



Public Document Pack

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

M. Mansell, BSc (Hons),
F.C.P.F.A.
Chief Executive.

OVERVIEW AND SCRUTINY COMMITTEE

A meeting of the Overview and Scrutiny Committee will be held in the Barum Room - Brynsworthy Environment Centre on **TUESDAY, 15TH JANUARY, 2019 at 2.00 pm.**

(NOTE: A location plan for the Brynsworthy Environment Centre is attached to the agenda front pages. There are limited car parking spaces in the Visitors parking area. If no spaces are available, please find an alternative space. Please ensure that you enter your name and car registration details in the book in front of the entrance door)

Members of the Overview and Scrutiny Councillor Patrinos (Chairman)
Committee

Councillors Mathews, Bonds, J Cann, Chesters, Crabb, Croft, Ley, Roome, Spear, Webber, White and Worden

AGENDA

1. Apologies
2. Items brought forward which in the opinion of the Chairman should be considered by the meeting as a matter of urgency.
3. 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, and Councillors must leave the room if necessary).
4. To agree the agenda between Part 'A' and 'B' (Confidential Restricted Information).

PART 'A'

INTERNAL ITEMS:

5. **Services Plans.** (Pages 1 - 44)
For discussion (attached).

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

7.01.19



North Devon Council protocol on recording/filming at Council meetings

The Council is committed to openness and transparency in its decision-making. Recording is permitted at Council meetings that are open to the public. The Council understands that some members of the public attending its meetings may not wish to be recorded. The Chairman of the meeting will make sure any request not to be recorded is respected.

The rules that the Council will apply are:

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

Notes for guidance:

Please contact either our Corporate and Community Services team or our Communications team in advance of the meeting you wish to record at so we can make all the necessary arrangements for you on the day.

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

North Devon Council offices at 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.



ICT - SERVICE PLAN - 2019/20 Head of Service: Mike Mansell

Team: ICT Version No: 0.1 Date: 04 October 2018 We await approval of all Service Plans to fully understand the impact / resource requirements on ICT

Corporate Objectives

- 1) Organisational Transformation
- 2) Growing North Devon

Business as usual core function (brief bullet points only)

- 1) Provision and maintenance of IT and Telephony Infrastructure, desktop management and service desk support
- 2) Website and Insite development and support
- 3) GIS development and support, mapping services, street naming and numbering and Local Land Gazetteer (LLPG) Custodian role
- 4) Corporate and business systems development and installation, upgrades and support for third party systems
- 5) Information Security and Data Protection Act compliance, advice and support
- 6) Analysis of business functions

ACTIONS AND OBJECTIVES								Resources											
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	
ICT 01 (New 2019)	Objective 1	Move emails from Outlook to Office 365 (cloud). This follows on from ICT 01b 18/19 looking into the feasibility now complete.	We will engage with Phoenix our Microsoft Subscription Team, to assist in putting the infrastructure in place and providing professional advice on how to move the mailboxes. The Infrastructure Team will then move all remaining mailboxes.	This will enable us to meet government requirements in terms of delivering more secure email which we have to achieve by March end 2019, following the decommissioning of GCSX mail and also get value out of our Microsoft Subscription We had a user experience day to show the other benefits of moving to O365 in October 2018.	All email users migrated to the cloud with minimal disruption to the business. Improved disaster recovery position.	Corporately we will have to agree a retention period for emails, this will be a high risk recommendation from our Internal Auditors following an email audit. We need to establish how we will manage mailboxes such as the calendar during this phased migration.	BIS Manager	Infra-structure Team & Service Desk	Some staff testing as mailboxes moved.		Nov-18	Mar-19							The professional services have been paid for from the 2018/19 subscription licence underspend. We may require some additional professional services moving forwards to overcome migration issues.
ICT 02 (New 2019)	Objective 1	Upgrade all 2008 R2 servers to 2012 or 2016	These 69 servers will be out of support in January 2020.	In many cases our ICT Team should be able to upgrade these physical & virtual servers, however some suppliers e.g. Civica will not allow our ICT Teams to carry out these upgrades & will insist on carrying these out themselves @ a cost.	All servers upgraded before they become unsupported.	The first 3 Qs of 19/20 have numerous projects that must be delivered, putting pressure on the Infrastructure Team. Other projects will need to be carefully considered before commencing.	Paul Shears	Darren Scott	External suppliers who won't let us carry out the migration and will charge.		Now	Dec-19	58500 (E)						This is a one off corporate cost to cover any of those upgrades that need to be carried out by external suppliers. THIS COULD BE A LOT MORE THAN £58k WE JUST DON'T KNOW AT THE MOMENT. IT COULD BE FINANCE SYSTEM IS £20K ALONE.
ICT 03 (New 2019)	Objective 1	Upgrade the Website and get external bodies to test our accessibility to ensure we meet Government guidelines.	PAG BID approved.	That we are upgraded to the latest version of Umbraco, that security vulnerabilities are mitigated against and we have an Accessibility Policy and action plan to make contact with the Council easier.	By SOCITMs review and internal analysis by Google Analytics.	Appropriate resources to be allocated within each business unit to assist with the review of our website. Potential financial penalty if we don't comply.	Andrew Hughes	Steve Wilkinson	All services but predominantly the Communications Team		Now	Oct-19							PAG BID October 2018 secured £16k for this project.

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ICT 04 (New 2019)	Objective 1	Determine costs and benefits of moving our back-ups to the cloud and in addition to this purchase Disaster Recovery as a Service (DRaaS), to enable us to recover those business solutions that the Council has identified as priorities for recovery.	PAG BID	This new model would transfer the risk to another provider. At the moment our recovery capabilities are extremely limited. As part of any DRaaS contract, they would test those plans twice yearly.	Confirmation that we would be able to recover those priority services. Tested DR plans and the results twice yearly.	We need to understand the Recovery Priorities. It is highly likely that Lynton House will not be able to meet those needs. Our E18s run out of support next September.	Paul Shears	Nick Clement	EH&H & all HoS	Now	Now	Aug-19	£3k	£3k	£3k	£100k + £98k	£100k for 5 years to back up to the cloud. We already have £63.5k in our capital budget to replace our back up model - leaving £36.5k. To keep our back-ups on premise will cost a similar amount, unless we don't have to licence our non-production servers. £98k for 5 years DRaaS insurance to enable us to recover our priority services / applications. The £3k increase to the revenue budget would be for a dedicated lease line to enable the back-ups to be replicated to the cloud.
ICT 05 (New 2019)	Objective 1	Work with services to move away from Legacy systems.	* CAT (Corporate Assets Terrier) work with teams to move to Technology Forge. * TIME move information to iKen. * GreenSweep work with W&R so they understand the enormity of the 'Services' managed by this database and plan to move these to the most appropriate existing or new systems. * Collective look at the feasibility of Active Directory replacing profiles plus additional functionality that Modern.gov may provide.	In many cases teams are using 2 systems to manage 1 area of work, so double entry is taking place, the ICT have to manage 2 systems.	The legacy systems de-commissioned.	Our Principal Analyst (Projects) who developed many of these legacy systems is planning to reduce his hours and/or leave. It is essential we cease using these systems as they will eventually become unsupported.	Development Team	Andrew Hughes	Legal Estates W&R C&C	Now	Now	Mar-20					If there are external costs for migration and configuration, these will need to be met by the services on a project by project basis.

Set out below are those 2016/17 and 2017/18 Service Plan Actions that are still live

ICT 05 16/17 (B/F) Page 2	Objective 1	Specification & tender of new telephone and unified communications solution. (Plus an integrated contact centre solution for Customer Services and Revenues and Benefits - to be picked up in C&C Service Plan.)	A PAG Bid will be required for these interlinked projects, plus a Statement of Requirements to meet the needs of the business.	It is hoped that the new telephony will provide a 'Follow Me Phone' solution to work in conjunction with our new VDI environment. We will also have presence to show if staff are available or not, instant messaging & conference calls. The contact centre will give managers clear visibility of the customer interactions, whether these be phone calls, emails, webchats & having this visibility will enable evidence based workforce resource planning.	This solution will then give the authority the capability of working in a much more agile way, subject to our managers appetite to take advantage of this new solution.	Indicative costs provided but further work is required. Change of culture moving away from traditional handsets to headsets. Ensuring that all new assets have been rolled out before going live because Skype as an example will not work with our current Wyse T10s.	BIS Manager & Andrew Tapp	Infrastructure Team & Service Desk	Customer Services Legal (Procurement & Contracts) Staff testing	Apr 2019 & Sep 2019	September 2018 Discussions with incumbent supplier already taken place.	Dec-19	£32k (E)	£32k (E)	£32k (E)	£120k (E)	These costs need to be firmed up through the procurement process. The increase to the revenue budget would be for the Management for Skype for Business, which has not been included in the Base Budget for 2019/20 or moving forwards. We have relinquished the ICT Analyst Role from our budget that could be used to support this revenue cost.
	Objective 1	Replace vWorkspace (our application and desktop virtualisation software product & associated licences)	45% complete. Direct award took place in December 2017. Consultant on site February 2018. ICT left to roll out new world Windows 2007 to all users. Airwatch training (Mobile Device Management) October 2018. Asset show and tell in December 2018. Windows 10 roll-out 2019.	Vmware Horizon ONE & mobile device management Airwatch will deliver 'Follow Me Desktops' enabling staff to work in a more agile way.	As above. Staff will be profiled by the end of October 2018 to determine what type of asset will enable them to work in the most efficient way.	vWorkspace fails before new world rolled out to all.	BIS Manager	Infrastructure Team & Service Desk	Staff testing 2007 & again for Windows 10.		Oct-17	Dec-19					PAG BID October 2017 funded this project.
	Objective 1	Investigate a new application delivery platform & the best way to migrate to Windows 10.	We had planned to use a tool called Mirage, but in September 18 the supplier advised that Vmware are no longer going to support this product. We believe they are now recommending using SCCM but further investigation is required.	We need a product that will allow us to manage the deployment and security of PCs and applications.	PC base builds and deployment will be able to be carried out remotely from ICT.	SCCM is an additional cost that hasn't been factored in, although we do still have contingency on our capital project for VDI.		Paul Shears	Infrastructure Team & Service Desk			Sep-19					

ICT 04 17/18 (B/F)	Objective 1	21:21 Phase II Transformation Programme	Live programme with live and ever developing plan.				Whole Team											ICT are involved in numerous projects: * CRM Phase II - Forms & Integrations * Recycle More - Bartec Integrations. Greensweep database. * Modern.gov - Server set up, historical data migration & asset management. * Planning System - Paul Trodd Project Managing this for a year. * New Website - Steve Wilkinson Project Managing * iKen - Technical support * Resources - 'Small' Projects x 5 or 6 - Paul Shears * Technology Forge Upgrade or move to the Cloud	
ICT 02 18/19 (B/F)	Objective 1	Replacement programme of our existing Wyse / PCs with upgraded Wyse terminals or alternative e.g. Chrome Book / Tablet.	The budget for year one roll out was secured through a PAG BID of £64k. Year 2 will require an additional PAG BID, which will be to complete the refresh.	This replacement will maximise the capabilities of our VDI solution ICT 01a 17/18. Enabling most staff (DWP data is an exception) to chose the ICT asset that best meets the needs of their business in consultation with their manager and HoS.	Increased customer satisfaction with ICT. Services being able to demonstrate real time savings with staff being able to go straight to site and complete admin tasks in real time or at home - improving our flexible working offer.	Out of Scope: We need to manage expectations. Although staff will be able to access some of their applications on their own devices e.g. mobile phones, iPads/tablets, PCs ICT will not be responsible for the support of these devices. Dual screens for home use also won't form part of this offer.	BIS Manager	Infrastructure Team and Service Desk			Sep-18	Dec-19					(+) 85K + 10K Contingency (E)	Final mop up costs to be	Heads of Service and Middle Manager's will be consulted with on the types of solutions that will best meet the needs of their business. DWP Data CANNOT be accessed on unmanaged devices and we have signed a memorandum of understanding to this effect.
ICT 03 18/19 (B/F)	Objective 1	Work with DCC to negotiate an extension to the existing contract, for which there is no current option.	Specification.	Our contract runs to 31 August 2019 but this is a complex contract with limited suppliers willing to tender, if we move away from Updata.	Contract in place to enable WAN connections to continue.	That Updata do not wish to renew the contract and no other suppliers BID for the contract, as they didn't the first time.	BIS Manager	Paul Shears	Legal (Procurement & Contract)	Feb-19	Negotiations to commence with DCC taking the Lead	Aug-19	£65k (E)	£65k (E)	£65k (E)				We paid > £30k to transform our WAN services from Unify to Updata and these works have only just been completed. Another supplier would incur additional network costs that we hope to avoid. Existing revenue budget £55,000.

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Team: Legal

Version No: 1

Date: October 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only)

- To provide accurate and timely legal advice
- To oversee Data Protection and FOI functions
- To facilitate update training sessions, both internally and externally, in relation to legislative issues

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE			Additional Comments			
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)				Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)		
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	
LS 01 (New 2019)	Objective 2	Facilitate half-yearly workshop sessions for colleagues on dedicated subjects (eg. openness and transparency)	Not required	Greater contact with teams. Addressing issues before they arise. Risk reduction	Improved understanding throughout council Awareness levels raised. Feedback	Staff - Lack of interest	TB	LEGAL TEAM	Corporate and Community	April 19 onwards	Apr-19	Continuous							
LS 02 (New 2019)	Objective 2	Production of dedicated templates for s106 agreements	Not required	A suite of standard agreements that can be used to speed up the planning process	Quicker end to end times for planning decisions	Lack of use	KM	DH	Planing, Housing, Parks	April 19 onwards	Apr-19	Oct-19							

Set out below are those Service Plan Actions that are still live from 2015/16 to 2018/19

L 03 15/16	Objective 2	Implement Legal Case Management System	PID business case submitted and approved by Council on 26/09/2018	A case management system that provides process flows. Will allow for better mobile working and less physical storage.	More streamlined processes, less storage requirements	Impact on existing work in implementing system	TB	HB/VE	Procurement ICT		On-going	May-19	3,316	3,316	3,316	24,720			Request extension of time to allow for implementation
L 02 17/18	Objective 2	Obtain income from external clients	No BC or PID required unless additional resource is justified	Increased income and reduced delay on some matters	Assess current situation and input target for next year	Impact on existing work, may not be contingent with corporate priorities	TB	LEGAL TEAM	Accounts	N/A	Apr-19	Apr-20	1,500	1,500	1,500				This is maintaining a level of income into the service
L 01 17/18	Objective 2	Review delegated powers	Not required	A set of delegated powers that reflect officer decision making and ensure speedy decision making	No legal challenges and less delay	Political, officers not responding or realising importance	KM	SF	Corporate & Community Support	N/A	Apr-19	Apr-20							Request extension of time to allow for completion
L 01 18/19	Objective 2	Further develop GDPR implementation processes (Privacy Notices / GDPR training sessions)	Not required	Compliance with GDPR	Improved understanding throughout council Awareness levels raised, minimising likelihood of data breaches. Feedback	Statutory, staff, public	TB	SF			Apr-19	Apr-20							Lots of work has been undertaken on GDPR and this is to embed the processes etc

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Customer and Corporate Communications - SERVICE PLAN - 2019-20 Head of Service: Ken Miles

Team: Customer and Corporate Communications Version No: 1 Date: November 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Provides first point of contact for the council's customers, aiming for maximum resolution at first point of contact, via telephone, email, face to face, provides all aspects of customer communications including media relations, social media, direct communications, website and intranet content, internal communications, campaigns, co-ordinates customer feedback and provides the council's design, print and postal services

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE			Additional Comments			
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)		Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)				
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Y1 2 19/20	Yr 2 20/21	Yr 3 21/22	Y1 2 19/20	Yr 2 20/21	Yr 3 21/22	
CCC 01 (New 2019)	2	Review the Design Print and Post service	A review to establish the impact on the service of several new paper-free systems being implemented which are likely to significantly affect the amount of printing needed.	A fit for purpose service that reflects the needs of the business. Team to be amalgamated onto one site at BEC.	Post savings, team on one site	Review shows a continued need and therefore no savings made	Claire Holm	DPP	DPP, Finance, Admin leads in service areas	Dec-18	Dec-18	Sep-19	(25k)	(25k)	(25k)				Savings come from two posts - Postroom and facilities officer and business support officer

Set out below are those Service Plan Actions that are still live from 2018/19

C&C 02 18/19	2	Communications and Customer support for round remodelling	Communicating day changes and ensuring customer services staff are equipped with the information for customers	Customers are aware and co-operate with day changes	Low number of customer interactions and complaints.	Reputational - customers unaware of changes and complain. Operational - not enough staff to handle interactions	Claire Holm	Amy Carr	Comms/Customer Services	Jan 18 - April 18	Jan-18	Apr-18							Request target date changed to March 2019 as remodelling has been delayed.
C&C 03 18/19	2	New contact centre system	Support the development of the new telephony, taking the lead on the specification for the new contact centre	Advisors able to work more flexibly. Ability for any staff in the organisation to support CS calls. Give equal weighting to all transactions. Possibility of introducing webchat	Will save time as we'll be able to make our own changes without asking and waiting for the supplier. Customers flowing more smoothly through the IVR. Digital customers given same priority as telephones.	Don't procure the best system - leading to customer and advisor frustration.	Sarah Higgins	Customer Services	ICT	Apr-19	Apr-19	Dec-19	£25k	£25k	£63k				Request target date changed to March 2020
C&C 04 18/19	2	Train investigating officers on the new Covalent feedback module	Train officers in how to process and respond to customer feedback using Covalent	Saves admin time in the feedback team. Outcomes tracked on Covalent so more transparency.	More capacity in the Feedback team. Culture change of learning from feedback.	Investigating officers don't use the new system properly meaning benefits not realised on the admin side.	Helen Morse	Feedback	Feedback	April - December 2018	Apr-18	Dec-18							Request target date changed to June 2019 due to delay in implementing the system due to dealing with high rise in complaints last year.
C&C 05 18/19	2	Develop digital services	Implement GovDelivery alert system. Place self service tablets in reception. Introduce single sign on for EHH and Revenues.	More customers able to interact and transact with us via digital channels	Customer satisfaction increases. More capacity in the CS team to deal with more complex queries.	Customers don't use digital services.	Claire Holm	Comms and Customer Services	Comms and Customer Services. ICT.	April 2018 - March 2020	Apr-18	Mar-20				£20k			Updated to reflect we no longer need 'My Account' due to Revenues introducing their own self service system. Costs for single sign on covered through existing contract. £20k is current quoted price for tablets but unsure we will go for this product. Likely we'll go for a much cheaper solution.

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Agenda Item 5

Customer and Corporate Communications - SERVICE PLAN - 2019-20 Head of Service: Ken Miles

Team: Customer and Corporate Communications Version No: 1 Date: November 2018

Corporate Objectives
 1) Growing North Devon
 2) Organisational Development

Provides first point of contact for the council's customers, aiming for maximum resolution at first point of contact, via telephone, email, face to face, provides all aspects of customer communications including media relations, social media, direct communications, website and intranet content, internal communications, campaigns, co-ordinates customer feedback and provides the council's design, print and postal services

ACTIONS AND OBJECTIVES									Resources										
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Y1 2 19/20	Yr 2 20/21	Yr 3 21/22	Y1 2 19/20	Yr 2 20/21	Yr 3 21/22	Additional Comments
C&C 06 18/19	2	Review internal communications	Survey to all staff followed up by focus groups.	Improved communication and engagement channels with staff to help them feel more valued, engaged and part of the organisation.	Follow up survey to test whether improvements have increased staff satisfaction	Staff don't engage in the exercise and don't feel it has any value	Claire Holm	Holly Webbe/ Tracey O'Farrell	Comms	April 2018 - March 2019	Apr-18	Mar-19							Request target date changed to end of 2020 due to new technologies being introduced that could impact positively on internal comms.

Agenda Item 5

CORPORATE AND COMMUNITY SERVICE PLAN - 2019/20 Head of Service: Ken Miles

Team: Corporeae and Community Version No: 1 Date: October 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only) The purpose of the team is to support the democratic decision making process of the Council, provide support and intelligence to the Council, its officers and Councillors and the community generally as well as providing support to corporate projects and initiatives, administer the grants funding stream, community engagement

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve					(Managed by	Assigned to	Resource Requirement		Dates		FINANCE			Additional Comments	
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)				Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22

Set out below are those Service Plan Actions that are still live from 2015/16 to 2018/19

C&C 02 16/17	Objective 2	Introduce integrated Committee administration system	Business case has been developed and approved by Executive and Council on 25/7/18	A system to write reports and administer committees integrated with other systems	More resilience and less officer input	Financial	Bev Triggs	C&CS	ICT, Finance, Legal, Procurement	Feb-18	Feb-18	May-19	17,500	£8,510	£8,510				Moderngov has now been procured. Installation of software will take place on 23/24 October 2018. Data migration and testing will take place between November - end of December. Four user training sessions will be held in November 2018. System will go live w/c 7th January 2019. Request extension until May 19 to allow for introduction post election
C&C 01 17/18	Objective 2	Introduction and roll out of IT tablets for Councillors to access agenda and minutes for formal meetings of the Council (linked to CC3 or an in-house solution to be obtained)	Business case has been developed and approved by Executive and Council on 25/7/18	Reduction of paper, printing and postage costs and officer time	Anticipated budget saving achieved	Financial, political buy-in and all not Members using the IT provided, still having to produce manual copies and ICT failure, unable to secure Wifi at all meeting locations including BEC	Bev Triggs	C&CS	ICT, Finance, Legal, Procurement	Feb-18	Feb-18	May-19	16000	?	?				An ipad and android tablet will be purchased to initially test within the C & CS team. Group Leaders will be invited to appoint representatives to trial a tablet device between January to April 2019. An order will be placed during this period for the procurement of tablet devices to be issued to all Councillors following the District Council elections in May 2019. Devices will also be purchased for Senior Management Team to use for SMT meetings and all other Council meetings. An intensive training programme will be arranged for Members and ongoing support will be provided to Members at all committee meetings between May to July 2019. Request extension until May 19 to allow for introduction

CORPORATE AND COMMUNITY SERVICE PLAN - 2019/20 Head of Service: Ken Miles

Team: Corporet and Community Version No: 1 Date: October 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only) The purpose of the team is to support the democratic decision making process of the Council, provide support and intelligence to the Council, its officers and Councillors and the community generally as well as providing support to corporate projects and initiatives, administer the grants funding stream, community engagement

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve					(Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22		
C&C 02 17/18	Objective 2	Extend webcasting/recording of meetings	Business case to be developed	To enable discussions and decisions made at formal meetings of the Council to be more open, transparent and accessible to members of the public	More transparent decision making process.	Financial	Bev Triggs	C&CS	ICT, Finance, Legal, Procurement	Jan-18	Jan-18	May-19	Annual subscription to Soundcloud	Annual subscription to Soundcloud	Annual subscription to Soundcloud				New PA/recording system has been purchased. Currently recording and editing meetings of Executive prior to uploading on to the Council's website. There have been initial issues with the quality of sound of the recordings. However, a solution has now been reached. All other committees will be requested to consider the option of recording future meetings. Extension requested to enable webcasting to be explored and the scheme to be extended - May 19	
C&C 04 17/18	Objective 2	Introduce paperless office system for administration of the councillors grant and town and parish grants schemes	Business case to be developed	A system to streamline the administrative process for both grants systems	More resilience and reduction in officer time	Financial	Bev Triggs	C&CS	ICT, Finance, Legal, Procurement	Jul-20	Jul-20	Apr-21	?	?	?				Online application forms for both CCG and TAP have now been launched on the website using Firmstep. Potential to use Firmstep to develop back office processes will be explored. Request for extension to April 2021	
C&C 06 17/18	Objective 2	A review of governance and democratic arrangements	Project plan to be developed	Processes that best meet the needs of the customer without impacting on governance issues	Speedier decision making, more transparency etc	Lack of Members' support	Bev Triggs	C&CS	Legal	Sep-18	Sep-18	Apr-19							Council has appointed a Cross Party Working Group. First meeting held on 26/9/18. Request extension May 19 for introduction	
C&C 01 18/19	Objective 2	Introduce new online consultation and engagement software system	Business case to be developed	One online consultation and engagement software system that the whole Council can use with intelligent analysis tools	Easier and more flexible system to encourage participation and anticipated budget savings achieved as currently use 2 systems.	Financial	Bev Triggs	C & CS	ICT, Finance, Procurement, Customer Services, Comms, Planning Policy, Env Health	01/06/20	01/06/20	01/03/21	?	?	?				Costs not yet known but Firmstep may be able to be used. Request extension to March 21 to allow other projects to be completed first.	

Operational Services - SERVICE PLAN - 2019/21

Head of Service: Ricky McCormack

Team: Crematorium Version No. 0.1 Date: November 2018

- Corporate Objectives**
 1) Growing North Devon
 2) Organisational Development

Business as usual core function (brief bullet points only)

To provide crematorium and bereavement services.

ACTIONS AND OBJECTIVES										Resources									
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	
CREM 01 (New 19/20)	Objective 2	Replace outdated storage and memorial hall facilities and replace with new building(s)	Demolish original garage block, rebuild in office gardens and re-house memorials. Provide hearse waiting area as consequence of new entrance.	Improved visual presentation of site, enhanced storage facilities and increased customer satisfaction.	Customer comments,	Disruption to site from noise.	Mark Drummond	Mark Drummond	Surveyors, procurement, communication, planning	Mar-19	Sep-19	Feb-20							
CREM 02 (New 19/20)	Objective 2	Improve flower tribute area - Aspen and Rowan	Demolish rotten pavilion by Aspen and replace, install sun/wind/rain break sails at rear of Rowan.	Improved weather protection to public. Customer comments.	Monitor use of area in inclement weather, customer comments.	Need to close each chapel during works.	Mark Drummond	Mark Drummond	Surveyors, procurement, communication	Mar-19	May-19	Jul-19		#####					Funds provisionally agreed (£180,000)
CREM 03 (New 19/20)	Objective 2	Stop flooding of summerhouse area in memorial gardens	Install drainage	Safer garden and improved access after period of rain.	Monitor of area after works. Observe use by mobility impaired visitors. Customer comments.	Disruption to gardens during works. Damage to paths from machinery	Mark Drummond	Mark Drummond	Surveyors, procurement, communication	Mar-19	May-19	Jun-19		£30,000					Bid in Feb 2019 for funds
CREM 04 (New 19/20)	Objective 2	Improve disabled access on south perimeter of Painters (perimeter of Poets) in memorial gardens	Remove large hedge and widen paths	Enhanced disabled access to popular area of the gardens which were previously inaccessible to wheelchair users.	Monitor of area after works. Observe use by visitors. Customer comments.	Disruption to gardens during works. Disturb services due to proximity to chapels.	Mark Drummond	Mark Drummond	Surveyors, procurement, communication	Mar-19	Jun-19	Jul-19		£5,000					Bid in Feb 2019 for funds
Set out below are those 2016/17 and 2017/18 Service Plan Actions that are still live																			
CREM 02 16/17	Objective 1	Address H&S concerns in crematorium gardens	5-year plan of works to improve disability access, improve safety of paths and enhance visual impact	Completion of Project	Observation of use of facilities by wheelchair users.	Noise from works interfere with services. Electrical works cause loss of power supply	Mark Drummond	John Penrith	Finance, Surveyors, communications.		Apr-15	Apr-20	63K	60K					Cost will be dependent on allocation of financial resources by Joint Committee. The increased fees should easily offset this cost.
CREM 01 17/18	Objective 1	Refurbish & upgrade Aspen Chapel facilities to same standard as Rowan Chapel & match exterior finishes of original crematorium building to new build	Re-decorate memorial hall and install new carpet. Re-decorate all external finishes to main building	Improve customer experience and ensure hall will remain serviceable until new hall built (see P&T plan for new memorial hall).	Consultation with Funeral Directors	Works likely to result in short-term loss of service capacity	Mark Drummond	Mark Drummond	Finance, Surveyors, communications.		Jan-19	Mar-19							Project at tender phase (£280,000)

Agenda Item 6

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ENVIRONMENTAL HEALTH & HOUSING - SERVICE PLAN - 2019/2020 Head of Service: Jeremy Mann

Team: EH/H Full Team Version No: 1 Date: 2019 - 2020

Corporate Objectives

- 1) Growing North Devon.
- 2) Organisational Development.

Business as usual core function (brief bullet points only).

Housing:

- 1) Establishing and maintaining the Council's Housing Strategies. These documents set out the Council's understanding of current and future needs, influence partners and evidence the Council's contribution to wider agendas. The strategies will show how the Council intends to carry out its statutory duties and how it prioritises its available resources to help meet local needs.
- 2) Preventing homelessness by supporting people to stay in their home or move to alternative accommodation. 3) Determining homelessness applications and providing temporary accommodation. 4) Increasing the supply of affordable housing. 5) Improving the quality and use of existing housing. 6) Addressing the housing needs of vulnerable and lower income households (the disabled, young people, older people, gypsies and travellers, rough sleepers and offenders).

Regulatory Services:

- 2) Checking and securing compliance with food law through inspection, advice, sampling, dealing with complaints and enforcement to protect public health. 2) Regulating industrial emissions, monitoring and assessing air quality, sampling and improving private water supplies, strategy for the remediation of contaminated land, prevention of public health nuisances and planning advice to protect the environment and public health. 3) Advisory business, local project initiatives, sector/industry-wide initiatives in partnership with the HSE, accident investigations, inspection and enforcement to improve health and safety for employees, employer and members of the public. 4) The administration and issue of licences, local project initiatives, dealing with complaints, and inspection and enforcement to prevent crime and disorder, to ensure public safety, to prevent public nuisance, to protect children and vulnerable adults from harm, to ensure fair and open trading and to promote proper standards of animal welfare.

Community Protection:

- 3) Assessing the local risk of emergencies occurring, putting in place emergency plans, putting in place business continuity management arrangements, in support of the UK's framework for civil protection as a Category 1 responder under the Civil Contingencies Act 2004. 2) Ensuring the Council plays an important role in the protection of members of the public before harm has happened and after it has happened, in accordance with its safeguarding obligations under the Children's Act 2004 and Care Act 2014. This includes the Council's response to cases of self-neglect. 3) Putting in place interventions to deal with local issues like anti-social behaviour and environmental crime, drug and alcohol issues, and re-offending with our Community Safety Partners. Annually assessing local crime priorities and advising the Police and crime commissioner of our plans and strategy.

Cross Services Strand:

- 4) Work to promote the openness of our decision making, and ensuring data privacy for individuals. 2) Work to assess, eliminate or minimise the risks to the health of our staff due to the wide range of activities and environments they have to deal with.

Resources

Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments		
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £	Capital - £	Yr 1	Yr 2	Yr 3	Yr 1		Yr 2	Yr 3
Expenditure / (Income)	Expenditure / (Income)	Yr 19/20	Yr 20/21	Yr 3 21/22	Yr 19/20	Yr 20/21	Yr 3 21/22	Estimate (E)	Actual (A)	Estimate (E)	Actual (A)	Estimate (E)	Actual (A)	Estimate (E)	Actual (A)	Estimate (E)	Actual (A)				
H1 (New 19/20)	Corporate Objective 2	Mitigate the effect of the reduction in Gov. grant funding which is currently supporting homelessness prevention services and the provision of temporary accommodation. Mitigate the effect of the decommissioning of 8 units of TA with NDH at the end of August 2019.	Review commissioning arrangements. Undertake a lean system review of all EH/H service strands with the objectives of ensuring external customer focus and reducing costs.	Effective homelessness prevention and financially sustainable supported housing for homeless households.	Rates of homeless prevention/relief, numbers of households accommodated in temporary accommodation and associated costs.	Failure to prevent homelessness will incur further costs and is hugely damaging for the individuals who end up homeless.	Head of Service (EH/H)	Head of Service (EH/H)	Legal Finance Procurement Consultation	1st January, 2019	1st April, 2019	31st March, 2021	90K	210K							Background paper to SMT - 19th November, 2019.
H2 (New 2019)	Objective 2	Provide safe sleep/severe weather provision for rough sleepers beyond 31st March, 2019.	Dialogue with MHCLG re 2019/20, Rough sleeper award of £209K.	Reduction in the risks to the health and wellbeing of homeless people in ND.	Eligible homeless people not in priority need per 1000 households.	Individuals that are eligible but not in priority need will have greater public health needs.	Housing Services Manager.	Housing Equality Lead.	Legal Finance Procurement	1st January, 2019	1st October, 2019	31st March, 2020									Rough sleeper award 2018/19 - £285K. Safe sleep nightly from 1st October, 2018 to 31st March, 2019. As at 31.10.18 - 36 people have used Safe sleep. An average of 10 people per night use Safe sleep. 6 people have been successfully rehoused. Also funded more capacity for Police, drug and alcohol service, 5x low need units and x2 high need units. Rough sleeper award 2019/20 - £209K, includes funding for specialist staff and 4x high need units. No safe sleep funding provided.
CP1 (New 2019)	Objective 2	Address the current NDC capability issue to undertake its Category 1 responsibilities under the Civil Contingencies Act 2004.	Review commissioning arrangements through the appointment of a 0.5 FTE dedicated emergency planning professional.	Maintenance and validation of plans for: (i) Preventing an emergency. (ii) Reducing, controlling or mitigating the effects of an emergency.	Critical NDC plans will be validated in exercises and response.	Unnecessary human injury, damage to property, businesses and the environment in an emergency.	Community Protection manager.		HR	1st January, 2019	Q1 2019/20		(£3K)	(£3K)	(£3K)						Background paper to SMT - 19th November, 2019.
L1 (New 2019)	Objective 2	Increase the capability of the Licensing Service.	Review commissioning arrangements through the appointment of an additional 0.5 FTE Licensing Officer.	Enhanced pro active inspection of the regulated community.	Economic growth with a licensing service which is responsive to local concerns.	Lack of resources to implement the new Animal Welfare and Licensing Regulations (https://www.northdevon.gov.uk/council/councillors-and-committees/meetings-agendas-and-minutes/?ID=4C2A6750-B7CA-4D18-A76F-ECA4100B08B1&DS=68). Insufficient pro active inspections to protect communities/visitors and manage public health risks (especially w.r.t. activities falling under the Licensing Act 2003, taxis/PHVs, and skin piercing (tattooing, micro pigmentation, body piercing, etc.)). Legal challenge on fees.	Public Protection Manager.	Licensing Lead.	HR Finance	1st December, 2018		1st April, 2019									A 0.5 FTE Licensing Officer costs the Council £21K yr-1. (23 months fixed term contract). This is, however, a revenue neutral proposition as these costs can be met by the new forecast levels of licensing fees and by existing resources.

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Agenda Item 6

Set out below are those 2018/16 to 2018/19 Service Plan Actions that are still live

ENVIRONMENTAL HEALTH & HOUSING - SERVICE PLAN - 2019/2020 Head of Service: Jeremy Mann

Team: EH/H Full Team **Version No: 1** **Date: 2019 - 2020**

Corporate Objectives

- 1) Growing North Devon.
- 2) Organisational Development.

Business as usual core function (brief bullet points only).

Housing:

- 1) Establishing and maintaining the Council's Housing Strategies. These documents set out the Council's understanding of current and future needs, influence partners and evidence the Council's contribution to wider agendas. The strategies will show how the Council intends to carry out its statutory duties and how it prioritises its available resources to help meet local needs.
- 2) Preventing homelessness by supporting people to stay in their home or move to alternative accommodation. 3) Determining homelessness applications and providing temporary accommodation. 4) Increasing the supply of affordable housing. 5) Improving the quality and use of existing housing. 6) Addressing the housing needs of vulnerable and lower income households (the disabled, young people, older people, gypsies and travellers, rough sleepers and offenders).

Regulatory Services:

- 2) Checking and securing compliance with food law through inspection, advice, sampling, dealing with complaints and enforcement to protect public health. 2) Regulating industrial emissions, monitoring and assessing air quality, sampling and improving private water supplies, strategy for the remediation of contaminated land, prevention of public health nuisances and planning advice to protect the environment and public health. 3) Advisory business, local project initiatives, sector/industry-wide initiatives in partnership with the HSE, accident investigations, inspection and enforcement to improve health and safety for employees, employer and members of the public. 4) The administration and issue of licences, local project initiatives dealing with complaints, and inspection and enforcement to prevent crime and disorder, to ensure public safety, to prevent public nuisance, to protect children and vulnerable adults from harm, to ensure fair and open trading and to promote proper standards of animal welfare.

Community Protection:

- 3) Assessing the local risk of emergencies occurring, putting in place emergency plans, putting in place business continuity management arrangements, in support of the UK's framework for civil protection as a Category 1 responder under the Civil Contingencies Act 2004. 2) Ensuring the Council plays an important role in the protection of members of the public before harm has happened and after it has happened, in accordance with its safeguarding obligations under the Children's Act 2004 and Care Act 2014. This includes the Council's response to cases of self-neglect. 3) Putting in place interventions to deal with local issues like anti-social behaviour and environmental crime, drug and alcohol issues, and re-offending with our Community Safety Partners. Annually assessing local crime priorities and advising the Police and crime commissioner of our plans and strategy.

Cross Services Strand:

- 4) Work to promote the openness of our decision making, and ensuring data privacy for individuals. 2) Work to assess, eliminate or minimise the risks to the health of our staff due to the wide range of activities and environments they have to deal with.

													Resources						
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	
CSS 03 (15/16)		Regulators' Code (came into effect 6th April, 2014)	Executive approval of a Corporate Enforcement Strategy and Policy. A review of service specific policies against the new framework.	Greater transparency of decision making and performance.	Customer Satisfaction.	Failure to comply with the Code can result in successful challenges of key decisions.	KN		Legal Communications Consultation	Q3 2018/19	Q3 2018/19	Q4 2018/19							The Code applies to nearly all non-economic regulators. The guidance needs to be reflected in the Council's enforcement policies. There is an expectation of more performance information being posted on the net, e.g. performance against service standards, number of complaints and hearings, etc. A paper setting out the implications of the Code and an action plan, will be presented to SMT/Leadership Team in Q4 2014/15. A meeting took place on the 03.12.18 with Trevor Blatchford, Jeremy Mann and Katy Nicholls to discuss the development of the Corporate Enforcement Policy. A decision was made that an overarching document would be produced by TB, with service specific documentation then being embedded via links or similar for the following service areas: Environmental Health and Housing Services; Planning; Building Control; Car Parks; Estates (Gypsies and Travellers); and possibly Benefits/Council Tax. Furthermore there was an agreement that TB would lead on the production of a separate corporate Works in Default policy with a timescale for completion April - June 2019. A further meeting was scheduled on the 18.12.18 with TB and KN to discuss the EHHS service specific Enforcement Policy elements, which KN will lead on. The timescale agreed for the completion of the Corporate Enforcement Policy is prior to April 2019, and thus the item has been placed on the Forward Plan for Executive on 04.03.19 and subsequently the 13.03.19 Full Council.
H 03 (15-16)		Temporary accommodation for homeless households: New policy and strategy to be adopted in 2016; conversion of 15 Castle Street; purchase of 2x units of TA in Barnstaple and consideration of business cases to support the purchase of a further 2x shared houses.	A significant reduction in the use of B&B and less PSL's.	The provision of more suitable temporary accommodation at lower cost.	Lower service costs.		TR	WS/JJ	Legal Procurement	Jan-16	Apr-16	Mar-19							Conversion of 15 Castle street complete. Further TA purchase considered at Jan 2018 Executive. Full Council decision to form a cross party Task and finish group to report on future direction of travel for TA purchase. First meeting occurred March 2018 and to operate for 6 month period to prepare final report for Executive consideration. Policy and strategy delays due to need to consider outcomes of this process to include in strategy. Extension of completion date to 31.3.19 approved by SMT. Temp Accommodation for homeless households. TA procurement, policy and strategy (50% complete - next update due 31.03.19)
H 02 (16-17)		Works in Default Policy and procedures	Develop policy and understand necessary internal resources required to support new processes and procedures. Report to Executive to adopt to change.	Transparency of approach. Better enforcement of legal requirements. Improve cost recovery. Charge and recover fees. Improved property conditions.	Ensuring compliance with legal requirements. Improved cost recovery. Improved property conditions (reduce category 1 hazards)	Failure to recoup costs Complaints to the Ombudsman.	JWM	APM	Finance, legal, communications and consultation	Q4 2015/16	Q4 2015/16	Mar-19							A meeting took place on the 03.12.18 with Trevor Blatchford, Jeremy Mann and Katy Nicholls to discuss the development of the Corporate Enforcement Policy. A decision was made that an overarching document would be produced by TB, with service specific documentation then being embedded via links or similar for the following service areas: Environmental Health and Housing Services; Planning; Building Control; Car Parks; Estates (Gypsies and Travellers); and possibly Benefits/Council Tax. Furthermore there was an agreement that TB would lead on the production of a separate corporate Works in Default policy with a timescale for completion April - June 2019. A further meeting was scheduled on the 18.12.18 with TB and KN to discuss the EHHS service specific Enforcement Policy elements, which KN will lead on. The timescale agreed for the completion of the Corporate Enforcement Policy is prior to April 2019, and thus the item has been placed on the Forward Plan for Executive on 04.03.19 and subsequently the 13.03.19 Full Council.
H 06 (16/17)	Objective 2	To meet the needs of Gypsy and Travellers	Through a Task and Finish Project Group. Business case and PID required.	Provision of Sites to accommodate needs of G&Ts.	G&Ts accommodated when passing through area or permanent residence.	Community concern.	JWM/TR	NR/JJ	Legal, Estates, Procurement, communications and consultation.	Q4 2015/16	Q4 2016/17	Sep-18							Planning consultant's draft report considered and response provided by Planning Service. Awaiting consultant's further report. Planning estimate November but no set timescale provided from Planning. Further update to be provided by end of Jan 2019. As we need to work with stakeholders to agree use of land and understand the needs of the Gypsy & Traveller community to provide such needs on the land a request is made for a revised due date: 31 March 2020.

ENVIRONMENTAL HEALTH & HOUSING - SERVICE PLAN - 2019/2020 Head of Service: Jeremy Mann

Team: EH/H Full Team **Version No: 1** **Date: 2019 - 2020**

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- 2) Organisational Development.

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Resources

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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	
RS 04 (16-17)		To implement the requirements of the Enterprise Bill 2015/16	Significant expansion of the Primary Authority Scheme	Improved NDC support for the start up and growth of businesses	The number of Primary Authority Partnerships. The revenue generated by the partnerships.	NDC launches its services too late and other LA's benefit from the opportunity of supporting businesses in our area.	JWM	KN/PC	Legal Communications	April '17	April '17	Mar-19							New duty on regulators: The Bill contains measures to: require regulators to produce an annual performance report setting out the effect that the Duties have had on the way they have exercised their functions; require regulators to obtain the views of business on the effect that the Duties have had, and to include them in the annual performance report; and require a regulator to provide information that a Minister may request from time to time relating to the effect that the Duties have had on the way they exercised their functions and the views of affected businesses. Opportunity to promote local economic growth via the Primary Authority Scheme: The Bill contains measures to: widen access to more small businesses and simplify access to advice for trade association members; enable national regulators to support Primary Authority partnerships alongside local authorities and to issue advice and guidance to businesses; reduce the uncertainty faced by businesses working across the four UK nations as a result of increasing devolution through introducing mechanisms to help regulators recognise advice issued in other nations; extend the scheme to other regulatory areas which stakeholders have asked to be brought into scope; help businesses by removing regulatory burdens, reducing compliance costs through improved regulatory advice and reducing time and costs caused by inconsistent enforcement; and provide small businesses with easier access to tailored advice with reduced administration. The Bill received Royal Assent on the 4th May, 2016, however, the primary authority provisions have not yet been enacted. December 2017 Update: The new provisions were enacted on the 1st October, 2017. The proposals overlap with the FSA's ROF Initiative (see FS 1), which will continue until 2020. SMT approved an extension of time until 31st March, 2019.
H 10 (16-17)	Objective 2	Discounted sale processes.	Process mapping. May sit within Affordable Housing Delivery Plan or as separate policy document with Executive approval.	Up-to-date policy, procedures and processes. Stakeholder understanding of NDC services.	Percentage of discounted sales successfully secured in perpetuity and allocated appropriately.	Lack of staff/resource or expertise to deliver.	JM/TR	JJ	Housing Options. Planning. Legal.	Q3 2015/16	Q3 2015/16	April '18							This action will be addressed via the new Affordable Housing SPD. Mike Mansell and Jon Triggs have recently approved a project plan and the resources to complete this work. Request extension until 30th September, 2019.
H 11 (16-17)	Objective 2	Off-site contributions process.	Plan the proactive and efficient use of NDC's current pot of commuted sums and possible future sums aligning this with the most appropriate schemes. May sit within Affordable Housing Delivery Plan or as separate policy document with Executive approval.	Up-to-date policy, procedures and processes. Stakeholder understanding of NDC services.	Percentage of commuted sums spent on affordable units and number of affordable units enabled.	Lack of staff/resource or expertise to deliver.	JM/TR	JJ	Planning. Finance.	Q3 2015/16	Q3 2015/16	April '18							This action will be addressed via the new Affordable Housing SPD. Mike Mansell and Jon Triggs have recently approved a project plan and the resources to complete this work. Request extension until 30th September, 2019.
EH/H 04 (17/18)		Establish a NDC Housing Development Company.	Business case required (Fire case model).	Increasing housing supply. Balancing the housing market. Improving the quality of the housing stock. Increasing the delivery of adaptable homes. Supporting local communities. Creating economic opportunities.	Number of affordable homes. Provide a financially sustainable model that provides a return to the Council that justifies the risk and borrowing costs.	Costs. Officer time.	JWM/TR	JJ	Legal Finance Estates	April '17	April '17	April '19							An LGA grant has been secured to progress this project. NDC's consultants (Altair) are soon to engage with local stakeholders.

ENVIRONMENTAL HEALTH & HOUSING - SERVICE PLAN - 2019/2020 Head of Service: Jeremy Mann

Team: EH/H Full Team Version No: 1 Date: 2019 - 2020

Corporate Objectives

- 1) Growing North Devon.
- 2) Organisational Development.

Business as usual core function (brief bullet points only).

Housing:

- 1) Establishing and maintaining the Council's Housing Strategies. These documents set out the Council's understanding of current and future needs, influence partners and evidence the Council's contribution to wider agendas. The strategies will show how the Council intends to carry out its statutory duties and how it prioritises its available resources to help meet local needs.
- 2) Preventing homelessness by supporting people to stay in their home or move to alternative accommodation. 3) Determining homelessness applications and providing temporary accommodation. 4) Increasing the supply of affordable housing. 5) Improving the quality and use of existing housing. 6) Addressing the housing needs of vulnerable and lower income households (the disabled, young people, older people, gypsies and travellers, rough sleepers and offenders).

Regulatory Services:

- 2) Checking and securing compliance with food law through inspection, advice, sampling, dealing with complaints and enforcement to protect public health. 2) Regulating industrial emissions, monitoring and assessing air quality, sampling and improving private water supplies, strategy for the remediation of contaminated land, prevention of public health nuisances and planning advice to protect the environment and public health. 3) Advisory business, local project initiatives, sector/industry-wide initiatives in partnership with the HSE, accident investigations, inspection and enforcement to improve health and safety for employees, employer and members of the public. 4) The administration and issue of licences, local project initiatives dealing with complaints, and inspection and enforcement to prevent crime and disorder, to ensure public safety, to prevent public nuisance, to protect children and vulnerable adults from harm, to ensure fair and open trading and to promote proper standards of animal welfare.

Community Protection:

- 3) Assessing the local risk of emergencies occurring, putting in place emergency plans, putting in place business continuity management arrangements, in support of the UK's framework for civil protection as a Category 1 responder under the Civil Contingencies Act 2004. 2) Ensuring the Council plays an important role in the protection of members of the public before harm has happened and after it has happened, in accordance with its safeguarding obligations under the Children's Act 2004 and Care Act 2014. This includes the Council's response to cases of self-neglect. 3) Putting in place interventions to deal with local issues like anti-social behaviour and environmental crime, drug and alcohol issues, and re-offending with our Community Safety Partners. Annually assessing local crime priorities and advising the Police and crime commissioner of our plans and strategy.

Cross Services Strand:

- 4) Work to promote the openness of our decision making, and ensuring data privacy for individuals. 2) Work to assess, eliminate or minimise the risks to the health of our staff due to the wide range of activities and environments they have to deal with.

Resources

Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	
EH/H 05 (17/18)		Establish Selective Licensing in Ilfracombe (Part 3 Housing Act 2004)	Business case required (Fire case model).	Improving health of households. Improving housing conditions.	Reduced differences in life expectancy and healthy life expectancy between communities, as evidenced using the DOH Public Health Outcomes Framework. Prevalence of Category 1/2 hazards in the PRS.	Costs. Legal challenges.	JWM	APM	Legal Finance Communication Consultations	April '17	April '17	April '19							

This action was deferred to give the Council the opportunity to introduce a widening of the mandatory HMO licensing scheme on the 1st October, 2018. Reference the attached reports to the Executive and Full Council.

Mike Mansell and Jon Triggs have recently approved a RFW (attached) to procure a BRE database, which will allow the preparation of a more detailed business case to support the proposal in Q4 2018/19.

ENVIRONMENTAL HEALTH & HOUSING - SERVICE PLAN - 2019/2020 Head of Service: Jeremy Mann

Team: EH/H Full Team Version No: 1 Date: 2019 - 2020

Corporate Objectives

- 1) Growing North Devon.
- 2) Organisational Development.

Business as usual core function (brief bullet points only).

Housing:

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Cross Services Strand:

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Resources

Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)	Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	
FS 01 (18/19)	Corporate Objective Number (see above)	Ensuring the Authority delivers the Food Standards Agency's programme of improving food control called 'Regulating our Future' (ROF).	Implementation of new policies, procedures and practices. - Staff training. - Upgrading of ICT.	Introduction of the FSA's 'Target Operating Model'.	Safe food production. Consumers able to make informed choices. Tailored and proportionate regulatory interventions. Positive recognition of businesses doing the 'right thing' (earned recognition). Businesses meeting the full costs of regulation.	Stakeholder awareness of the changes. Restricting exporting ND food businesses post BREXIT.	Public Protection Manager.	Service Lead (Food Safety/Health & Safety).	Comms, Legal, ICT, Customer Services.	1st April, 2018	31st December, 2020.								ROF is the redesign of the whole system of UK food regulation. It will be implemented in two phases; the first in preparation for EU Exit, and the second will be the delivery post EU Exit. The first impact on NDC will be the need to support the introduction of a new and enhanced registration process. No work has been undertaken in respect of this as yet, but this is solely because we are awaiting more information from the Food Standards Agency in terms of the roll out. The last update from the FSA was on the 13th April, 2018 in which the FSA cited that they had 'made significant advances on the National Inspection Strategies and the next steps for enhanced registration'. More information is contained on the following link:
CP 01 (18/19)	Object. 2	Ensuring the Authority can fulfil its responsibilities for dealing with emergencies.	Contribution to and adoption of new DEPS Recovery, Rest Centre and Oil Pollution Plans. Exercising the arrangements.	Validate plans. Competent staff in carrying out their roles in the plans.	Tested with established procedures.	Harm to local residents' businesses and the environment Reputational damage. Litigation. Lack of resilience.	Community Protection Manager.	Community Protection Officer.	SMT Middle Managers	1st July, 2018	30th June, 2019								Work being progressed through DEPS.
L 01 (18/19)	Object. 1	DEFRA proposes to introduce secondary legislation under the Animal Welfare Act 2006, which would introduce a single 'Animal Establishment Licence'.	Adoption of new model licence conditions and fees.	A new licensing regime replacing the current permitting arrangements for animal boarding establishments, pet shops, riding establishments and dog breeding.	Licences are processed properly and efficiently. Maintenance of current welfare standards.	Stakeholder awareness of the changes.	Public Protection Manager.	Licensing team.	Comms, Legal, Customer Services, ICT.	1st July, 2018	31st December, 2018.								Action completed. New policy, fees and delegations adopted on the 26th September, 2018. Staff and Veterinarians new delegated authorities. Licensing inspections underway under the new regime.
L 02 (18/19)	Object. 1	Review of Gambling Act 2005 Statement of Principles issued under s349 of the Gambling Act 2005	3 year review of policy taking into consideration legislative change, and changes to guidance and best practice. Initial consultation at Devon Licensing Officers Group (DLOG) and with Responsible Authorities. Public advertisement and consultation. Adoption by Full Council through committee process, commencing at Licensing Committee level.	Reviewed policy, revised if appropriate. Ensuring compliance with legislative cycle of policy review. Ensuring policy is kept up to date and in line with legislative changes and changes to guidance and best practice.	Comprehensively reviewed policy adopted in line with statutory framework and associated timescales.	Non compliance with legislation if target date not met. Potential impacts on public or licensed community should consultation be inadequate or review lacking.	Public Protection Manager.	Lead Officer Licensing	Comms, Legal, ICT, Customer Services, Member Services	1st April 2018	1st April 2018	7th January 2019							Action completed. New policy considered by Executive on 5th November 2018, approved by Full Council on 21st November 2018.
L 03 (18/19)	Object. 1	Review of Licensing Act 2003 Policy in accordance with s5 of the Licensing Act 2003	5 year review of policy taking into consideration legislative change, and changes to guidance and best practice. Initial consultation at Devon Licensing Officers Group (DLOG) and with Responsible Authorities. Public advertisement and consultation. Adoption by Full Council through committee process, commencing at Licensing Committee level.	Reviewed policy, revised if appropriate. Ensuring compliance with legislative cycle of policy review. Ensuring policy is kept up to date and in line with legislative changes and changes to guidance and best practice.	Comprehensively reviewed policy adopted in line with statutory framework and associated timescales.	Non compliance with legislation if target date not met. Potential impacts on public or licensed community should consultation be inadequate or review lacking.	Public Protection Manager.	Lead Officer Licensing	Comms, Legal, ICT, Customer Services, Member Services	1st April 2018	1st April 2018	3rd January 2019							Action completed. New policy considered by Executive on 5th November 2018, approved by Full Council on 21st November 2018.

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Agenda Item 6

ENVIRONMENTAL HEALTH & HOUSING - SERVICE PLAN - 2019/2020 Head of Service: Jeremy Mann

Team: EH/H Full Team Version No: 1 Date: 2019 - 2020

Corporate Objectives

- 1) Growing North Devon.
- 2) Organisational Development.

Business as usual core function (brief bullet points only).

Housing:

- 1) Establishing and maintaining the Council's Housing Strategies. These documents set out the Council's understanding of current and future needs, influence partners and evidence the Council's contribution to wider agendas. The strategies will show how the Council intends to carry out its statutory duties and how it prioritises its available resources to help meet local needs.
- 2) Preventing homelessness by supporting people to stay in their home or move to alternative accommodation. 3) Determining homelessness applications and providing temporary accommodation. 4) Increasing the supply of affordable housing. 5) Improving the quality and use of existing housing. 6) Addressing the housing needs of vulnerable and lower income households (the disabled, young people, older people, gypsies and travellers, rough sleepers and offenders).

Regulatory Services:

- 2) Checking and securing compliance with food law through inspection, advice, sampling, dealing with complaints and enforcement to protect public health. 2) Regulating industrial emissions, monitoring and assessing air quality, sampling and improving private water supplies, strategy for the remediation of contaminated land, prevention of public health nuisances and planning advice to protect the environment and public health. 3) Advisory business, local project initiatives, sector/industry-wide initiatives in partnership with the HSE, accident investigations, inspection and enforcement to improve health and safety for employees, employer and members of the public. 4) The administration and issue of licences, local project initiatives dealing with complaints, and inspection and enforcement to prevent crime and disorder, to ensure public safety, to prevent public nuisance, to protect children and vulnerable adults from harm, to ensure fair and open trading and to promote proper standards of animal welfare.

Community Protection:

- 3) Assessing the local risk of emergencies occurring, putting in place emergency plans, putting in place business continuity management arrangements, in support of the UK's framework for civil protection as a Category 1 responder under the Civil Contingencies Act 2004. 2) Ensuring the Council plays an important role in the protection of members of the public before harm has happened and after it has happened, in accordance with its safeguarding obligations under the Children's Act 2004 and Care Act 2014. This includes the Council's response to cases of self-neglect. 3) Putting in place interventions to deal with local issues like anti-social behaviour and environmental crime, drug and alcohol issues, and re-offending with our Community Safety Partners. Annually assessing local crime priorities and advising the Police and crime commissioner of our plans and strategy.

Cross Services Strand:

- 4) Work to promote the openness of our decision making, and ensuring data privacy for individuals. 2) Work to assess, eliminate or minimise the risks to the health of our staff due to the wide range of activities and environments they have to deal with.

													Resources						
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				ICT	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	
EP 01 (18/19)	Object. 1	To implement PSPOs in response to the issues affecting ND communities regarding street drinking and dogs.	Council reaches the order(s) after a robust needs' assessment and consultation exercise.	Council uses PSPOs to prohibit specified activities, and/or requires certain things to be done by people engaged in particular activities, within defined public areas.	Control of anti-social behaviour.	Stakeholder disapproval and challenge.	Public Protection Manager.	Service Lead (Environmental Protection).	Comms, Legal, Customer Services.	1st April, 2018	31st March, 2019								In October 2017, the existing Dog Control Orders and Drink Control Orders became PSPOs. These will remain in force until October 2020 unless they are revoked or changed. This proposal seeks to streamline the existing controls and ensure there is appropriate regulation after 2020. A draft SMT and Executive report has been produced with plans to amend FPNs.
H 01 (18/19)	Object. 1	The development of DFGs and loans to secure adaptations and improvements in residential property.	Revision of policies. New partnership with NDH. Undertaking a feasibility study into establishing a Home Improvement Agency.	Health and wellbeing gain for residents.	Reduced unmet demand for home adaptations, repair and improvement.	Failure to use all allocated Better Care Funding could result in lower awards in future years.	Head of Service.	Housing Services Manager.	Comms, Legal, Resources, Customer Services.	1st January, 2018.	30th June, 2018.								SMT approved extension of time to the 31st March, 2019 on the 30th July, 2018. A pilot project has been undertaken with NDH.

Parking Team - SERVICE PLAN - 2019/20

Head of Service: Ricky McCormack

Team: Version No: Date: November 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only)

- 1) To ensure Car Parks are fit for purpose and to monitor Health & Safety Risks
- 2) To continuously review the portfolio to maximise the number of parking spaces available to meet customer demand
- 3) To achieve appropriate charging levels, increase revenue and reduce costs
- 4) To support Estates team in the review of parking assets to reduce overheads
- 5) To comply with the Traffic Management Act 2004 in the enforcement, issue and process of Penalty Charge Notices, to meet requirements for transparency of enforcement and the administration of the process within a set time restriction
- 6) To investigate and if possible to secure joint working with other Authorities and Parishes to achieve efficiencies through economies of scale.

ACTIONS AND OBJECTIVES								Resources											
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	Additional Comments
Park 6 (New 19/20) Page 19	Objective 1	Installation of 3 Electric Vehicle Charging Points under DCC Project	DCC led project. If ERDF money not forthcoming (Feb 2019) the desire is to continue to work in partnership with DCC to deliver the charging points. Urgent decision already agreed and match funding reallocated from parking team budget 2018/19 for project purpose.	Charging points in Wilder Road, Central and Hardaway Head car park. Ideally fast chargers (22KW) to meet the needs of electric and hybrid vehicles in and visiting North Devon. Will encourage greater usage of these car parks and promote low emission vehicles. Working towards Govt 'Road to Zero' Strategy. More electric cars will reduce pollution in the Town Centre.	Usage of charging points. Additional income from small amount of rental paid by provider. Increased popularity of car parks with EV chargers in.	Financial risk from contract not being thorough enough to cover different scenarios. Potential cost due to vandalism or customer misuse as unlikely to be covered by the provider. Risk due to non communication between departments. Chosen car parks may be sold or redeveloped through Economic Development team after installation as no dialogue to pre warn of earmarked sites. There would be a cost to move the charging point or to break the terms of the contract.	Ricky McCormack	Natalie Nolan	Communications team to promote EV charging sites. Engineer time to oversee any groundwork requirements pre installation.	Apr-19	Apr-19	Apr-19				12000 E			£12k already taken from Parking 2018/19 budget.

Parking Team - SERVICE PLAN - 2019/20

Head of Service: Ricky McCormack

Team: Version No: Date: November 2018

- Corporate Objectives**
 1) Growing North Devon
 2) Organisational Development

Business as usual core function (brief bullet points only)

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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	
Park 02 (New 19/20)	Objective 2	Replace Handheld or install RIALTO software on to smartphones	Via procurement PAG bid. Handheld devices are now end of life. Preference is for the software to be moved to mobile phone devices rather than have both handhelds and phones. Phones have already been replaced with Samsung 8s which are able to support RIALTO.	The CEO's will be able to issue PCNS from their phones. They will not have to carry or download two devices, as at present. They will be able to submit PCNs to back office in real time allowing customers the ability to pay or challenge quicker. They will not have to return to the office each evening to download, reducing resource downtime and increasing active patrol time. Handhelds will not have to be procured estimate cost to replace like for like is £5k.	PCNs being issued through the smart phone devices. Improved evidence being submitted by CEO's, longer patrols will increase number of PCN issued.	Financial cost to change current licence from handheld to smartphone.	Ricky McCormack	Natalie Nolan	IT to install new licence and upload to phones.	Jun-19	Jul-19	Jul-19							Still awaiting costing from Imperial Software Solutions for estimated cost to move current licence software from handhelds to smartphones.

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Agenda Item 5

Parking Team - SERVICE PLAN - 2019/20

Head of Service: Ricky McCormack

Team: Version No: Date: November 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

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ACTIONS AND OBJECTIVES								Resources											
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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	
Park (New 19/20)	Objective 1	Install a virtual permit option for customers	Via procurement PAG bid. Parking Permit Gateway is now unsupported. Newer version available through Imperial or option to use system via current cashless parking supplier RingGo.	Customers are currently not able to order permits without need to telephone or visit customer services, which is inconvenient for the customer and a resource cost for NDC. Permits can only be issued on paper and posted, incurring costs. We pay Tourist Information Centres 7% commission for issuing permits on our behalf, which would no longer need to be the case. As soon as a permit is purchased it would be live for CEOs to view. Virtual permit system offers option for more bespoke and flexible permits in future. Reduces risk of fake permits being used to obtain free parking with the district.	Number of permits sold, reduction in customer service team resource hours used for permit administration, especially reception. Reduction in administration costs. Ceasation of commission payments.	Virtual permits usually cost £2.50 per permit for the associated payment processing costs. Permits will need to be reviewed to ensure they are offering value for money for both customer and Council.	Ricky McCormack	Natalie Nolan	IT to install software and webmaster to embed into website.	Sep-19	Sep-19	March 2020 (Fully reviewed and any new tariffs going live)				?			Still awaiting costing from Imperial Software Solutions for estimated cost to upgrade from Parking Permit Gateway to Permit Smarti.

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Agenda Item 5

Parking Team - SERVICE PLAN - 2019/20

Head of Service: Ricky McCormack

Team: Version No: Date: November 2018

- Corporate Objectives**
 1) Growing North Devon
 2) Organisational Development

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ACTIONS AND OBJECTIVES							Resources												
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Park 04 (New 19/20)	Objective 2	Carry out review of parking team and parking policies.	Via Parking Manager. Working in partnership SMT, HR & Unison put in place policies and procedures for staff and Cllrs. parking concessions. Review the current parking team policies procedures and practices. Provide updates to SMT on progress. To also include evaluation of current parking team structure.	Clear guidelines for all staff regarding parking concessions. Audit trail for coessionary parking and removal of all 'gentleman agreemens' which cause issues for the parking team and criticism of NDC from staff. The Parking Manager has identiiefd a number of areas of concern and weaknesses within systems which need to be addressed.	Clear procedures and guidance being in place for all staff. Clear training and induction package for new parking employees. Awareness of revenue loss due to concessionary parking . Reucyion in customer complaints and level of sick leave.	Staff impact if new procedures are not fully consulted or are unpopular. Review of parking team may be uncomfortable for staff and any changes difficult to implement if staff uncooperative.	Ricky McCormack	Natalie Nolan	HR	Jan-19	Jan-19	Sep-19							
Set out below are those 2016/17 and 2017/18 Service Plan Actions that are still live																			
Park 06 16/17	Objective 2	To take operational control and enforcement of the Park and Change site at Chivenor	Executive approval given				Ricky McCormack	Natalie Nolan	Communications team to promote the Park and Change facility.	Aug-19		Jun-19							Delay due to unwillingness for any party to adopt access road. Also % of Units sold not yet met by developer. Extension of time requested Sept 2019.

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Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only)

- 1) Manage the Grounds Maintenance Contract
- 2) Manage the Leisure Contract
- 3) Manage the Theatres Contract
- 4) Operate Museum Services
- 5) Calculate S106 Public Open Space Calculations and manage the allocation and use of funds appropriately

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Set out below are those Service Plan Actions that are still live from 2015/16 to 2018/19

PL&C 02 15/16	Objective 1	Provide a new leisure centre to replace North Devon Leisure Centre. New centre to be constructed in time to open when the existing leisure contract expires in May 2020.	Complete tender of a Design Build Operate & Maintain contract for a new leisure centre to replace the existing North Devon Leisure Centre. The Head of Community Development has delegated authority to approve or reject bidders in consultation with a cross party Members Committee. If an affordable tender is received, finalise contract and appoint contractor to build new facility and operate for 20 year term. Oversee the build of the construction phase.	DBOM contract awarded new leisure centre delivered in 2020. Contract will see operator in place for 20 year term. Leisure Contract to be financially self-sustainable.	Through the Key Performance Indicators which form part of the new contract. Customer satisfaction and user numbers.	No affordable tenders received. Existing leisure centre closes after 2020 and no replacement facility provided in North Devon for residents. Main risk is to community (lack of sports facilities) also political embarrassment after project was identified as a corporate priority.	MK	PLC	Legal Estates Technical Team Car Parking Comms Procurement, Finance	Oct-15	Oct-15	Apr-20							This project is part of an umbrella project objective to dispose of NDC assets on 7 Brethren obtaining best value and regenerate 7 Brethren Bank.
PL&C 15 15/16 & C&C 15 18/19	Objective 1	Build a major extension to the museum.	Complete construction of extension and deliver projects in line with Heritage Lottery Fund and other external partner's grant conditions.	Reduce external storage costs, improve quality of service to customers, increase income generation and contribute to the tourism economy in N Devon	Build completed in July 2019. Funding project targets met, increased income from shop and tea room. Increase in visitor numbers & improved customer satisfaction.	Escalating building costs exceeding project budget. Mitigated through regular dialogue with QS and budget contingency.	MK	Museum AM	Procurement, building services, consultation - team required		2016	Jul-19							
PL&C 15 18/19	Objective 1	Castle Mound Improvement Project	Apply to the Heritage Lottery's (HLF's) "Parks for People" fund to improve interpretation at and protect Castle Mound & Green. Site is a scheduled ancient monument (SAM) & NDC is legally required to maintain it to a certain standard. At present, site is on the "heritage at risk" register. Funding can be used to fund a project officer post.	Tree works & undergrowth removed from mound to protect SAM and reduce anti-social behaviour. Interpretation of site improved through signage, and library display & geotech surveys (with results displayed at museum as part of Anglo Saxon exhibition).	Funding secured, site removed from heritage at risk register.	Public concerns over tree removal, funding bid unsuccessful, continued anti social behaviour, site remains on at risk register.	MK	Parks AM	HR, legal, Estates, Museum & Building services		Jan-17	Jun-20	£5k						Revenue cost will be met from existing base budget. Additional, external funding will also be sought. Extension of time required as there has been insufficient time to move project forward. June 20

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PL&C 20 C&C PL&C 20	Objective 2	Complete tender of a 10 year operational contract for the Queen's and Landmark Theatres.	The contract has been prepared by the Contracts Delivery Manager in consultation with legal and the Members Cross Party working group for the theatres. If appropriate bid is received, oversee appointment of new operator and monitor new contract accordingly. Ensure NDC's contractual obligations relating to the building are budgeted for and delivered in line with contract and leases.	Community theatres will continue to be provided in North Devon.	Contractor appointed and in place in January 2019.	Tender bids may come in higher than anticipated. This will be mitigated by preparing a contract that is flexible enough for the contractor to make it viable.	MK	PLC	Legal, property services, Estates.		May-18	Jan-19							Contract was extended by Executive

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Team: ECONOMIC DEVELOPMENT/TOWN CENTRES/STRATEGIC PLANNING AND DEVELOPMENT

Version No: 6

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		NORTH DEVON GROWTH AGENDA																		
ED1 2019/20	Objective 1	North Devon 'Futures'	Plan for transformative levels of housing and employment growth through innovative and sustainable new communities, with the support of partners. Specifically: - Develop an ambitious vision - Agree appropriate governance - Establish a programme/route map with defined tasks and milestones - Council taking commercial approach e.g. South Molton land acquisition Review of LP to be undertaken within three year period, to include option for new settlement	Governance arrangements agreed Garden Communities bid has determined first phase location Economic strategy to underpin concept (employer and workforce needs) Programme of work including other studies, strategies, and master planning Long term increase in workforce level, higher business rates and tax receipts Additional land allocations to be considered as part of LP review to accommodate future growth ambitions	A cross party agreed Vision An agreed Programme/route map Draw down of funding for further, specific work (studies and master planning etc.) Garden Communities bid fails	Political - limited buy in Internal - limited buy in Economic downturn Government policy changes	EGM SRO - HoS	ED Planning Teams Estates	All Services	Ongoing	Q2 2017/18	Vision agreed - end March 2019	£150k	£50k	£50k	£50k	£50k	£50k	Funding of £150K to support studies/master planning/data/due diligence etc., provide match if required Branding required New budget item Vision document to be produced by March Wider consultation strategy tba LP review process to be undertaken in partnership with TDC and possibly DCC/LEP and other partners Neighbourhood Planning agenda to be considered	
ED2 2019/20	Objective 1	One Public Estate	Delivery of growth driven by public sector asset rationalisation and transformation of Public Services. - Town Review in Barnstaple and Ilfracombe Feasibility work identified Chivenor work on hold until MoD announcement.	Improved public sector service delivery and release of surplus land for housing/employment. Fit with Garden Communities proposal.	Effective partnership, housing/employment delivered.	Public perceptions - comms strategy Partnership disharmony - clear ToR Politics - local or national Economic downturn	EGM SRO - HoS	ED Planning Teams Estates	Legal Comms Finance	Throughout	Jan-18	2022							Led by DCC as accountable body. Funding from OPE - £75k Barnstaple/Ilfracombe, Chivenor £150k. Initial funding for feasibility to identify viable projects e.g. Civic Centre area/St Georges Centre/Lace Factory potential. May be requirement for further site specific work to reduce risk.	
ED3 2019/20	Objective 1	Economic Strategy - North Devon and Torridge	Joint with TDC to cover 'Northern Devon' Use of internal and ND+ resource. Establish steering group to include key stakeholders already engaged in agendas (Petroc, ND+, LEP).	New Strategy adopted - 5 year plan.	Produced as a 'productivity strategy' for Northern Devon to sit under the LEP Productivity Strategy/emerging Local Industrial Strategy.	Capacity to deliver. Gaining consensus across the sub region (joint with TDC).	SEDO SRO - EGM	ED Planning Teams	External support TDC/ND+	Mar-19	Nov-18	Dec-19	£5k						Funding for new/refreshed data sets or launch event/consultation. New budget item	

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		PLACE BASED PROJECTS																	
ED4 2019/20	Objective 1	Barnstaple Garden Town Announcement Spring 2019	Projects included in Garden Communities bid to bring forward sustainable high quality growth include: - Mill Road/Pottington - Car Parking Strategy - Improvements to public realm in town centre - Flood defences - Seven Brethren development - Lark bear/Westacott (allocations within existing Local Plan) Potential Barnstaple Neighbourhood Plan. One Barnstaple to be launched December 2018?	Growth of Barnstaple's economy, delivery of housing numbers, development of brownfield sites and allocations. Rationalisation of existing car parking provision, flood mitigation, private investment, sustainability of town centre and commercial heart	Housing numbers, area of new commercial space, units protected from flooding, rental levels raised and voids reduced, changes in demographic	Local/political resistance to change/growth Lack of interest in consultancy work	ERM SRO - HoS	ED/Planning Teams	All Services External partners including landowners	Throughout	Mar-19	Mar-31							Individual projects will require site specific design work, master planning, derisking working with partners, landowners Opportunities for site acquisition are not yet known Potential for CPO Budget under ED1 Cost benefit to be based on additional / earlier income to the Council through accelerated housing and employment space development. HIF funding of £2.08m available for Westacott LRF funding of £2.2m available for Seven Brethren
ED5 2019/20	Objective 1	Barnstaple Town Centre Vision	Master planning for Barnstaple Town Centre - consultation to establish future vision for town, the "what, why and how" working with partners, stakeholders and the local community.	A clear vision for the future of the commercial heart to allow funding bids and marketing. To include the town centre and historic heart around Castle Mound	Clear vision with buy in from all parties	No consensus on the future for the town lack of buy in	EGM SRO - HoS	Estates Planning TCM	Legal Comms Finance	Throughout	Jun-18	Jul-19	£20,000						£20,000 already approved by Executive Conservation Statement for the Mound and surroundings to be funded by Historic England (£10,000)
ED6 2019/20	Objective 1	Housing Infrastructure Fund	Funding for required access to Westacott site, allocated within LP	Roundabout access to site co-ordinated with wider NDLR scheme	Delivery of roundabout and accelerated delivery of housing on allocated site	Lack of agreement between developer and DCC	ERM SRO - EDM	RM	Developer Homes England DCC Highways		Apr-18	Mar-20	(£2.08m)						Contracts not yet signed Issues relating to land value to be resolved with developer/HE Planning application in
ED7 2019/20	Objective 1	Land Release Fund	Funding for required infrastructure work to facilitate delivery of Seven Brethren site	Delivery of highway improvements to junction with Long Bridge and flood mitigation in the form of raised ground levels	Delivery of both required infrastructure and housing development	Deadlines dependent on Leisure Centre delivery/demolition	ERM SRO - EDM	RM	Homes England Culture and Leisure Estates Comms Legal Finance	Throughout	Apr-18	Dec-20	(2.2m)						Delivery dependent on demolition of LC Delivery partner to be selected working with HE Due diligence work started; SI, Flood mitigation, EIA, TA, etc.

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ED8 2019/20	Objective 1	Sustainable business led Barnstaple Town Centre Management	Increase business engagement with BTCM. Possibly reconsider BID.	Robust and sustainable partnership model	Increase in members / income	Poor buy in from business community	TCM SRO - HoS	TCM ED Team BTC	Comms		Rolling over	Q3 19/20							
ED9 2019/20	Objective 1	Coastal Communities Fund R5 bids	Delivering key priorities from the Ilfracombe, Fremington Quay and Surfing Beaches CCT Economic Plans.	Ilfracombe - improved visitor facilities on and around Capstone Hill to continue to develop a higher value tourism offer. Fremington Quay - deliver a workspace for one micro pottery business to increase economic productivity on the Quay. Surfing Beaches - deliver improved facilities for the Croyde Surf Life Saving Club.	Successful outcome of first round funding bids	Partners expectations to delivery projects which cannot proceed easily without CCF funds.	SEDO SRO - EDM	SRO RM EDM	External stakeholders including Town and Parish councils	Throughout	Rolling over	Apr-19	£5,000						Second round bids for £800k for Ilfracombe, £1.8m for Croyde, and £250k for Fremington to be submitted in January 2019 Some project development funding required for project development work including planning application for Croyde Surf Club (resubmission of existing scheme so little design work required) If successful then further work will be required to let construction contracts during 2019
ED10 2019/20	Objective 1	Deliver Ilfracombe Seafrost Masterplan	Delivering priorities within the Ilfracombe Masterplan	Flood Mitigation Works - range of works to reduce flood risk on the seafrost/harbour area. Seafrost Play Area - deliver an improved play area on the seafrost. Public Realm Improvements - update and make consistent the public realm around the seafrost area.	Second round CCF announcement in March (may slip)	Relying on partners/developments to provide the finance for Flood Works (EA) and Play Area (S106) which may be delayed/ changed. Identifying suitable funding for public realm improvements.	SRegO SRO - EGM	EDM SRO	IRB	Throughout	Apr-19	Apr-29	£5,000						Partnership with EA levering in £600,000 in match for Wildersmouth Beach flood mitigation (to include public realm improvements) Play area to be funded through s106 Public realm improvements now the subject of CCF round 2 bid to avoid conflict with theatre Community consultation to start after report to Executive Some further detailed design work required
ED11 2019/20	Objective 1	Ilfracombe Harbour Development	Co-ordinated developments around Ilfracombe Harbour in accordance with refreshed Harbour Development Plan	Potential for further development on NDC owned land around the Harbour Tidal Pool to north of harbour area - promoted by Harbourmaster Cruise ship marketing (in place of Destination SW) Flood mitigation with EA/breakwater	Agreed framework/masterplan	No agreement/no support from community/no funding sourced	SRegO SRO - EGM	SRO/EDO	Harbour Board, Legal	Throughout	Ongoing								Breakwater is a long term ambition. Harbourmaster has new ideas re delivery. Project ideas in development, tidal pool will require funding applications and statutory consents Premature to estimate budget requirements

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ED12 2019/20	Objective 1	Ilfracombe Housing Infrastructure Fund	Funding for new school at Southern Urban Extension	Funding to deliver primary school to accelerate housing delivery	School and housing delivered within deadline	No agreement from local community	ERM SRO - HoS	RM	DCC Developer Homes England		Apr-19	Apr-29	(£6.5m)						Consultation suggests timing of opening of school not supported
ED13 2019/20	Objective 1	South Molton Economic Plan	Work with SM Town Council and other stakeholders to produce Economic Plan	Economic Plan for South Molton with prioritised projects	Agreed Plan	Lack of interest from local community	SEDO? SRO - EDM	EDM/EDO	SMTC, local businesses	Throughout	Apr-19	Apr-20	£1,000						Neighbourhood Plan to be co-ordinated Cost to be matched by SMTC
ED14 2019/20	Objective 1	Refresh of Coastal Communities Economic Plans	Review existing Economic Plans including membership and key priorities	7 Refreshed Economic Plans - Fremington, Ilfracombe, Barnstaple, ND Surfing Beaches, Tarka Trail, Lyn Valley, Combe Martin.	7 updated Economic Plans with relevant key priorities.	Lack of motivation from Coastal Community Teams. Opposition to key priorities.	SEDO SRO - EGM	EDM/EDO	Partners vary between Teams	Throughout	Apr-19	Apr-20	£7k						Review of existing Economic Plans which are now 2/3 years old but provide a useful network for sector profile. The Economic Plans identify priority projects for the various partnerships. Original plans were £2k ea so £1k ea estimate for refresh. In principle required for future CCF bids.
ED15 2019/20	Objective 1	Yelland Economic Plan	Work with local councillor and stakeholders to produce Economic Plan	Economic Plan for Fremington with prioritised projects agreed with the local community	Completed and agreed Economic Plan	Lack of cohesion amongst stakeholders	SEDO SRO - EGM	SEDO SRO	Local Council Member, Stakeholders	Throughout	Apr-19	Apr-20	£2k						Estimate of cost based on CCT EPs
ED16 2019/20	Objective 1	Viable and sustainable Barnstaple Pannier Market	Explore development options for Barnstaple Pannier Market	Revised business plan for market operation and use of space for events. USP for Barnstaple Tourist attraction Economic driver for town	Market income and expenditure. Number of traders Footfall	Resistance to change	TCM SRO - HoS	TCM SC			Rolling over	Apr-20							
SECTOR SUPPORT																			
ED17 2019/20	Objective 1	Tourism Strategy Actions - ND and Torridge	Initial works to test viability of a Tourism BID	Strategy now available	Timescales to be agreed with partners - TDC/NDMB		SEDO SRO - EGM	SEDO	External partners incl NDMB/TDC	Throughout	Apr-19	Dec-19	£10k						Development of L&L BID Explore potential for T Bid

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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 2019/20	Yr 2 2020/21	Yr 3 2021/22	Yr1 2019/20	Yr 2 2020/21	Yr 3 2021/22		
ED18 2019/20	Objective 1	Digital Strategy - North Devon and Torridge	Action Planning to create a series of initiatives that can move us towards the digital vision for Northern Devon.	Action Plan adopted with full partner involvement.	Partner workshops and members sign-off.	Lack of partner buy-in.	EDO SRO - SEDO	EDM/EDO	External Partners Incl NDH	Throughout	Apr-19	Apr-20	£10k						Development of Action Plan and initial projects including digitising housing sector working with NDH and other external partners	
ED19 2019/20	Objective 1	Innovation Strategy - North Devon and Torridge	Following launch of the strategy create the Innovation Board and develop delivery plan.	Delivery Plan adopted by LA's and Innovation Board.	Board formalisation and delivery plan created.	Lack of partner buy-in.	SEDO SRO - EGM	EDM	Innovation Board and external stakeholders	Throughout	Apr-19	Apr-20	£10k						Bringing together DCC/Petroc physical projects to maximise impact Implementation of strategy and projects identified within report available end November Project work to commence April 2019	
ED20 2019/20	Objective 1	Inward Investment Strategy	Investigate business case for developing an Inward Investment strategy/update 'invest in North Devon' website.	Work with TDC/ND+ and partners to identify the value and direction of inward investment and how a strategy may help direct focus to achieve collective objectives.	Completed Strategy with buy-in from stakeholders	Raise expectations for FDI and national inward investment potential.	SEDO SRO - EGM	EDM	External support TDC/ND+		Apr-19	Apr-20	£10k						Work with developers and landowners to identify issues/barriers relating to delivery of employment land Development of Economic Development website to include inward investment opportunities	
ED21 2019/20	Objective 1	Sector Profiles	Develop a series of 'sector profiles' for key Northern Devon sectors for growth.	Sector profiles for: Marine Healthy Ageing Natural Capital Advanced Engineering Pharmaceutical Creative Agriculture Town centres	Profiles to be developed as 'sector asks'. Through the work create a series of sector contact groups for future working relationships.	Hard to access sectors - incomplete profiles developed.	SEDO SRO - EGM	EDM/EDO	External consultants for data provision possible		Apr-19	Apr-20	£15k						Research to provide evidence for targeted sector support to link with LEP Industrial Strategy approach Understanding of potential for growth within existing sectors Tourism strategy separate Q over role of town centres in future Agriculture may be too early to assess post Brexit	
ED22 2019/20	Objective 2	CCTV	PID will be submitted. Dependent on decision by OPCC on rationalisation of CCTV provision across Northern Devon.	Up to date technology to improve monitoring and deliver better community safety and crime outcomes.			TCM SRO - HoS	TCM												
SPD 1 P 07b 15/16	Objective 1	Gypsies and Travellers Site Allocations Development Plan Document	Formal submission and adoption of DPD.	Identification of adequate provision for G&T in the District. Requirement of the Planning system	Adoption of DPD	Unable to secure agreement on the draft DPD Unsound at examination	PPM SRO - HoS	Policy	Democratic Services External support TDC		Dec-16	Apr-21		£30k					DPD to be submitted for examination.	
SPD 2 2019/20	Objective 1	Provide new Gypsies and Travellers Transit Site	Find site, acquire, obtain PP, deliver site	Frees up Seven Brethren site Meets equalities responsibilities Meets needs of G&T	Delivery of Transit Site	Cost of Land Lack of suitable sites Opposition to planning application Inadequate buy in from traveller community	PPM SRO - HoS	Policy	Finance Housing Estates		Jan-19	Jan-21	£150k				£10k		Dates to be confirmed by future LDS	

Place - SERVICE PLAN - 2019/20 Head of Service/SRO: Michael Tichford																			
Team: ECONOMIC DEVELOPMENT/TOWN CENTRES/STRATEGIC PLANNING AND DEVELOPMENT Version No: 6 Date: DECEMBER 2018																			
Corporate Objectives																			
1) Growing North Devon 2) Organisational Development																			
Business as usual core function (brief bullet points only)																			
- To develop and grow the economy of North Devon 1) to deliver the North Devon and Torridge Local Plan and associated policy documents as set out in LDS; 2) to manage the delivery of physical infrastructure (education, highways, community facilities) through S106 3) to respond to pre-application enquiries, determine planning applications and defend any associated appeals; 4) to advise on listed buildings and other heritage assets; 5) to assess the impact of development on landscape, biodiversity and trees and hedgerows; 6) to investigate, and if expedient, to initiate legal action against unauthorised development.																			
ACTIONS AND OBJECTIVES										Resources									
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 2019/20	Yr 2 2020/21	Yr 3 2021/22	Yr1 2019/20	Yr 2 2020/21	Yr 3 2021/22	
SPD 4 2019/20	Objective 1	Affordable Housing Supplementary Planning Document	Consultation on draft SPD prior to adoption	Planning guidance to supplement adopted local plan policies	Adoption of SPD	Government policy changes	PPM SRO - HoS	Policy	Housing External support TDC		Dec-18	Oct-19	£25k						
SPD 5 2019/20	Objective 1	Green Infrastructure Supplementary Planning Document	Consultation on draft SPD prior to adoption	Planning guidance to supplement adopted local plan policies	Adoption of SPD	Government policy changes	PPM SRO - HoS	Policy	Parks External support TDC		Jun-18	Aug-19							
Set out below are those Service Plan Actions that are still live from 2015/16 to 2018/19																			
ED 11 15/16		Water Sports Centre, Ilfracombe	Secure grant funding and café operator to deliver viable Water sports Centre .	Water sports centre. Jobs, training, tourism.	Funding secured. Centre constructed and operational.	Consenting - HRO not achieved. Financial - funding and/or main tenant not achieved. Demand for cafe.	SRegO SRO - ERM	SRO	Legal - procurement and contracts re construction. Harbour - operational planning around works. Prop & technical - technical input, estates input into letting.	Throughout	Rolling over.	Mar-17	(£1.5m)						£1.6m funding in place, including revenue funding for WDO Retender process commenced. HRO/MMO licence target date January 2019. Start on site March 2019, completion December 2019.
SPD 4 P 07d 15/16	Objective 1	Secure the adoption of a Community Infrastructure Levy scheme.	Formal adoption by North Devon Council.	Certainty in respect of developer funding which will contribute towards the infrastructure required to support growth ambitions.	Found sound at examination then adopted	1. Investor confidence and delivery of new development adversely affected by economic / political instability. 2. Software package not funded so as to effectively manage CIL (and S106) contributions. 3. Contributions insufficient to meet local infrastructure needs.	PPM SRO - HoS	Tbc / SPD	ICT / Procurement Finance	Tbc	Jan-19	Jun-20	25k		20k				Viability assessment needs updating. CIL charging schedule to be submitted for examination. Once adopted it will need to be effectively managed using appropriate software. Separate CIL scheduled to be submitted by TDC to parallel timetable with shared examination costs. Still awaiting Government CIL regulations which will inform Council decision as to whether to proceed to submission

Place - SERVICE PLAN - 2019/20 Head of Service/SRO: Michael Tichford

Team: ECONOMIC DEVELOPMENT/TOWN CENTRES/STRATEGIC PLANNING AND DEVELOPMENT

Version No: 6

Date: DECEMBER 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only)

- To develop and grow the economy of North Devon
- 1) to deliver the North Devon and Torridge Local Plan and associated policy documents as set out in LDS;
- 2) to manage the delivery of physical infrastructure (education, highways, community facilities) through S106
- 3) to respond to pre-application enquiries, determine planning applications and defend any associated appeals;
- 4) to advise on listed buildings and other heritage assets;
- 5) to assess the impact of development on landscape, biodiversity and trees and hedgerows;
- 6) to investigate, and if expedient, to initiate legal action against unauthorised development.

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 2019/20	Yr 2 2020/21	Yr 3 2021/22	Yr1 2019/20	Yr 2 2020/21	Yr 3 2021/22	
SPD 5	Objective 2	Replace the existing planning ICT database (FastPlanning) to provide a fit for purpose system, to include modules for CIL/S106 etc.	DEF system to be commissioned Q1 2019/20 - development work will then be required with regard to the s106 and local plan parts of the system	Improved information management and ability to provide more accessible and comprehensive database and ability to facilitate improved business processes such as application registration; end to end determination times; neighbour notification, electronic parish consultation (P 01b 15/16), file management and customer interaction.	New system and associated public access to planning information in place.	1. Funding requirement not supported.	ICTPM/SAO SRO - HoS	ICT / SPD	ICT / Procurement / Comms			Q1 2019/20							A replacement IT system is critical to the delivery of an improved customer focused DM service; a fit for purpose system will also address customer requirements that include access to comprehensive property based information by website and associated apps. The identified Action will also address a number of Performance Indicators that include 01b 15/16 (e-consultations), L401 application registration; and NI 157a, NI 157b and NI 157c (application determination times).
SPD 6 P 06 17/18	Objective 2	Complete the digital capture of historic planning data.	Staff of two FTE in place. Project plan required to address records prior to 1987 and the paper files held at the ice factory	More efficient and cost effective business processes centred on improved customer access to planning information and communication on planning enquiries.	Historic paper based plotting sheets and other information storage replaced by electronic storage enabling web and text based customer access and 'self-service' to assist site specific and property based searches such as site constraints; application records and site histories.	1. Delays in completion of first phase to Land Registry timetable 2. Deterioration of microfiche results in record being lost	SAO SRO - HoS	ICT / Planning	ICT / Procurement	Q1 2018/19	Q1 2018/19	Q1 2024/25	tba						This action has been commenced but funding ceased 2011/12. Improved customer access to planning information will address a number of identified customer requirements; these include the ability to directly access information relating to individual property histories and planning constraints without the need for the customer to go through the Duty Officer the pre-application process or via Customer Services thereby saving time and demands on staff. Data capture would also facilitate more flexible / mobile working based on paperless systems and would recognise anticipated changes with Land Charges will require comprehensive data capture (2020).
SPD 7 P 01 16/17 & P 07 17/18	Objective 2	Complete review of business processes to ensure external customer focus.	Work was substantially completed on reviewing core business activities with associated training notes. Some process improvement undertaken in 2018/19, however, a further review is required dealing with whole business process end to end following introduction of new IT system	Efficient and effective service that continually improves	Improved customer satisfaction; improved business end to end times.	1. Difficulty in engaging teams in the process due to: Workload Different way of working	LOP / SAO SRO - HoS	All planning staff	ICT / Comms Facilitation support		Q2 2019/20	Ongoing	N/A						Subject to capacity and ICT improvements, additional fee-paying services to the customer could be offered; these include application validation, condition compliance checks and specialist service provision (as presented to O & S 20th. October 2016).

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RESOURCES SERVICE PLAN - 2019/20 Head of Service: Jon Triggs

Team: Resources

Version No: 1

Date: November 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only)

- 1) Administration, collection and recovery of Council Tax & Business Rates
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- 5) Managing the Council's land and property; the maintenance of all assets with due regard to health and safety of both the public and staff and the mitigation of Council risk

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve					(Managed by	Assigned to	Resource Requirement		Dates		FINANCE			Additional Comments		
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)	Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)	Yr 1 19/20		Yr 2 20/21	Yr 3 21/22
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	
R 01 (New 19/20)	Objective 2	Investigate options for procuring new integrated Payroll and HR system	Business case to be submitted	Fully integrated system between HR & Payroll; avoid duplication of data entry; delivers online access to payslips; self service of travel and expense claims etc	% payslips not being printed centrally; financial savings on production of payslips and sealing machine, uptake of self service	Not all staff have access to PC therefore may still require to print off some payslips; need to ensure user account security. Will require staff commitment to self service approach	Exchequer Manager & HR Manager	Payroll Officer & HR Officer	ICT HR PAYROLL SOFTWARE SUPPLIER		01-Oct-18	31-Mar-20	11,000	11,000	11,000	90,000			System demos have been held and business case being developed. Indicative costs only
R 02 (New 19/20)	Objective 2	Implementing 'Making Tax Digital' for VAT	Additional module to Civica Financials system	Making Tax Digital VAT submission element and integrated audit trail bundle	Records kept digitally and use software to submit VAT returns by HMRC's mandatory deadline of 1 Oct 2019	Potential disruption to service levels through testing and implementation. Risk of ICT failure. Reliance on software suppliers co-operation.	Head of Resources	Exchequer Manager	CIVICA & ICT		01-Sep-18	30-Sep-19	1,000	1,000	1,000			Purchase order placed with Civica September 2018 (11k)	
R 03 (New 19/20)	Objective 2	Upgrade Civica Financials to v19.0 and roll out web financials to other departments	Upgrade of current Civica Financials system to v19.0 and training of staff on web version	More functionality on web financials; all staff will be using the same version of financials	Roll out of new web-modules and system changes to all staff across authority through training workshops	Potential disruption to service levels through testing and implementation. Risk of ICT failure. Reliance on software suppliers co-operation.	Head of Resources	Exchequer Manager & Accountancy Manager	CIVICA ICT		01-Oct-18	31-Jul-19						Cost is included as part of our annual support package.	
R 04 (New 19/20)	Objective 2	Review of Council Tax support scheme	Review of current Council Tax Support scheme & recommend scheme for 2020/21	CTS scheme (devon wide) reviewed and approved by Council and members of the public have been consulted on any changes	Customer database is accurate and up to date. A scheme that is cost effective for the council moving forwards	Out of date customer data, overpayment of CTS which may not be recovered and ultimately financial impact on Authority	Revenues and Benefits Manager	Assistant Benefits Manager	COMMS and CUSTOMER SERVICES		01-Apr-19	28-Feb-20							
R 05 (New 19/20)	Objective 2	Investigate Document Retention disposal modules for Core Financial Systems	Business case to be submitted	Ability within current core finance systems to be able to remove 'historic' information that sits outside of retention policy	Finance systems (IBS, Comino and Civica Financials) to be able to remove data no longer required under retention policy. Compliance with GDPR	Potential disruption to service levels through testing and implementation. Risk of non compliance with GDPR	Head of Resources	Exchequer Manager & Revenues and Benefits Manager	CIVICA ICT		01-Apr-19	31-Mar-20	7,000	7,000	7,000	54,000		one off £12,000 for Civica Financials; £42,000 for IBS Revenues & Com	

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Agenda Item 5

RESOURCES SERVICE PLAN - 2019/20 Head of Service: Jon Triggs

Team: Resources

Version No: 1

Date: November 2018

Agenda Item 15

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only)

- 1) Administration, collection and recovery of Council Tax & Business Rates
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- 5) Managing the Council's land and property; the maintenance of all assets with due regard to health and safety of both the public and staff and the mitigation of Council risk

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve					(Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22		
R 06 (New 19/20)	Objective 2	Enhancement of Technology Forge Asset System	Upgrade of current TF asset software with view of increased utilisation	Increased usage of TF asset system for inspections, condition surveys, asbestos and maintenance plans. Review of current processes	Increased use of technology and less paper files; quicker and more efficient update of records.	Current TF system cannot facilitate the improved working processes we desire and have to look at alternative solution	Head of Resources	Estates Officers / Surveyors / Accountancy Manager	Within team ICT		01-Oct-18	31-Mar-19	14,500	14,500	14,500	40,000			TF asset workshop held October 2018 for software upgrade. Currently have (£20k) set aside towards one-off cost and can contain the annual increase from establishment changes made in 2018/19.	
R 07 (New 19/20)	Objective 1	Replacement of Pannier Market Roof and input into longer term plans for the Market and Butchers Row area	Business case to be submitted	New roof for the Pannier Market; planned approach to enhancement and improvements in and around the market area and surrounding Butchers Row	Successful completion of roof replacement; market traders and surrounding Butchers Row tenants customer satisfaction	Political; reputation with market traders and surrounding tenants; risk of capital budgetary constraints	Senior Surveyor	Estates Officers / Surveyors / Economic Development Team	Within team ICT		01-Sep-18	31-Mar-20				500,000			Roof specialist already engaged with and met on site; awaiting options and potential costs to feed into PAG bid. Potentially between £300k-£500k.	

Set out below are those Service Plan Actions that are still live from 2015/16 to 2018/19

R 02 18/19	Objective 2	Review of Council Tax support scheme	Review of current Council Tax Support scheme & recommend scheme for 2019/20	CTS scheme (devon wide) reviewed and approved by Council and members of the public have been consulted on any changes.	Customer database is accurate and up to date. A scheme that is cost effective for the council moving forwards.	Out of date customer data, overpayment of CTS which may not be recovered and ultimately financial impact on Authority.	Revenues and Benefits Manager	Senior Revenues Officer (MB)	COMMS and CUSTOMER SERVICES		01-Apr-18	31-Jan-19							Aim for report to December 2018 Executive and January 2019 Full Council.
R 03 18/19	Objective 2	Upgrade of Revenues and Benefits ICT software to improve customer experience	Upgrade of current ICT system (Civica OpenRevenues) and review of customer processes	Self-service; eg. change of circumstances electronically; payment plans; facility to text information; Improved customer service & reduce number of telephone calls to team.	Usage of self-service; reduced number of telephone calls, improve turnaround times thereby getting information out quicker. Savings on postage	Public & staff awareness of changes; how to complete and submit information. Risk of ICT failure	Revenues and Benefits Manager	Ass't Revenues Manager / Ass't Benefits Manager	ICT COMMS CUSTOMER SERVICES HOUSING		01-Jan-18	30-Sep-19							Request date extension to September 2019. Phase I (single occupier changes) aim to be live by March 2019; Phase II (moves in & out) aim to be live by July 2019; Phase III (customer portal) aim to be live by September 2019.
R 04 18/19	Objective 2	Upgrade of Civica Icon (income payment system)	Upgrade of current software to v17 (recurring card payments) and to v18 (hosted distribution and bank rec)	Upgrade of income payment system to latest version to ensure compliance with payment card industry standards. Implementation of recurring card payments module to facilitate auto renewal of annual payments	Testing plan adopted and signed off. Versions 17 & 18 go live and payments taken successfully. Recurring card payments tested with Firmstep (CRM) and Bartec (garden waste) in timely manner for Garden Waste subscriptions	Potential disruption to service levels through testing and implementation. Risk of ICT failure. Reliance on software suppliers co-operation.	Head of Resources	Accountancy Manager	CIVICA FIRMSTEP BARTEC ICT CUSTOMER SERVICES 21:21 PROJECT TEAM		01-Aug-17	31-Mar-19							Request date extension to March 2019 - upgrade has been delayed to Jan/Feb 2019.

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RESOURCES SERVICE PLAN - 2019/20 Head of Service: Jon Triggs

Team: Resources

Version No: 1

Date: November 2018

Corporate Objectives

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Business as usual core function (brief bullet points only)

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ACTIONS AND OBJECTIVES

Resources

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R 01 17/18	Objective 2	Phase II integrating the Revenues & Benefits team to share expertise and resources	Cross training between the teams to share expertise and resource and reviewing processes	One team each with expertise in either Revenues or Benefits with some resource across both areas	Resilience in the team together with flexibility to cover peaks in workload; reduction in delays dealing with customers who impact both teams	Could be initially resource intensive and potential reluctance within some team members to embrace new changes	Revenues and Benefits Manager	Ass't Revenues Manager / Ass't Benefits Manager	Within team		01-Nov-16	31-Mar-19							Cross team working well; Moving forward to integrate debt recovery and Revenue officers focus on HB overpayment recovery. HB Debt Recovery Officer also now working across Exchequer sundry debt recovery.	
R 03 17/18	Objective 2	Increase usage of Corporate E-procurement system	Liaising with service areas with an aim to Increase the number of purchase orders being placed through E-procurement system and review of financial policies	More efficient payment of supplier invoices and commitment accounting. Links to intelligent scanning and Web financials upgrade project above	Increase to above 50% of invoices paid with an E-procurement purchase order. Links to success of intelligent scanning project and supplier payment targets.	Potential increased work for service areas. Non-willingness from service areas to comply. Delay in paying suppliers.	Head of Resources	Exchequer Manager & Accountancy Manager	SERVICE AREAS		01-Nov-16	31-Dec-18							Currently 34% of all payments made have a PO from E-procurement system; initial aim is to get this over 50% level. Report approved by SMT Sept 2018 (P2P) to increase use of PO's - target date stay same to see impact has in Q3.	
R 06 17/18	Objective 1	Update of Strategic Asset Management Plan	Drafting of Asset Management Plan 2019; upgrade of current TF asset software with view of increased utilisation	Updated AMP; increased usage of TF asset system for inspections, condition surveys, asbestos and maintenance plans	Adoption of new Strategic Asset Management Plan; increased use of technology and less paper files; quicker and more efficient update of records	Current TF system cannot facilitate the improved working processes we desire and have to look at alternative solution	Head of Resources	Estates Officers / Surveyors	Within team		01-Apr-17	30-Jun-19							Request date extension to June 2019 - revised Asset Management Plan will link to new Capital Strategy being prepared for 2019/20 year. TF workshop held October 2018 and awaiting quote for software upgrade.	
R 08 17/18	Objective 2	North Devon Crematorium refurbishment of existing chapel	Funding agreed by North Devon Crematorium Joint Committee	Upgrade of Aspen Chapel facilities to same standard as Rowan Chapel	Successful completion of project	Aspen Chapel out of use but will move services to new Rowan Chapel	Senior Surveyor	Surveyor	Legal, procurement, communications, crematorium staff		01-Dec-17	31-Mar-19							Request date extension to March 2019 - awaiting tenders and budget to be approved	
O 03 16/17	Objective 1	Effective and Coordinated management of the bus station	External management of the facility	Improved service for customers	Customer satisfaction	lack of interest, inability to reach an agreement	Head of Resources	Estates Officers	legal, financial, comms, procurement			30-Apr-19							Initial meeting held with Stagecoach to start to formalise arrangements. Request date extension to April 2019.	

RESOURCES SERVICE PLAN - 2019/20 Head of Service: Jon Triggs

Team: Resources

Version No: 1

Date: November 2018

Approved Item 15

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ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve					(Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial				ICT	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 19/20	Yr 2 20/21	Yr 3 21/22	Yr1 19/20	Yr 2 20/21	Yr 3 21/22		
TS 02 16/17	Objective 1	Barnstaple Bus Station Refurbishment	Business Case approved	Refurbishment of the facility to improve the standard	Successful completion of the project	Other budget pressures redirect funding	Head of Resources	Estates Officers / Surveyors	Legal, procurement, communications		01-Nov-15	31-Dec-19							Capital Programme currently has £80k. RT1 signs going in during 2018. AW to pull together scheme of improvements (eg old ticket office & toilets). Links to O3 16/17 above - Request date extension to Dec 2019.	
V&EM 01 16/17	Objective 1	Continued Review of Assets and identify and dispose of surplus assets to maximise capital receipts	Executive Report	Sale of assets	Capital receipts and reduced liability	Dependant upon the assets identified - potential for political, tenants and public risk	Head of Resources	Estates Officers	Estates Legal Procurement	From April 2015 onwards	Jan-15	31-Mar-19							Bicclescombe Nursery contracts have been exchanged, awaiting completion. Surplus Assets Phase II been through Executive. Request date extension to March 2019.	
V&EM 02 16/17	Objective 1	Seven Brethren Review, Marketing & Regeneration Project	Executive Report/Business Case	Regeneration	Capital Receipt, improvement to central Barnstaple & Leisure Facilities reassessment		Head of Resources	Estates Officers / Economic Development Team / Leisure Team	Procurement Parks and Leisure Economic & Development Estates, Legal	?	?	31-Mar-20							Potential Capital Receipt, will be considered in conjunction with Seven Brethren potential redevelopment & Leisure centre Scheme. Date extended to 2020.	
F ACC4 15/16	Objective 2	E-Billing of Sundry Debtors	Distribution of sundry invoices and reminders via electronic means	Invoices received quicker by customer, reduced officer input and postage costs.	% of invoices issued by email and financial savings on printing and postage	Keeping customer details updated. Risk of ICT failure.	Head of Resources	Exchequer Manager	CIVICA ICT		01-Apr-16	31-May-19							Software now in test system. Request date extension to May 2019.	
TS 04 15/16	Objective 1	Marine Drive & Cove Ilfracombe - Reconstruction of road surface	Business Case approved	Maintain car parks to a minimal level but ensuring safe for public use	successful completion of the project	Approved	Head of Resources	Senior Engineer	Legal, procurement, communications		01-Apr-16	31-Mar-20							Capital programme budget moved to 2019/20 (after Watersports Centre works). Request date extension to March 2020.	

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HUMAN RESOURCES - SERVICE PLAN - 2019/20 - 2020/21 Head of Service: Mike Mansell (Nikki Gordon, HR Manager)

Team: Human Resources

Version No: 1

Date: 12th November 2018

Corporate Objectives

- 1) Growing North Devon
- 2) Organisational Development

Business as usual core function (brief bullet points only)

- 1) To deliver what the Council wants, whilst managing with less resource.
- 2) Human Resource services
- 3) Health and Safety
- 4) Learning and Development

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve					Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 18/19	Yr 2 19/20	Yr 3 20/21	Yr1 18/19	Yr 2 19/20	Yr 3 21/22		
HR 01 <i>(New 19/20)</i>	Objective 2	Employee Wellbeing Strategy	Report to SMT	A suite of prevention / early intervention / support mechanisms such as Counselling Occupational Health Trauma Risk Management (TRiM), Appropriate training such as breakaway,	Reduced sickness absence; employees feeling more supported; increased morale; sustained resilience; culture change	Lack of funding; Lack of employee engagement; no cultural change	NG	HR	Human Resources/ EH&H (AP)/Unison		Dec-18	Sep-19								
HR 02 <i>(New 19/20)</i>	Objective 2	New Payspine	Business case	Move to nationally agreed payspine	No challenges Unison sign off smooth implementation	Potential impact on job evaluation scheme;	NG	HR/Payroll	Human Resources/ Payroll	Dec-18	Dec-18	Feb-19								
Set out below are those 2016/17 and 2017/18 Service Plan Actions that are still live																				
HR 05 <i>16/17</i>	Objective 1	Explore joint HR and Payroll system	Joint PID	Fully integrated system between HR and Payroll; avoid duplication of data entry	System in place, less duplication. Much increased efficiency and customer focussed recruitment process, greater ability for self serve	Not all staff have access to a PC for self serve;	NG/AT	HR/Payroll	Human Resources/ ICT/ Finance/ Procurement		Oct-18	Dec-19							system demos held and PID being developed, estimated costs as identified in Resources Service plan Yr 1 90,000 <i>Extension of Time: December 2019 to March 2020.</i>	
HR 03 <i>16/17</i>		Health, safety & wellbeing organisation assessment <i>This will become part of the wider Wellbeing Strategy</i>										Mar-19								

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Agenda Item 5

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Team: Version No: Date: 13th November 2018

Corporate Objectives
 1) Growing North Devon
 2) Organisational Development

Business as usual core function (brief bullet points only)

- 1) Deliver Smooth running Elections and Referendums.
- 2) To Publish and maintain an up to date Register of Electors.
- 3) To provide an efficient Land Charges Service.

ACTIONS AND OBJECTIVES										Resources									
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE			Additional Comments			
	Corporate Objective Number (see above)	Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial			ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 15/16	Yr 2 16/17	Yr 3 17/18	Yr1 15/16	Yr 2 16/17	Yr 3 17/18	
1		District & Parish Elections					JD		ICT		Sep-18	May-19							
		Household Canvass 2018	Household Enquiry forms to 47,000 Households to collate information for New Register of Electors to be published on 1st December 2019	Accurate/up to date Register of Electors.					CORE TEAM		Aug-19	30-Nov-19							Cost to be met by budget and cabinet office funding.
3		Land Registry takeover of Land Charges for North Devon Area.	Awaiting end date to clarify extent of work required.	Land Registry working towards providing a central Land Charge Register.	Service Transferred	Financial impact on income and possible obligations to Land Registry	RB		ICT,LEGAL & PLANNING	Awaiting project dates from Land Registry	Date expected 2018	Land Registry date is 2025							Cost implications to be calculated once end date known.

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Agenda Item 5

Team: Version No: Date: 13th November 2018

Corporate Objectives
 1) Growing North Devon
 2) Organisational Development

Business as usual core function (brief bullet points only)

- 1) Deliver Smooth running Elections and Referendums.
- 2) To Publish and maintain an up to date Register of Electors.
- 3) To provide an efficient Land Charges Service.

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 15/16	Yr 2 16/17	Yr 3 17/18	Yr1 15/16	Yr 2 16/17	Yr 3 17/18	

Works & Recycling Services - SERVICE PLAN - 2018/21 Head of Service: Ricky McCormack

Team: Operational Services Waste & Recycling Version No: 1 Date: November 2018

Corporate Objectives
 1) Organisational Transformation
 2) Growing North Devon

Business as usual core function (brief bullet points only)
 1) Domestic kerbside Refuse collections (black & green)
 2) Domestic kerbside Recycling collections, processing of Recycling materials.
 3) Street cleansing & Toilet Cleaning.
 4) Trade Waste collections & Skip/bottle bank collections.
 5) Commercial Waste Recycling
 6) Vehicle Maintenance

ACTIONS AND OBJECTIVES										Resources									
Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE			Additional Comments			
	Corporate Objective Number (see above)	Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment,			ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 17/18	Yr 2 18/19	Yr 3 19/20	Yr1 17/18	Yr 2 18/19	Yr 3 19/20	
OSW2	Objective 2	Recycle More Project Waste Services Review	Chargeable Garden Waste Remodel Green Rounds Review labels for 2018 DONE Agree additional options for 2018 DONE Bartec Integration complete Bartec used by crews. DONE	Income generation from customer participation. Savings of vehicles/staff Customer satisfaction	Operating within budget Survey		RM	HF BW AD	ICT Comms Customer Services Finance Extra Admin? Exec. Portfolio Holder Political		Jan-17	Mar-19	In base budget	In base budget	In base budget				Service set up and working. Rounds to be remodelled reflect properties required. This will reduce unnecessary mileage. May be able to reduce vehicles required by 1. New rounds to be implemented in Feb 19.
OSW3	Objective 2	Recycle More Project Waste Services Review	3 Weekly Trial Black Bin Rounds Analyse trial area data. Depending on political decision we need to; A - plan trial reversal. B - Model district wide roll out Bartec Integration complete Bartec used by crews. Satisfaction Survey Members to decide on direction Q1	Efficiency Savings Member decision at the end of the trial. Reduced landfill Increased recycling	Analysis of existing data. Tonnage data % rate		RM PB	HF BW AD	ICT Comms Customer Services Finance Portfolio Holder		Apr-18	Sep-19	NA	NA	NA				Trial: Once members decide on the way forward, we will populate the finance detail. We will then start planning the rollout and order of implementaion.

NEW	Objective 2	Recycle More Project Waste Services Review Bartec Integration Complete	Remodel Residual Domestic Collection Rounds. From Feb 2019 we will no longer have to go to Deepmorr to tip lorries, we will use the new Transfer Station next door. This could free up an hour a day per vehicle of travel time.	Ensure efficient use of vehicles and staff to collect black bin rounds. Reduced diesel costs. Reduced wear and tear on vehicles. Possible savings on number of staff and vehicles needed (on black bin rounds).	Possible reduction in vehicle costs and staffing /overtime.		RM	PB DS AD HF	ICT		Jun-18	Jan-18							The new Transfer Station opens in Feb 19 so new rounds will have to be implemented then. Andy Davey & Hedley Follett current remodelling rounds.
OSW6	Objective 2	Review Trade Waste Service	Data Cleansing of customer & collection information. Promotion of service. Check viability of Bartec Buy additional Bartec units. Enter rounds on to Bartec, Move calls to CSC/Firmstep	Ensure we hold accurate info on customers, bin sizes and collection frequency	Reduced complaints. Efficient rounds Increased profits.	Financial risk if data transfer goes wrong and paying customers dont get expected collections. Possible political backlash if erros occur with collections and payments. Interaction from Bartec to payment system fails.	RM	JT LC	IT Finance CSC R.Fowler (EH)		Jan-18	Mar-20							We need to investigate and test if we can move the Trade Waste service off M3 and on to Bartec. Identify how the payments will work if different to current process.
OSW9	Objective 2	Recycling Process Hall	Review / future proof equipment to ensure financial/ operational viability going forward. Review / future proof working procedures to ensure throughput demand can be met.	Equipment will be able to cope with the demand of increased material throughput. Staff/procedures are in place to deal with material demands.	Reduced down time. Increased productivity. Increased income. Increased staffing levels.		RM	PB PS MW			Nov-17	Mar-19			650k - 750k				Ops Services is looking to manage future property growth throughout the district along with the associated increase in recyclable material. New equipment will mean increased productivity, less overtime costs and remove the need to increase staffing levels.
NEW	Objective 2	Increase O Licence Capacity	Increase LGV Vehicle capacity from 48 to 65	Allow more vehicles on the fleet/site. Which will allow for growth in population and materials recycled.	We will be able to meet future demand .	H&S risk with more vehicles on site. Risk to Customers not having material collected. Political fallout if we can't cope with future demands.	PB	Workshop Manager		Q4/18	Dec-18	Q1/19							We need to apply to the traffic comisioner to increase the fleet size. 1 Transport Manager is not enough once you reach over 50 vehicles. New Works Manager staarts January.
NEW	Objective 2	Review Transfer Shed Usage/Vehicle Parking.	Investigate available accommodation options for our own transfer shed once the DCC transfer station opens next door(Feb 19). Review parking options to try and ease congestion/ allow for additional vehicles.	Allow for possible staff / storage space increase. Provide less congested traffic movements and parking.		Risk to increase O licence capacity without additional parking.	RM	PB PS	Prop & Tech	Q1/19	Apr-19	Sep-19							This is reliant on the DCC Transfer Station next door working efficiently and permanently freeing up the space currently used for residual waste at BEC.

NEW	Objective 2	Vehicle Wash Provision	Investigate whether we can increase resource in vehicle washing (under body/chassis wash & Pressure washers)	<p>Vehicles kept cosmetically clean.</p> <p>Vehicles kept free from dirt and salt and have an increased life span.</p> <p>Vehicles are easier to maintain for workshop staff and reduce both maintenance costs and collection issues.</p>	<p>Increased vehicle reliability</p> <p>Less time spent in workshop.</p> <p>Less break downs and operational delays.</p>	<p>Operational issues if we increase the fleet size but can't keep the vehicles clean.</p> <p>Budgetary risk that costs could escalate with vehicles not being able to be cleaned frequently.</p>	RM	PS			Jan-19	Mar-19							
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