at BEC.
<p>EE2C</p> <p>Management of our non-built assets</p> <p>Richard Slaney, Andrew Moulton, Mark Saunders & Andrew Jones</p>	<p>Planning Phase</p> <p>Objectives</p> <ul style="list-style-type: none"> * To work with developers and partners to improve the environment and wellbeing of our residents. * Seeks to protect, enhance, extend and manage the green infrastructure throughout North Devon. * Establish and promote groups within our communities to assist with our Nature Recovery plan. * Increase our forestation within North Devon. <p>Issue: Processes and procedures in place for implementation of biodiversity legislation within the planning process having sufficient training and resource to meet the requirements</p> <p>Issue: This week Government announced that they will be delaying the</p>	<p>GIS Mapping</p> <ul style="list-style-type: none"> * Complete an audit of our existing sites to identify potential sites for BNG and commercialisation. A report will be presented to members upon completion. <p>Biodiversity</p> <ul style="list-style-type: none"> * A process map for Biodiversity in the planning process has been mapped. This shows the reliance of the DM on our Sustainability Officer. The Sustainability Officer is now working with Head of EE to establish what further capacity will be needed. Graduate and apprentice routes will be considered. * The project team have met to review the Planning Advisory Service Biodiversity checklist, which provides a RAG (Red, Amber, Green) Status of each element potentially required to meet our biodiversity requirements through the planning process but also as landowners. * A member decision will need to be taken whether to be a landowner for biodiversity offsetting moving forward or play a more passive role. (Dependency: Level of development is forecast for the next 20 years, to establish demand in our area. We also need to consider our approach to working with the partners such as the Biosphere and others (eg Environment Bank). Staff training has taken place. The enforcement /monitoring software solution needs to be developed. Implementation of the legislation is due November 2023 but media reports a anticipated government delay is expected. <p>Tree Strategy (County Strategy leading to District Level) and staff operating model</p>

Project Description & Lead	Project Stage & Status	Latest update
	<p>'go live' date in November for BNG requirements, this has been pushed to 2024 with no absolute Go Live Date.</p>	<p>* The Devon wide group established to prepare the Devon Tree Strategy meet in September. It is our intention to formally adopt the Devon Tree Strategy.</p> <p>Green Infrastructure Delivery & Adoption Plan (not commenced)</p> <p>* A decision is required whether work should commence on a district wide Green Infrastructure Strategy that will both be the Councils overarching strategy but also form the evidence base for any changes required as part of the Local Plan review.</p>
<p>EE 3B Material Recovery Facility Infrastructure (Murphy) External: Myles Clough</p> <p>Spend up to 2022/23 £0</p> <p>Budget 2023/24 £1,741,610</p> <p>Budget 2024/25 £1,659,000</p> <p>Total Project Cost £3,400,610</p>	<p>Planning Phase</p> <p>Objectives</p> <p>* To specify and deliver a fit for purpose system to allow Works & Recycling to increase recycling and respond to customer demand.</p> <p>Risk: The cost profile for these works is being kept under close review with particular focus on the baler and the fire suppression elements. The programming of this project is further complicated by our neighbouring partners and the summer break.</p> <p>Issue</p> <p>* Electric Capacity at BEC. Cabling may need upgrading. A new substation may be required.</p>	<p>* The external project team are appointed (Expedite - M&E, StructureHaus - Civils, Currie & Brown - Quantity Surveyor & CDM and Project Manager Myles Clough) ✓</p> <p>* A survey of the steels has taken place to establish loading for the photo voltaic project (this is not part of the process hall works. A decision needs to be taken to determine whether we can clean and paint the steel in the process hall prior to the baler and capital works taking place. A PAG bid would be required and a whether it forms the scope of MRFI or a standalone project. We could also consider whether we take this opportunity to clean all of the process hall which is filthy and covered in spider webs.</p> <p>* A specification had been prepared for the stand alone purchase of the new baler. The tender opportunity was advertised on 27 September 2023. The tender includes lease and purchase options, as recent market research has indicated a significant increase in the cost of balers, this could be upto 100% of forecast budget of £1m .</p> <p>*ICT have been engaged and new ICT infrastructure will be required to support the new fire suppression system (links to CCTV) and also for the office relocation.</p> <p>*Car parking has been brought into the scope of the project with an estimated loss of up to 40 parking spaces during the build phase. We are only likely to lose 5 spaces now once works are complete.</p> <p>* Site surveys continue to inform the design of the process hall and office.</p> <p>*A draft PID has been prepared and circulated to the internal project team for comment.</p>

Page 82

Appendix e

Agenda Item 7

Organisational Development

Senior Responsible Owner Nikki Gordon

Vision

Our vision is to create the conditions for everyone to perform at their best. We will improve processes and policies, invest in health and wellbeing, and continue the development of our teams and individuals to create a high performing one.

Objectives

1. Develop an organisational improvement plan with involvement and engagement with employees and members applying its outcomes through all levels of the council embedded in the culture of our organisation.
2. We will be driven forwards by our new values and behaviours and these are just the start to underpinning our day-to-day behaviours.
3. To focus on the organisation as one team, not individuals, and looks for change in culture to help it become better performing.
4. Develop a Wellbeing Strategy using a holistic health & wellbeing approach exploring physical mental and nutritional health and the importance of these to our employees resulting in happy, healthy and resilient employees.
5. Equip us all with the necessary, tools, skills, knowledge, attitudes and behaviours to deliver our corporate priorities and deliver the very best service we can for our customers, whilst embracing our new hybrid way of working.

Key Results

KR 2: Number of working days un-resourced when 'like for like' vacancies are not filled 10 weeks after the last working day of that post + number of sickness absence days resulting in planned work to do is either not being done or having to be done by agency staff.

2023/24: Q1 = 1197 days | Q2 = This result is still being calculated

Reportable Key Performance Indicator

ET: Employee Turnover

2023/24: Q1 = 4.27% | Q2 = 2.59% [EE 2.42%; Place 5.6%; Planning Health & Housing; 3.49%; PMO 1 member of staff]

Project Description & Lead	Project Stage & Status	Latest update
OD:00 Overarching OD Improvement Plan and Workforce Planning and Retention Nikki Gordon	Parts in Pre-project Parts In delivery Objectives: To have a robust and operational staff structure in place	<ul style="list-style-type: none"> * Phase one of our new recruitment training has taken place with further sessions required on our process. This will be rolled out alongside a review of our own Recruitment Policy. * We are moving to HMRC mileage rates for all employees from April 2024. Formal notification to all staff affected should be issued in September/October. * There has been difficulty recruiting a Health & Safety Officer despite advertising the opportunity on multiple occasions. Further avenues are being explored with internal staff and other external consultancy support. * SMT have held an Organisation Development Workshop to progress workforce planning and retention ✓ * Applications for vacant positions are increasing along with the quality of applicants.
OD:01 Create an Empowering Organisation Sarah Bright Page 84	In delivery Objectives: Employees understand what behaviours are expected of them. * The payroll and HR software creates a more efficient process that is less labour intense.	<ul style="list-style-type: none"> * The Behaviour Framework has been published and will be issued to all employees ensuring staff are aware of the Councils behavioural expectations. Not yet issued, await confirmation of date from OD. * The implementation of further modules of the iTrent HR & Payroll solution was placed on hold by the Supplier as a new product is being made available. At the end of September, it was confirmed the new product is not suitable for Local Government at this stage. The Project Team will not re-commence module roll out (Expenses, Learning & Development, on-boarding, Overtime, Sickness). * Multi-factor Authentication of iTrent must go live prior to the end of December. Delays to the Go Live date have occurred as we await the correct information in the test system. * Delays due to poor communication from the iTrent Account Manager have been escalated with the Supplier.
OD:02 Workforce Health & Wellbeing Strategy Tracey Clapp	In delivery Objectives: *To have a healthy workforce.	<ul style="list-style-type: none"> * A range of training and educational sessions are continually offered to employees to enhance their wellbeing ✓ * Responses from the Staff Wellbeing Survey are being collated and feedback will be provided to SMT for review. * A monthly 'pulse' wellbeing survey has gone live in September.
OD:03 Performance & Talent Management	Parts in Pre-project Parts In delivery	<ul style="list-style-type: none"> * The new Check-ins have gone live replacing the traditional appraisal process.

Project Description & Lead	Project Stage & Status	Latest update
Claire Marsterson	Objectives: * To successfully recruit. * To provide training opportunities to employees. * To Monitor Performance.	* We will be applying to take part in the LGA Graduate Scheme. We need to register our interest this autumn. * One T-Level Placement has been secured in ICT ✓ * The Admin Trainee Scheme has stalled. A request for budget linked to this will be requested at Service Planning for 2024/25. * The BTEC level 3 followed by a specialism has stalled. * We are exploring use of a Place Academy and have made contact with other local authorities to understand the benefits of this model.
OD: 04 Structure Pay & Policy Nikki Gordon	Parts in Feasibility Parts In delivery Objectives: * To have a mechanism for recruiting temporary staff. * To ensure the Job Evaluation scheme is robust and comparable to other authorities.	* Various options are still being considered for a new Job Evaluation system/model (Hay Core Competencies; the Green Book and discussions with South West Councils). * The Agency Staff Contract expires in November 2023. This needs to be re-procured prior to the end of the existing contract. There is scope to join a consortium with south west authorities or run our own procurement exercise.
OD:05 Diversity & Inclusion Nikki Gordon	In delivery Objectives: * To ensure policies are up to date * Employees are provided appropriate training. * Publication of data to comply with our legislative requirements. Risk: Member decisions may be challenged on the level of engagement taken to inform the report and recommendations.	* Consultation for the Equality Strategy has concluded. Consultation responses have been circulated to Heads of Services for comment ✓ * The majority of staff have completed their diversity training.
OD:06 Our Brand & Recruitment Helen Owen	In delivery Objectives: To provide effective internal and external communications with our stakeholders, employees and members. * To be an employer of choice.	* All solutions are now working for recruitment. Indeed, LinkedIn and Total Jobs are frequently being used, with most applicants citing they found the job via Indeed. Overall, there has been an increase in number of applicants but not necessarily the quality of applications ✓ * Communications are using various methods to promote the opportunities in North Devon, most recently attending North Devon Show and North Devon Homes Summer Fayre. They will continue to consider the next programme of events where we can continue with this promotion.

Project Description & Lead	Project Stage & Status	Latest update
		* This week we have been successful in filling x4 posts in key positions.



North Devon Council

Report Date: Monday, 6 November 2023

Topic: Mid Year Treasury Management Report 2023/24

Report by: Adam Tape, Head of Governance

1. Introduction

- 1.1 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:
- An economic update for the first part of the 2023/24 financial year (appendix A);
 - A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
 - The Council's capital expenditure and prudential indicators;
 - A review of the Council's investment portfolio for 2023/24;
 - A review of the Council's borrowing strategy for 2023/24;
 - A review of any debt rescheduling undertaken during 2023/24;
 - A review of compliance with Treasury and Prudential Limits for 2023/24.

2. Recommendations

The Committee is asked to recommend to full Council that:

- 2.1 The changes to the prudential indicators be approved.
- 2.2 The report and the treasury activity be noted.

3. Reasons for Recommendations

- 3.1 This Council is required through regulations issued under the Local Government Act 2003 to produce a mid year treasury report reviewing treasury management activities and the prudential and treasury indicators for 2023/24. This report meets the requirements of the CIPFA Code of Practice on Treasury Management (revised 2021).
- 3.2 This Council is also required under the Code to give prior scrutiny to the treasury management reports by the Policy Development Committee before they are reported to the full Council.



4. Report

4.1 Treasury Management Strategy Statement and Annual Investment Strategy update

The Treasury Management Strategy Statement (TMSS) for 2023/24 was approved by this Council on 22nd February 2023.

The underlying TMSS approved previously requires revision in the light of economic and operational movements during the year. The proposed changes are set out below:

Prudential Indicator 2023/24	Original Estimate £000	Revised Prudential Indicator £000
Capital Financing Requirement	33,323	29,960
Operational Boundary	21,771	11,922

Section 4.3 of this report gives further information on the Capital Financial Requirement and the Operational Boundary.

4.2 The Council's Capital Position (Prudential Indicators)

This part of the report is structured to update:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the budget.



Capital Expenditure by Service	2023/24 Original Estimate £000	Current Position 30/09/23 £000	2023/24 Revised Estimate £000
Customer Focus	185	113	308
Environmental Enhancement	742	154	2,375
Governance	0	0	0
Place & Regeneration	16,730	3,588	9,250
Planning, Housing & Health	3,590	1,467	5,162
Total	21,247	5,322	17,095

Changes to the Financing of the Capital Programme

The table below draws together the capital expenditure plans (above), and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision).

Capital Expenditure	2023/24 Original Estimate £000	2023/24 Revised Estimate £000
Total capital spend	21,247	17,095
Financed by:		
Capital receipts	(150)	(320)
Capital grants	(11,313)	(10,003)
Capital reserves	(1,234)	(1,522)
Total financing	(12,697)	(11,845)
Borrowing requirement	8,550	5,250



4.3 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

The table below shows the borrowing requirement (above), the reduction for the Minimum Revenue Provision (MRP) and impact on the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary.

	2023/24 Original Estimate £000	2023/24 Revised Estimate £000
Prudential Indicator – Capital Financing Requirement		
Borrowing requirement	8,550	5,250
Finance Leases – Capital costs	1,270	1,767
Minimum Revenue Provision	(747)	(741)
Finance Lease Principal Payments (MRP)	(232)	(182)
Movement in CFR	8,841	6,094
Revised Total CFR	33,323	29,960
Prudential Indicator – the Operational Boundary for external debt		
Borrowing	19,000	9,000
Other long term liabilities	2,771	2,922
Total debt (year-end position)	21,771	11,922

Prudential Indicator – Capital Financing Requirement

The forecast Capital Financing Requirement has decreased by circa £3.4m from the original budget. This is due to the re-profiling of the capital programme with expenditure being slipped to future financial years for projects such as Future High Streets project.

Prudential Indicator – the Operational Boundary for external debt

The forecast external PWLB borrowing has decreased by £10m from the original budget in part by the reduced capital expenditure as above and higher year end cash flow balance projections. Section 4.5 looks at the borrowing strategy in more detail.



4.4 Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. **Gross external borrowing** should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need, which will be adhered to if this proves prudent.

	2023/24 Original Estimate £000	Current Position 30/09/23 £000	2023/24 Revised Estimate £000
Borrowing	19,000	3,000	9,000
Other Long term Liabilities	2,771	2,500	2,922
Total debt	21,771	5,500	11,922
CFR (year end position)	33,323		29,960
Under / over borrowing	(11,552)		(18,038)

A further prudential indicator controls the overall level of borrowing. This is the **Authorised Limit** that represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised limit for external debt	2023/24 Original Indicator £000	2023/24 Revised Indicator £000
Borrowing	33,000	33,000
Other long term liabilities	4,500	4,500
Total	37,500	37,500



The Extraordinary Council meeting held on 14th June 2021 approved the increase in the authorised borrowing limit to £37.5m as part of the report detailing the purchase of a strategic asset.

4.5 Borrowing

The Council's forecast capital financing requirement (CFR) for 2023/24 is £30m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the Public Works Loan Board (PWLB), or the market (external borrowing), or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions.

At present, the Council has projected total external borrowing of £9m with £3m long term liabilities (finance leases) whilst utilising £18m of cash flow funds in lieu of borrowing (internal borrowing). This is a prudent and cost effective approach in the current economic climate and reduces the net interest cost to the Council, but will require ongoing monitoring of economic conditions and our own cash flow balances to support the internal borrowing.

The capital programme is being kept under regular review due to the effects of inflationary pressures, shortages of materials and labour. Our borrowing strategy will, therefore, also be regularly reviewed and then revised, if necessary, to achieve optimum value and risk exposure in the long-term.

The cash balances have allowed external borrowing to remain at £3m as at 30th September. The current forecast is for an additional £6m of external borrowing during the financial year, but the exact amount will depend on any capital spend slippages and our cash flow balances towards the financial year end. Given current market volatility any borrowing undertaken is likely to be short term, as PWLB rates are expected to fall back as Bank Rate is reduced in a couple financial years' time.

PWLB maturity certainty rates (gilts plus 80bps) year to date to 29th September 2023

Gilt yields and PWLB certainty rates were on a generally rising trend throughout the first half of 2023/24. At the beginning of April, the 5-year rate was the cheapest part of the curve and touched 4.14% whilst the 25-year rate was relatively expensive at 4.58%.

July saw short-dated rates peak at their most expensive. The 1-year rate spiked to 6.36% and the 5-year rate to 5.93%. Although, in due course, short-dated rate expectations fell, the medium dates shifted higher through August and the 10-year rate pushed higher to 5.51% and the 25-year rate to 5.73%. The 50-year rate was 4.27% on 5th April but rose to 5.45% on 28th September.

We forecast rates to fall back over the next two to three years as inflation dampens. The CPI measure of inflation is expected to fall below 2% in the second half of 2024, and we forecast 50-year rates to stand at 3.90% by the end of September 2025. However, there is considerable gilt issuance to be digested



by the market over the next couple of years, as a minimum, so there is a high degree of uncertainty as to whether rates will fall that far.

HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.23 – 29.09.23

The

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.65%	4.14%	4.20%	4.58%	4.27%
Date	06/04/2023	06/04/2023	06/04/2023	06/04/2023	05/04/2023
High	6.36%	5.93%	5.51%	5.73%	5.45%
Date	06/07/2023	07/07/2023	22/08/2023	17/08/2023	28/09/2023
Average	5.62%	5.16%	5.01%	5.29%	5.00%
Spread	1.71%	1.79%	1.31%	1.15%	1.18%

4.6 Debt Rescheduling

Debt rescheduling opportunities have increased over the course of the past six months and will be considered if giving rise to long-term savings. However, no debt rescheduling has been undertaken to date in the current financial year.

4.7 Compliance with Treasury and Prudential Limits

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the half year ended 30th September 2023, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2023/24. The Chief Finance Officer reports that no difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

4.8 Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2023/24, which includes the Annual Investment Strategy, was approved by the Council on 22nd February 2023. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council's risk appetite. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit rated financial institutions, using the Link suggested creditworthiness approach.



Creditworthiness.

Following the Government's fiscal event on 23rd September, both S&P and Fitch have placed the UK sovereign debt rating on Negative Outlook, reflecting a downside bias to the current ratings in light of expectations of weaker finances and a challenging economic outlook. Nothing further has evolved in the first half of 2023/24.

Investment Counterparty criteria

The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function

Investment balances

The Council held £12.9m of investments as at 30 September 2023 (£5.7m at 31 March 2023) and the investment portfolio yield for the first six months of the year was 4.01% against the benchmark 7 day average SONIA rate of 4.71.

The Council's budgeted investment return for 2023/24 was £120,000. As at 30th September 2023 £240,000 investment interest was earned in the half-year period.

As at 30 September 2023 we are forecasting total investment interest return of circa £400,000 for the financial year. In addition, using the cash flow balances for internal borrowing has reduced the borrowing costs on the expenditure budget and we are currently forecasting a £164,000 underspend on the interest payable budget for the year.

There is no anticipated use of the Treasury Management reserve during 2023/24 and so the full reserve balance of £275,000 can be carried forward to help protect and mitigate against higher borrowing costs in future financial years.

The Chief Financial Officer confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2023/24.

Investment performance year to date as of 29th September 2023

	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	5.25	5.19	5.19	5.20	5.12	4.78	4.06
High Date	03/08/2023	29/09/2023	04/09/2023	27/09/2023	29/09/2023	29/09/2023	29/09/2023
Low	4.25	4.18	4.18	4.02	3.81	3.32	2.27
Low Date	03/04/2023	04/04/2023	11/04/2023	03/04/2023	03/04/2023	03/04/2023	03/04/2023
Average	4.81	4.74	4.71	4.64	4.44	4.10	3.16
Spread	1.00	1.01	1.01	1.17	1.31	1.46	1.79

Non-Treasury Management Investments

The PWLB will no longer provide loans for 'debt for yield' projects where financial assets and property are purchased primarily for financial return. This would also mean no PWLB loans for the rest of the capital programme in that year.



The Chief Finance Officer confirms there have been no 'debt for yield' projects included in the current capital programme.

5. Resource Implications

5.1 As detailed in the report.

6. Equalities Assessment

6.1 There are not any equalities implications anticipated as a result of this report, as the purpose of this report is to present the Council's financial position only.

7. Environmental Assessment

7.1 The Council has held funds in a sustainable deposit account during the half year period. These deposits have an underlying commitment to supporting activities that provide sustainable and environmentally friendly services and products.

8. Corporate Priorities

8.1 The Treasury management function supports the delivery of the Council's capital programme and ensures cash flows meet the day to day requirements for service delivery.

9. Constitutional Context

9.1 The decision in respect of the recommendations in this report can be made by this Committee pursuant to delegated powers provided in Part 3 Annex 1, para 1(c)

9.2 The power to decide on one or more of the recommendations in this report is reserved to Council pursuant to Article 4.5.26 and Part 4 (Financial Procedure Rules) para 13.8 and as such the recommendation must be referred to Council to ratify.

10. Statement Of Confidentiality

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

11. Statement Of Internal Advice

11.1 The author (below) confirms that advice has been taken from all appropriate Councillors and Officers.

Jon Triggs, Director of Resources and Deputy Chief Executive

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APPENDIX A: ECONOMICS AND INTEREST RATES

1) Economic Update

- The first half of 2023/24 saw:
 - Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
 - Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
 - A 0.5% m/m decline in real GDP in July, mainly due to more strikes.
 - CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7.
 - Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.
 - A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose to 7.8% in August, excluding bonuses).
- The 0.5% m/m fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.
- The fall in the composite Purchasing Managers Index from 48.6 in August to 46.8 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% q/q rise in real GDP in the period April to June, being followed by a contraction of up to 1% in the second half of 2023.
- The 0.4% m/m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.
- As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.

- The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.
- But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3myy rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July, from 8.2% 3myy in June to 8.1% 3myy, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.
- CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.
- In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was "finely balanced". Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike.
- Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures "further tightening in policy would be required". Governor Bailey stated, "we'll be watching closely to see if further increases are needed". The Bank also retained the hawkish guidance that rates will stay "sufficiently restrictive for sufficiently long".
- This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A

rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2nd November, or even pause in November and raise rates in December.

- The yield on 10-year Gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).
- The pound weakened from its cycle high of \$1.30 in the middle of July to \$1.21 in late September. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.
- The FTSE 100 has gained more than 2% since the end of August, from around 7,440 on 31st August to 7,608 on 29th September. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100's relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September. Nonetheless, as recently as 21st April the FTSE 100 stood at 7,914.

2) Interest Rate Forecasts

The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast on 25th September sets out a view that short, medium and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy.

Our PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps, calculated as gilts plus 80bps) which has been accessible to most authorities since 1st November 2012.

Link Group Interest Rate View		25.09.23											
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

Date of Publication

NORTH DEVON COUNCIL
Policy Development Work Programme
For period November 2023 – March 2024

Committee/Date	Description of Decision	Contact Officer
November 2023		
	<ul style="list-style-type: none">• Performance and Financial Management Q2 Report 2023 - 24	
	<ul style="list-style-type: none">• Mid-Year Treasury Management Report 2023 - 24	
	<ul style="list-style-type: none">• Dentistry services within North Devon	
December 2023		
	<ul style="list-style-type: none">• Water Quality	
January 2024		
	<ul style="list-style-type: none">• Service Plans	
February 2024		
	<ul style="list-style-type: none">• Review of Fees and Charges for services 2024/25	

Committee/Date	Description of Decision	Contact Officer
	<ul style="list-style-type: none"> Revenue Budget 2023/24, Capital Programme & Medium Term Financial Strategy 2024-2030 	Jon Triggs, Director of Resources and Deputy Chief Executive
	<ul style="list-style-type: none"> Treasury Management Strategy Statement 2024/25 	Jon Triggs, Director of Resources and Deputy Chief Executive
	<ul style="list-style-type: none"> 10-Year Capital Strategy 2024-2034 	Jon Triggs, Director of Resources and Deputy Chief Executive
March 2024		
	<ul style="list-style-type: none"> Agriculture 	
	<ul style="list-style-type: none"> Potential items for future discussion with the Committee. To be added following the outcomes of the scoping exercise. 	