



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.

STRATEGY AND RESOURCES COMMITTEE

A meeting of the Strategy and Resources Committee will be held in the Barum Room - Brynsworthy Environment Centre on **MONDAY, 3RD JUNE, 2019 at 10.00 am.**

(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 Strategy and Resources Councillor Worden (Chairman)
Committee

Councillors Lane, Leaver, Lofthouse, Patrinos, Pearson, Prowse, E. Spear, Wilkinson and Yabsley

AGENDA

1. Apologies for absence
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 Interests. (Please telephone the Corporate and Community Services team to prepare a form for your signature before the meeting. Interests must be re-declared when the item is called, and Councillors must leave the room if necessary).
4. To agree the agenda between Part 'A' and Part 'B' (Confidential Restricted Information).

PART 'A'

5. **Corporate Plan**
Head of Paid Service to report.
6. **Waste and Recycling Service Update**
Presentation by Head of Operational Services.

7. **Joint Local Plan Working Group: Appointment of 4 Members.** (Pages 5 - 6)
To consider the appointment of 4 Members. Copy of terms of reference of the working group (attached).
8. **Performance and Financial Management Quarter 4 of 2018/19** (Pages 7 - 54)
Report by the Head of Resources (attached).

PART 'B' (CONFIDENTIAL RESTRICTED INFORMATION)

Nil.

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

28.05.19



North Devon Council protocol on recording/filming at Council meetings

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The rules that the Council will apply are:

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

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.



North Devon and Torridge Local Plan Working Group – Terms of Reference

The North Devon and Torridge Local Plan Working Group, is a group of elected members who meet periodically to facilitate and promote efficient joint working on planning documents that affect North Devon and Torridge District Councils.

Scope and role of the Working Group

- 1) to have oversight of the joint delivery of development plan documents set out in the North Devon and Torridge Local Development Scheme, which would embrace any future review of the Local Plan;
- 2) to support the drafting of Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) and consider subsequent consultation outcomes to inform the decision making structures of the respective Councils;
- 3) to consider outcomes from policy performance monitoring and the need to undertake any resultant actions, on such matters as the maintenance of housing delivery rates and a joint five year land supply to required levels; and
- 4) as considered appropriate, to respond on a joint basis to external consultations, such as from neighbouring local planning authorities or the Ministry of Housing Communities and Local Government.

Membership

- 5) The Working Group will comprise 8 Members; 4 from North Devon Council and 4 from Torridge District Council.
- 6) The Working Group membership will include at least from North Devon Council: Lead Members for Planning, Regeneration and the Environment; and from Torridge, the Lead Members for Planning, Economy and the Environment.
- 7) The Chairman will be appointed annually and should alternate between the two district councils unless otherwise agreed by the Working Group as a whole.

Attendance

- 8) Officers and Members from Devon County Council are invited to attend the Working Group on an informal basis through the participation of the Locality Member for northern Devon.
- 9) Other Members from the District Councils are invited to attend the Working Group on an informal basis and to participate in discussions (but not vote) at the Chairman's discretion.
- 10) Relevant Ward Members will be invited to attend the Working Group when agenda items relate to a specific area within their ward.

Authority

- 11) The Working Group is advisory and has no delegated decision making powers.

The operation of the Working Group

- 12) Meetings will generally be held on an ad-hoc basis and arranged as and when required with the agreement of the Chairman of the Working Group.
- 13) Meetings will be held in private in view of the informal status of the Working Group.
- 14) Materials will be circulated to the Working Group on a confidential basis.
- 15) Members will receive agendas in an electronic format at least five working days prior a Working Group meeting.

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- 16) Minutes and action notes will be recorded for all meetings.
- 17) The Working Group will be supported by Officers in the Planning Services of North Devon Council and Torrington District Council.

Terms of Reference review

- 18) The Working Group will review its terms of reference periodically, at least once every 4 years.

NORTH DEVON COUNCIL

REPORT TO: STRATEGY AND RESOURCES
Date: 3 June 2019
TOPIC: PERFORMANCE and FINANCIAL MANAGEMENT
QUARTER 4 of 2018/19
REPORT BY: HEAD OF RESOURCES

1 INTRODUCTION

- 1.1 This is one of the series of regular quarterly reports on the council's overall operational and financial performance. The report covers financial as well as operational performance. It mainly covers the quarter from January to March 2019 but also looks at the whole year.
- 1.2 Sections 4 to 9 deal with headline performance issues. More detailed performance information is available in Appendix F.

2 RECOMMENDATIONS

- 2.1 That the actions being taken to ensure that performance is at the desired level be noted.
- 2.2 That the contributions to/from earmarked reserves be approved (section 4.2)
- 2.3 That the movements on the Strategic Contingency Reserve (section 4.3) be noted.
- 2.4 That council approve the variations to the Capital Programme 2019/20 to 2021/22 in section 4.4.9
- 2.5 That funds are released for the capital schemes listed in section 4.4.14
- 2.6 That the sections dealing with Treasury Management (section 4.5), and Debt Management (sections 4.6 and 4.7) be noted.

3 REASONS FOR RECOMMENDATIONS

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

4 PRIORITY – RESOURCES AND ASSET UTILISATION

Councillors RICHARD EDGELL & Councillor GLYN LANE

4.1 Revenue

- 4.1.1 The revenue budget for 2018/19 was approved at Council on 21 February 2018 at £12.220m and as at 31 December 2018, the Council was reporting a net deficit of £0.019m against the budget.
- 4.1.2 The last quarter of the financial year has seen some favourable variances since the last reported position; additional income through the one-off pilot year for 100% Business Rate Retention scheme and additional savings achieved throughout our staffing budgets.
- 4.1.3 As at **31 March 2019** it is pleasing to report that the final out turn position is a budget surplus of (£0.754m), which is an overall movement of (£0.773m) from the last forecast at quarter 3. The main reasons for the movement are shown in Appendix A – Variations in the Revenue Budget.
- 4.1.4 The original budget for 2018/19 included a forecast to achieve £0.200m worth of salary vacancy savings. The previous performance report at quarter 3 was forecasting this saving would be exceeded by £0.025m this year; the final quarter of 2018/19 has actually resulted in further employee savings of £0.083m over and above the original target.
- 4.1.5 The “Recycle more” service changes were introduced in June 2017; the take up of the new garden waste service exceeded our expectations; 2017/18 year saw a total sign up of 17,320 properties (the original estimated take up was 13,000 properties). This has grown further in 2018/19 with 18,134 properties signing up for the garden waste service.
- 4.1.6 The implementation of the ‘Recycle more’ project has been a challenge and has resulted in some further additional costs this year together with a further decline in the sale price of recyclable materials, which has meant the original savings target for the year not being achieved. We have also seen a significant reduction in the level of planning fee income of £0.138m due to a reduction in the larger applications received, which is in line with other authorities experiencing the same pressure. However, I am pleased to report that across the authority we have achieved a number of one off savings which have offset the additional costs and the reduced income; and as highlighted above we are now coming in under the original £12.220m budget set for the year.
- 4.1.7 The Business Rate Retention scheme was introduced in April 2013 which sees Billing authorities receive a ‘baseline’ funding but in addition they are exposed to the risks and rewards of retaining a proportion of the income collected. This exposure is mitigated by participation in the Devon-wide pool that collates all of the Business Rate growth and decline and returns a share of the impact to each local authority.
- 4.1.8 For 2018/19 year we built in £1.252m additional income growth into the base budget over and above our ‘baseline’ funding. At 31 December 2018 the forecast position assumed additional income of £0.200m on top of the growth already factored into the budget and a further one-off additional income from the 100% Business Rates Retention Pilot for 2018/19 of £0.750m. The additional one-off income from the Pilot

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was placed into four earmarked reserves at the Quarter 3 position to fund future year projects.

4.1.9 The final out turn on the Business Rates Retention scheme has yielded overall additional income of £1.540m, which is a positive variance of £0.590m on the December forecast.

4.1.10 The 2018/19 overall revenue budget surplus of (£0.754m), of which a large element of this variance relates to the above additional income from Business Rates; it is proposed to place £0.236m into the Collection Fund reserve. This earmarked reserve was created to deal with the timing impacts of the Collection Fund (Business Rates) which ensures the revenue budget is not unduly affected in the year the taxes are collected. Collection Fund deficits/surpluses are reversed out to bring the revenue account back to the budgeted figure for the year; the deficits/surpluses are recovered/distributed in the following financial years.

4.1.11 The Collection Fund Reserve balance at 31 March 2019 is £1.017m; as mentioned this balance is set aside to smooth the future year's impacts on the budget from the Collection Fund balances; of which the current 40% deficit attributable to this authority is £0.353m. The reserve set aside will cover this contribution back to the Collection Fund over the next two financial years and leaves a residual balance of £0.664m to protect against any future volatility.

4.1.12 The revenue budget surplus of (£0.754m), once the above contribution to the Collection Fund reserve of £0.236m has been made; leaves a residual surplus of (£0.518m). It is proposed to set aside this amount into the following earmarked reserves as follows:-

- £0.050m into Strategic Contingency Reserve to fund projects coming through the Strategy and Resources committee
- £0.075m into Improvement Reserve to fund future service delivery initiatives
- £0.100m into Digital Transformation Reserve to fund further system improvements to our ICT infrastructure
- £0.100m into Repairs Fund Reserve to fund additional enhancements to Council assets (on top of the already planned maintenance)
- £0.193m into a number of smaller Earmarked Reserves to fund already identified specific projects in 2019/20 year

4.1.13 At the 31st March 2019 total external borrowing was £1.250m. The timing of any future borrowing is dependent on how the authority manages its treasury activity and due to current low interest rates and reduced returns on investments it is prudent for the Council to 'internally borrow' and use these monies to fund the Capital Programme. The actual cost of borrowing was £0.531m, a reduction of £0.013m on the budgeted cost of £0.544m. This cost includes both the interest payable on external borrowing and the authority making a 'minimum revenue provision (MRP)' to set aside repaying the principal on the borrowing need.

4.1.14 The recommended level of general fund balance is 5%-10% of the council's net revenue budget (£0.611m to £1.222m). The actual general fund reserve at 31 March 2019 is £1.161m, which is a level of 9.5%.

4.2 Earmarked Reserves 2018/19

4.2.1 Appendix B – Movement in Reserves & Balances details the movements to and from earmarked reserves in 2018/19.

4.3 Strategic Contingency Reserve

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

4.4 Capital

4.4.1 The 2018/19 Capital Programme is attached as Appendix D – Capital Programme 2018/19.

4.4.2 The Budget and Financial Framework report to Executive 5th February 2018 outlined the Capital Programme for the 2018/19 financial year of £5.900m. Project under spends of £1.522m were brought forward from 2017/18 year and further variations of £1.204m, £0.993m, (£1.836m) and (£2.254m) were approved as part of the performance and financial management reports to Executive on 4th June 2018, 4th September 2018, 5th November 2018 and 4th February 2019 to produce a revised Capital Programme of £5.529m.

4.4.3 Actual spend on the Capital Programme for 2018/19 financial year was £4.297m. The variance against the budget of £5.529m is (£1.232m); of which £1.234m will be carried forward into the 2019/20 Capital Programme to fund on-going projects.

4.4.4 In order to pay for the £4.297m capital investment the Council funded this from £2.538m received from external sources in the form of grants and other assistance and used £1.759m of internal resources held specifically for capital projects.

4.4.5 The 2019/20 to 2021/22 Capital Programme is attached as Appendix E – Capital Programme 2019/20 to 2021/22.

4.4.6 The Budget and Financial Framework report to Executive 4th February 2019, outlined the Capital Programme for the 2019/20 financial year of £9.609m; 2020/21 financial year of £2.456m and 2021/22 financial year of £2.374m.

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4.4.7 Project under spends of £1.234m from 2018/19 year are brought forward to produce a revised Capital Programme for 2019/20 year of £10.843m; 2020/21 financial year of £2.456m and the 2021/22 financial year of £2.374m.

4.4.8 Further investment of £0.122m has been identified for the period 2019/20 following 3 business cases submitted to the Project Appraisal Group (PAG) for:

- Property Maintenance at the Public House on the corner of Castle Street and the property at 16 Castle Street
- Retaining wall at Watersmeet Car Park Lynton
- Retaining wall at Cross Street Car Park Lynton

4.4.9 Incorporating the investment proposal highlighted above, overall variations of £14.710m are proposed to the 2019/20 to 2021/22 Capital Programme as follows:

▪ **Other variations (+ and -) to 2019/20 Capital Programme – £14,709,899**

Scheme	Amount (£)	Notes
Leisure Provision at Seven Brethren	14,730,399	Full Council - 13 th March 2019
S106 to Georgeham Parish Council for Croyde Play area	40,000	Executive – 4 th March 2019
S106 Braunton BMX	25,000	Executive – 4 th March 2019
Disabled Facility Grant	(221,000)	Adjusted in line with base funding from the Better Care Fund
Museum of Barnstaple- Long Bridge Wing Extension	14,000	Additional changes to the original contract funded by External Grants
Property Maintenance at the Public House on the corner of Castle Street and the property at 16 Castle Street.	90,000	PAG business case
Retaining wall Watersmeet Car Park Lynton	22,000	PAG business case
Retaining wall Cross Street Car Park Lynton	9,500	PAG business case

- **Budget virement (transfer) between projects**

Scheme	Amount (£)	Notes
Disabled Facility Grants	(200,000)	Use of the Better Care Fund for Home Energy Solution
Home Energy Solution	200,000	Use of the Better Care Fund for Home Energy Solution
Contact Centre Telephony System	(86,500)	Combined with the main Telephony system upgrade
ICT Telephony System	86,500	Combined with the main Telephony system upgrade

- **Other variations (+ and -) to 2020/21 Capital Programme – (£221,000)**

Scheme	Amount (£)	Notes
Disabled Facility Grant	(221,000)	Adjusted in line with base funding from the Better Care Fund

- **Other variations (+ and -) to 2021/22 Capital Programme – (£221,000)**

Scheme	Amount (£)	Notes
Disabled Facility Grant	(221,000)	Adjusted in line with base funding from the Better Care Fund

4.4.10 The revised Capital Programme for 2019/20 to 2021/22 taking into account the budget variations above is £29.941m and is broken down as follows:

- 2019/20 £25.553m
- 2020/21 £2.235m
- 2021/22 £2.153m

4.4.11 The Programme of £29.941m is funded by Capital Receipts / Borrowing (£13.058m), External Grants and Contributions (£14.508m) and Reserves (£2.375m).

4.4.12 The timing and realisation of capital receipts can be impacted by events beyond the control of the Council and we have been able to manage cash flows for projects through internal borrowing.

4.4.13 We also have authority to borrow from the Public Works Loan Board (PWLB) as outlined in the Treasury Management Annual Investment Strategy and the Council currently has external borrowing of £1.250m.

4.4.14 Release of Funds – 2019/20 Capital Programme

4.4.15 Once funds have been included in the Capital Programme the Constitution requires a separate decision to release those funds. Accordingly the schemes below need the funds to be released so that spending can start within the following three months:

- Museum of Barnstaple, Long Bridge Wing Extension £14,000
- Property Maintenance of the Public House on the corner of Castle Street and the property at 16 Castle Street £90,000
- Retaining wall – Watersmeet Car Park Lynton £22,000
- Retaining wall – Cross Street Car Park Lynton £9,500

4.5 Treasury Management

4.5.1 Bank Rate remained at 0.75% during the final quarter of the financial year.

4.5.2 The average 7 day LIBID (inter-bank bid rate), the Council's benchmark rate at 31st March 2019, was 0.51% (previous year 0.21%).

4.5.3 The return earned on the Council's investments was 0.57% (previous year 0.34%).

4.5.4 £91,803 investment interest was earned during the financial year. (2018/19 interest receivable budget was £60,000)

4.5.5 As at 31st March 2019, the Council had total external borrowing of £1.250m.

4.5.6 £26,942 interest was paid at an average rate of 2.03% on the PWLB loans during the financial year. (2018/19 interest payable budget was £40,000)

4.6 Debt Management

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

4.6.2 As billing authority, the Council annually raises the bills for Council Tax (£50m) and Business Rates (£30m).

4.6.3 Collection rates are controlled through monitoring:

- the level of write offs
- levels of previous years' outstanding debt
- the level of income collection in the year against the annual sums due to be collected.

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

4.6.5 The outstanding amounts at 31st March 2019 are as set out below:

Age in Years	Council Tax		Business Rates	
	2017/18 £'000	2018/19 £'000	2017/18 £'000	2018/19 £'000
1 – 2	757	853	264	184
2 – 3	436	466	147	89
3 – 4	275	292	35	65
4 – 5	166	177	52	19
5 – 6	99	109	39	35
Over 6	160	147	40	50

4.6.6 Irrecoverable debts from previous years not exceeding £1,500 can be written off with the authorisation of the Chief Financial Officer. Decisions on whether to write off debts over £1,500 rest with the Chief Financial Officer, in consultation with the Leader of the Council. As at 31 March 2019 the amount of accounts written off was as follows:

Less than £1,500			More than £1,500	
No. of accounts	Amount		No. of accounts	Amount
971	£81,659.71	Council Tax	155	£163,679.16*
116	£5,661.52	Business Rates	71	£419,585.25**
190	£37,486.14	Housing Benefits	15	£64,728.29

* £68,784.58 due to bankruptcy (see section 4.6.8)

** £290,385.47 due to bankruptcy and company insolvency (see section 4.6.8)

4.6.7 The monitoring of in year collection is carried out against national performance indicators targets of sums collected in year as a percentage of the Net Sums Due for that year.

4.6.8 The majority of the write offs are individual bankruptcy and company insolvency and in a number of cases include liabilities for previous years. In these cases we are unable to recover the debt. However, if at a later date a dividend is paid, the money is allocated to the account and the relevant amount written back on.

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4.6.9 The other main reason for write offs is where the person has gone away (no trace). However, write offs are reviewed and where we find the persons contact address the write off is reversed and recovery action continues.

4.6.10 The levels of collection are:

	Achieved 2017/18	Achieved 2018/19
Council tax	97.02%	97.05%
Business rates	97.96%	97.04%

4.6.11 The Authority has received funding from major preceptors to help support the billing and collection of Council Tax and Business Rates which we hope will see an increase in the above collection levels.

4.7 General Debtors

4.7.1 The level of general invoices raised was £7.3m at 31st March 2019 (previous year £5.7m).

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

Age of debt	31 Mar 2018	31 Mar 2019
	£'000	£'000
3 weeks to 6 months	166	251
6 months to 1 year	31	115
1 to 2 years	148	49
2 to 6 years	185	303
Over 6 years	30	20
TOTAL	560	738

4.7.3 In accordance with the Constitution, irrecoverable debts not exceeding £1,500 can be written off with the authorisation of the Chief Financial Officer. The Chief Financial Officer, in consultation with the Leader of the Council, must authorise the write off of debts over £1,500.

4.7.4 As at 31st March 2019, the amounts written off were as follows:

Number of Invoices	Written offs - £1,500 & under	Number of Invoices	Written offs - over £1,500
117	£28,740	2	£16,397

5 PRIORITY – PARTNERSHIPS AND SHARED SERVICES

Councillor DES BRAILEY

- 5.1 A project to refurbish North Devon Crematorium's Aspen Chapel is now complete. Work began in January to replace and refurbish all elements of the chapel. The chapel, which has remained largely unchanged since it opened over 50 years ago, has new windows, flooring, furniture, technology and improved disabled access.

6 PRIORITY – LOCAL PLAN AND REGENERATION

Councillors PAT BARKER and JEREMY YABSLEY

- 6.1 The Future High Streets fund aims to help local councils and local leaders to implement 'bold new visions' to transform their high streets and make them fit for the future. The Council have submitted a bid for Barnstaple Town Centre, working with partners; as local businesses and people are best placed to understand the challenges facing our town centre. We should hear the outcome of the bid during the summer.
- 6.2 After an initial set back the Council was notified in March that it had been successful in securing £40,000 of grant funding from the Coastal Revival Fund to carry out mapping of cultural assets in Barnstaple Town Centre and provide a vision and delivery plan that will connect our iconic buildings, protect conservation areas and the waterfront. The aim is to ensure that the town's fantastic heritage assets are enhanced whilst boosting their economic impact as a focal point for residents, visitors and businesses.
- 6.3 Work was completed on the installation of new lighting on the arches of one of Barnstaple's most iconic landmarks. North Devon Council illuminated the columns of the arches of Barnstaple's historic Longbridge, as part of a project to improve pedestrian links from the train station to the town. The project had the support of Historic England, Barnstaple Town Centre Management, Barnstaple Town Council and the Barnstaple Coastal Community Team.
- 6.4 The Council secured significant funding from Historic England in order to progress urgent works on Bunksland Farm which is a grade II* listed building dating from the late medieval period. The farm contains historic fabric and features of considerable significance and the project was a joint initiative between the Council and Historic England, working with the owners. The farmhouse is in a very poor condition and has suffered some internal collapse therefore works are required to prevent further deterioration of the building.
- 6.5 North Devon Council provided a full written response to the Select Committee on Regenerating Seaside Towns and Communities during the Call for Evidence. North Devon has a world class coastline and surfing beaches but our coastal communities also have some key issues affecting their ability to diversify and contribute to the overall economic performance of our region.
- 6.6 A director from the Department for the Environment, Food and Rural Affairs visited North Devon to view the great work that has been done by local partners and talk to a wide range of participants, including farmers. The Landscape Pioneer is testing the use of natural capital in determining environmental priorities and agreeing actions to target them. At its heart is an innovative process for creating a shared plan that identifies where investment in natural capital is most needed and securing new investment for

those projects in the Pioneer area. The Landscape Pioneer is led by Natural England (NE) and is based in the North Devon UNESCO Biosphere Reserve.

6.7 A successful workshop was held for members on the new Local Plan and was delivered by officers from Torridge and North Devon, mirroring a similar session for members of Torridge District Council.

7 PRIORITY – THE ENVIRONMENT

Councillor RODNEY CANN

- 7.1 A five-year strategy and action plan to rid northern Devon of single-use plastics has been agreed by members of the Plastic Free North Devon Consortium. The consortium consists of representatives from a number of charities, voluntary groups and organisations from across North Devon.
- 7.2 The re-modelled black bin collections went live in February, therefore residual waste is no longer going to landfill. Approximately 35 inductions completed for the new Suez waste transfer station (Devon County Council) which opened on 11th February 2019. The re-modelled garden waste rounds also went live in February,
- 7.3 New Health & Safety Awareness programme launched for the Operational Services team.
- 7.4 Recycling presentations given to Georgeham Primary School & Marwood WI.
- 7.5 The successful Hessian sack trial was continued in the Ilfracombe area.
- 7.6 Our Environmental Wardens issued 27 Fixed Penalty Notices with total fines given of £5,520 for a range of offences including no waste transfer note/trade waste agreement; littering from a vehicle; dog fouling and unauthorised depositing of waste on land. There were also 4 prosecutions with total fines and costs of £4,902 for littering from a vehicle; fly tipping and breach of a community protection notice.

8 PRIORITY – HEALTH AND WELLBEING

Councillors DICK JONES and BRIAN MOORES

- 8.1 The council's Safe Sleep provision at the Freedom Centre in Barnstaple was used over 2,000 times this winter, equating to supporting an average 11 people per night. The service offers overnight accommodation, food and support for homeless people throughout the winter months. Of the 111 people who used the service, a third are now in permanent accommodation after being supported by the service.
- 8.2 We successfully prevented or resolved homelessness for 191 households in the quarter, a 3% increase in comparison to previous quarter.
- 8.3 We successfully prevented or alleviated rough sleeping for 44 households during the quarter, a 28% reduction in comparison to the previous quarter.
- 8.4 We provided Temporary Accommodation for 40 households during the quarter period, a 23% reduction of households being placed in our Temporary Accommodation compared to the previous quarter.

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- 8.5 We registered 310 new applications on Devon Home Choice, an 11% reduction compared to the previous quarter.
- 8.6 We assisted 60 households into social housing vacancies through Devon Home Choice, a 9% reduction of available vacancies compared to the previous quarter
- 8.7 43 new Disabled Facility Grant applications were received, a 10% increase compared to the previous quarter and 53 Disabled Facility installations were completed in the quarter.
- 8.8 We enabled the completion of 58 new affordable homes for our community.
- 8.9 The Food, Health and Safety team managed a 95% return on their food hygiene inspections for the financial year 2018/19.
- 8.10 Full Council approved the decision to proceed with the construction of a new leisure centre in Barnstaple, which will include a swimming pool, sports hall and exercise studios. The project has attracted grant funding from both the Coastal Communities Fund and Sport England.
- 8.11 Structural repairs have been carried out at the Ilfracombe swimming pool. The whole building has had cavity wall tie replacement.
- 8.12 Bicclescombe Park in Ilfracombe has once again received a prestigious Pride in Parks award. The park has been awarded four out of five stars for demonstrating excellent maintenance and development, good community involvement and care of the environment. Pride in Parks is run by Southwest in Bloom, in conjunction with the Royal Horticultural Society.
- 8.13 The Parks Team have been awarded £15,000 grant through the LGA Parks Improvement Fund for two projects - improvements/enhancements to a previously overgrown area of Southern Slopes in Ilfracombe and enhancements to Castle Green and Mound in Barnstaple.
- 8.14 Improvements have been made at the Greenways play area in Ilfracombe and the Blakeshill Road play area in Landkey thanks for £37,000 worth of developer's contributions (section 106 funds).
- 8.15 Our new Theatres contract started in January under the management of Selladoor Worldwide. The Landmark Theatre re-launched with special guest Sir Ian McKellan.
- 8.16 The Museum successfully acquired the Barnstaple Steam Fire engine, a new exhibit for the museum extension when we re-open in July.

9 PRIORITY – BUSINESS TRANSFORMATION, SERVICE DELIVERY AND PERFORMANCE MANAGEMENT

Councillors DAVID LUGGAR and IAN MEADLARKIN

- 9.1 Satisfaction with the Customer Services team remains high. In quarter four, 94% of customers were satisfied with the service they received, with the average for the whole year being 94.5%.

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- 9.2 The council's new email subscription service has gone live. Customers can sign up to get email alerts on subjects of their choice including planning applications, job vacancies and council meetings among others.
- 9.3 The Land Charges Team have kept hold of a top award for their work for the third year in a row. At the Land Data Local Charges Awards the team retained the award for the Best Performing National Land Information Service (NLIS) Level 2 Land Charges Department.
- 9.4 Modern.gov new Democratic System and purchase of iPads to allow all agendas and minutes to be distributed digitally when our existing/new members were elected.
- 9.5 Master.gov new Planning System has been installed, data matched and migrated, training taken place and now undergoing User Acceptance Testing.
- 9.6 iKen new Legal Case Management System has been installed and training delivered.
- 9.7 New Payroll & HR System have seen numerous demonstration and are now down to 2 potential options/suppliers.
- 9.8 All Staff and Members emails moved to Office365 (Cloud) to increase resilience and security. ICT Asset Show & Tell Event giving staff an opportunity to choose an ICT solution to best meet the needs of the business aligned to specific personas.
- 9.9 Skype for Business Telephony and a new Cloud Customer Contact Centre has scoped and the high level designs drafted.
- 9.10 Payment Card Industry (PCI) Compliance moved a step forward in that our Payment Card Environment has now been mapped.

10 Constitutional Context

Article and paragraph	Appendix and paragraph	Referred or delegated power?	A key decision?	In the Forward Plan?
7.12	13, para 4.7	Delegated power	No	No

11 Statement of Internal Advice

- 11.1 The authors (below) confirm that advice has been taken from all appropriate Councillors and officers.

12 Background Papers

None

Author: Jon Triggs and Claire Holm

Date: 22 May 2019

Ref: I:\Projects\Single Report\2018-19 Q4\Q4 Perf & FM.doc

“APPENDIX A - VARIATIONS IN THE REVENUE BUDGET”

Service and Cost Area	Qtr 3 Variance to Budget £m	Outturn Variance to Budget £m	Movement Qtr 3 to Outturn £m
Temporary accommodation/Rough Sleepers	0.021	0.005	(0.016)
Preventing repossessions income	(0.010)	(0.010)	0.000
Taxi & animal licensing	(0.010)	(0.014)	(0.004)
Various	0.002	(0.004)	(0.006)
Environmental Health & Housing	0.003	(0.023)	(0.026)
Revenues & Benefits grant	(0.060)	(0.061)	(0.001)
Revenues & Benefits postage and baliff/court costs	0.000	0.010	0.010
Public conveniences	(0.017)	(0.011)	0.006
BEC utilities	0.016	0.063	0.047
Garage sales	0.000	(0.011)	(0.011)
Lynton agency additional surplus	0.000	(0.011)	(0.011)
Corporate properties rental income	0.030	0.015	(0.015)
Various	(0.002)	(0.004)	(0.002)
Resources	(0.033)	(0.010)	0.023
Member Services employee savings	(0.007)	(0.012)	(0.005)
Design Print supplies	0.000	(0.011)	(0.011)
Various	0.001	(0.007)	(0.008)
Corporate & Community Services	(0.006)	(0.030)	(0.024)
Works & Recycling employees	0.124	0.149	0.025
Works & Recycling vehicle costs	0.141	0.162	0.021
Works & Recycling tipping charges	0.017	0.043	0.026
Works & Recycling trade waste income	(0.029)	(0.020)	0.009
Works & Recycling recycling credits	0.013	0.021	0.008
Works & Recycling savings sharing scheme	(0.084)	(0.084)	0.000
Works & Recycling sale of recyclable materials	0.129	0.145	0.016
Works & Recycling garden waste income	(0.028)	(0.036)	(0.008)
Contribution from crematorium	(0.020)	(0.020)	0.000
Car parks rates	0.020	0.019	(0.001)
Car parks supplies & services	0.000	(0.031)	(0.031)
Various	0.018	0.005	(0.013)
Operational Services	0.301	0.353	0.052
Harbour employee/utilities	0.002	(0.009)	(0.011)
Building Control employees	0.000	0.010	0.010
Building Control income	0.000	0.020	0.020
Electoral Registration supplies & services	0.000	(0.016)	(0.016)
Telephone contract	0.000	(0.014)	(0.014)
Human Resources various	(0.014)	(0.015)	(0.001)
ICT software	0.000	(0.046)	(0.046)
Various	(0.009)	(0.025)	(0.016)
Corporate Services	(0.021)	(0.095)	(0.074)
Economic Development employees & running costs	(0.034)	(0.047)	(0.013)
Planning employees costs	(0.077)	(0.096)	(0.019)
Planning fee income	0.113	0.138	0.025
Planning pre application income	(0.014)	(0.006)	0.008
Pannier Market employees	0.060	0.052	(0.008)
CCTV equipment	(0.018)	(0.023)	(0.005)
Movement in bad debt provision	0.000	(0.023)	(0.023)
Various	0.000	(0.010)	(0.010)
Place	0.030	(0.015)	(0.045)

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Appendix A

Service and Cost Area	Qtr 3 Variance to Budget £m	Outturn Variance to Budget £m	Movement Qtr 3 to Outturn £m
Additional vacancy savings	(0.025)	(0.083)	(0.058)
Business Rates Retention - additional income	(0.200)	(0.790)	(0.590)
Business Rates - additional income from pilot (One-Off)	(0.750)	(0.750)	0.000
Contribution to earmarked reserves	0.750	0.750	0.000
Interest receivable	(0.020)	(0.033)	(0.013)
Interest payable	(0.010)	(0.013)	(0.003)
Various	0.000	(0.015)	(0.015)
Other	(0.255)	(0.934)	(0.679)
Total	0.019	(0.754)	(0.773)

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Appendix A

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“APPENDIX B - MOVEMENT IN RESERVES & BALANCES”

Earmarked Reserves	Opening Balance 1st April 2018	Transfer to Reserves	Transfer from Reserves (to Capital)	Transfer from Reserves (to Revenue)	Transfer between Reserves	Closing Balance 31st March 2019
Collection Fund Reserve	1,116,557	236,425		-422,905	87,143	1,017,220
Community Housing Fund -Housing Enabling	636,070			-32,800		603,270
Capital Funding Reserve	226,005	350,000	-53,618			522,387
Repairs Fund	248,300	329,182	-39,469	-295,625	112,936	355,323
Digital Transformation Financial Systems	22,558	170,812		-11,770	89,402	271,002
Economic Development Reserve	70,265	202,200		-45,345		227,120
Office Technology Reserve	103,714	175,000	-66,301			212,413
Crem Earmarked Reserve	296,591	45,818	-137,523			204,887
Planning Enquiries Fund	146,590	50,000				196,590
Crem Equipment Replacement Reserve	120,000	60,000				180,000
Local Plans Fund	147,603	40,122	-21,228			166,497
Strategic Contingency Reserve	62,150	129,750	-17,000	-31,510	2	143,392
Second Homes Council Tax Reserve	125,289					125,289
Improvement Programme Reserve	119,025	275,000		-271,528		122,497
Council Tax Support Scheme Reserve	160,439			-53,100		107,339
Waste Shared Savings Reserve	90,000					90,000
CCTV Reserve	50,000	21,000				71,000
Tarka Tennis Surface replacement	118,991	8,680	-49,798	-20,000		57,873
New Homes Bonus Reserve	94,000		-36,602			57,398
Self Build & Custom Housebuild	36,356	30,000		-9,054		57,302
Land Charges Personal Search Reserve	37,036	13,143				50,179
District Council Election	25,000	25,000				50,000
Land Charges Earmarked Reserve	97,854				-47,854	50,000
Prevention CLG Grant Reserve	81,133			-35,816		45,317
Rough Sleeper Initiative - DCLG grant	0	42,237				42,237
P C Planned Maintenance Fund	177,936		-24,845		-112,936	40,156
Community Consultation	38,383					38,383
Greensweep Replacement Fund	47,000			-14,297		32,703
Leisure Centre Replacement Reserve	52,834			-21,692		31,142
Car Parking Reserve	12,116	23,869		-4,151	-1,337	30,496
Ilfacombe Watersports Centre	25,000	40,000		-36,127		28,873
Specialist Domestic Abuse Reserve	104,636	27,467		-104,636		27,467
Vehicle Renewals Fund	520,000	224,000	-718,000			26,000
Neighbourhood Planning	25,000					25,000
Brownfield Land Registers and Permission	20,130	3,687				23,817
Office Accommodation Reserve	40,000	10,000		-29,959		20,041
Provision for Brexit	0	17,484				17,484
Development Control Fund	0	15,600				15,600
External Professional Services Reserve	8,400	11,000		-6,360		13,040
Noise Equipment reserve	10,000	2,000				12,000
Community Protection Vehicle Reserve	6,000	6,000				12,000
Habitat Directive Reserve	11,270					11,270
Local Welfare Support reserve	20,541			-10,000		10,541
IER Funding	21,852	11,703		-23,292		10,264
Theatres Reserve	9,466					9,466
Town & Parish Fund	17,544			-12,385		5,159
Museum development fund	16,019	850	-16,019			850
All Weather Pitch	19,787			-19,786	-1	0
Flexible Homelessness Support Grant	9,202			-9,202		0
Devon District Councils Joint Working	1,396				-1,396	0
Radio link Reserve	7,332				-7,332	0
HEAT Reserve	13,211			-13,211		0

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Appendix B

Earmarked Reserves	Opening Balance 1st April 2018	Transfer to Reserves	Transfer from Reserves (to Capital)	Transfer from Reserves (to Revenue)	Transfer between Reserves	Closing Balance 31st March 2019
General Contingency	4,756			-4,756		0
Verity Road Signs Reserve	10,000				-10,000	0
Right to Move Reserve	2,834				-2,834	0
Beach Signs	2,450				-2,450	0
Business Support Scheme Grant	1,440				-1,440	0
Landscape Character Assessment Reserve	1,047				-1,047	0
Village Hall Grants Fund	6,389				-6,389	0
Museum Purchases Fund	17,183		-17,183			0
Local Authority Mortgage Scheme Reserve	89,402				-89,402	0
West Down Car Park Reserve	538				-538	0
Homelessness Prevention Programme Reserve	29,068			-29,068		0
Devon Improvement Programme Reserve	4,526				-4,526	0
Major Sports Grants Fund	10,493			-10,492	-1	0
	5,646,705	2,598,030	-1,197,586	-1,578,866	0	5,468,284

“APPENDIX C - STRATEGIC CONTINGENCY RESERVE”

Resources Available	£
Balance brought forward 1st April 2018	(62,150)
Contribution to reserve 2018/19	(129,752)
	(191,902)
2018/19 Actual Spend	£
Museum Long Bridge Wing Extension – Urgent decision 22 March 2018	17,000
Town and Parish Fund – Exec 8 May 2018	7,510
Project Manager for Leisure Centre Replacement – Exec 8 May 2018	20,000
South West Youth Games – Exec 2 July 2018	4,000
Total Spend in Year	48,510
Balance Remaining at 31 March 2019	(143,392)

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Appendix C

“APPENDIX D - CAPITAL PROGRAMME 2018/19”

Project	Total Budget £	Actuals 2018/19 £	Variance (-ve = overspend) £	Carry forward 2018/19 £	Complete or On- going
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Chief Executive and Corporate					
Website Improvement	10,500	10,500.00	0.00	0.00	On-going
Office Technology Fund - End User Assets and IT Assets in Data Centre	53,178	66,301.45	(13,123.45)	(13,123.00)	On-going
Replace existing desktop solution	769	768.94	0.06	0.00	Complete
Replace existing desktop solution	4,750	4,750.00	0.00	0.00	Complete
	69,197.00	82,320.39	(13,123.39)	(13,123.00)	

Corporate and Community					
Museum of Barnstaple - Long Bridge Wing	1,100,000	883,322.38	216,677.62	216,678.00	On-going
21:21 (Transformation Project)	43,226	0.00	43,226.00	43,226.00	On-going
Committee Administration System	52,000	23,602.91	28,397.09	28,397.00	On-going
Legal Case Management System	24,720	24,720.00	0.00	0.00	Complete
S106 Contributions - Various projects	432,039	137,473.28	294,565.72	294,566.00	On-going
S106 Contributions - Various projects	77,000	77,000.00	0.00	0.00	Complete
Water sports Centre Ilfracombe	75,794	104,779.21	(28,985.21)	(28,985.00)	On-going
	1,804,779.00	1,250,897.78	553,881.22	553,882.00	

Project	Total Budget £	Actuals 2018/19 £	Variance (-ve = overspend) £	Carry forward 2018/19 £	Complete or On- going
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Environmental Health & Housing					
Disabled Facilities Grant Programme	1,000,000	1,008,670.21	(8,670.21)	(8,671.00)	On-going
Provision of temporary accommodation	704,608	710,156.33	(5,548.33)	(5,548.00)	On-going
Affordable Housing 16 Castle Street	5,841	3,381.97	2,459.03	0.00	Complete
	1,710,449.00	1,722,208.51	(11,759.51)	(14,219.00)	

Operational Services					
Works Unit Vehicles	911,176	911,176.72	(0.72)	0.00	On-going
	911,176	911,176.72	(0.72)	0.00	

Place					
Land Release Fund - Highways	200,000	53,769.70	146,230.30	146,230.00	On-going
Replacement Planning ICT system	21,228	22,610.00	(1,382.00)	(1,382.00)	On-going
	221,228.00	76,379.70	144,848.30	144,848.00	

Resources					
Barnstaple Bus Station PC	25,924	22,844.55	3,079.45	3,079.00	On-going
Town Station - Pathfield School	18,013	24,203.37	(6,190.37)	0.00	Complete

Project	Total Budget £	Actuals 2018/19 £	Variance (-ve = overspend) £	Carry forward 2018/19 £	Complete or On- going
Planned Maintenance	1,580	0.00	1,580.00	0.00	Complete
Marine Drive Car Park Resurfacing - Ilfracombe	12,174	12,173.98	0.02	0.00	On-going
Ilfracombe Harbour - Kiosks	132,595	4,710.87	127,884.13	127,884.00	On-going
Jubilee Gardens reserved car park retaining wall	35,000	3,553.30	31,446.70	31,447.00	On-going
Resurfacing to various car parks	50,063	50,064.28	(1.28)	0.00	On-going
Replacement roof - Old Bus Station - Tea on the Taw	37,185	37,128.73	56.27	0.00	Complete
	312,534.00	154,679.08	157,854.92	162,410.00	

Resources - Non Treasury					
Acquisition of Sub Lease Plot 1 Seven Brethren	400,000	0.00	400,000.00	400,000.00	On-going
Surrender in the long leasehold interest in Gaydon Street Dairy	100,000	100,000.00	0.00	0.00	Complete
	500,000.00	100,000.00	400,000.00	400,000.00	
	<u>5,529,363.00</u>	<u>4,297,662.18</u>	<u>1,231,700.82</u>	<u>1,233,798.00</u>	

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“APPENDIX E - CAPITAL PROGRAMME 2019/20 TO 2021/22”

Project	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
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Chief Executive and Corporate			
Website Improvement	5,455	0	0
Office Technology Fund - End User Assets and IT Assets in Data Centre	333,313	0	0
ICT Improve Back-up and Recovery Capabilities	216,140	0	0
ICT Skype for Business	193,329	140,250	197,770
	748,237	140,250	197,770

Corporate and Community			
Museum of Barnstaple - Long Bridge Wing	1,041,732	0	0
21:21 (Transformation Project)	43,226	0	0
Committee Administration System	28,397	0	0
S106 Contributions - Various projects	359,566	0	0
Water sports Centre Ilfracombe	1,373,471	0	0
Tarka Tennis Artificial Grass Pitch	794,535	0	0
Leisure Provision at Seven Brethren	14,730,399	0	0
	18,371,326	0	0

Environmental Health & Housing			
Affordable Housing delivery Grant	5,000	0	0
Affordable Housing Fund	90,000	0	0
S106 Affordable Housing - Higher Westaway, Newton Tracey	45,000	0	0
Wessex Loan and Grant Scheme	56,573	0	0

Project	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
Home Energy Solutions	200,000	0	0
Disabled Facilities Grant Programme	1,480,601	979,000	979,000
Provision of temporary accommodation	489,844	0	0
	2,367,018	979,000	979,000

Operational Services			
Works Unit Vehicles	418,823	116,000	976,000
Rolling Road - for Workshop	30,000	0	0
Material Recovery Facility - Infrastructure	760,000	0	0
	1,208,823	116,000	976,000

Place			
Land Release Fund - Highways	1,146,230	0	0
Land Release Fund - Flood Defence	0	1,000,000	0
Replacement Planning ICT system	42,981	0	0
	1,189,211	1,000,000	0

Resources			
Barnstaple Bus Station re-furbishment	55,925	0	0
Marine Drive Car Park Resurfacing - Ilfracombe	65,000	0	0
Coastal Protection & Shoreline Mgt Plan	7,658	0	0
Winter Storm repairs - Environment Agency	13,206	0	0
Ilfracombe Harbour - Kiosks	127,884	0	0
Jubilee Gardens reserved car park retaining wall	31,447	0	0

Project	Original Budget 2019/20 £	Original Budget 2020/21 £	Original Budget 2021/22 £
Resurfacing to various car parks	106,984	0	0
Retaining Wall - Watersmeet Car Park Lynton	22,000	0	0
Retaining Wall - Cross Street Car Park Lynton	9,500	0	0
Public Maintenance - Public House corner of Castle Street and 16 Castle Street	90,000	0	0
HR and Payroll System	98,500	0	0
Pannier Market Re-roofing works	500,000	0	0
Digital Transformation Asset and Financial Management System	40,000	0	0
	1,168,104	0	0

Resources - Non Treasury			
Acquisition of Sub Lease Plot 1 Seven Brethren	500,000	0	0
	500,000	0	0

25,552,719	2,235,250	2,152,770
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Appendix F

Table A: High level status of all service plan actions tracked on covalent

	Completed	Overdue	Cancelled	Not due	Total
Totals	358	5	40	50	453
Since the last report included in the total	18		4		

Table B: Service plan actions that have been cancelled authorised by SMT

Action	Reason
ED 01 16/17 North Devon Growth Point (also meets Objectives 1 and 4) - Scope opportunities for a North/Northern Devon Growth Point	This action is out of date and replaced by newer actions on North Devon Futures and Local Plan review. Garden Town programme entry was bid for 2018, however, Barnstaple was not identified in announcements Spring 2019. Awaiting feedback from HE/MHCLG.
P 05 16/17 Explore options for growth through growth points or incremental expansion	This action has been replaced by more up to date service plan actions
PM 01 16/17 Review operating model in Pannier Market. Review offer & business model	Request for cancellation as this action is the same as CE PM 01 17/18
CEM 02 15/16 Extension to Marlborough Road Cemetery	Request for cancellation as this action is the same as CEM 02 16/17

Service Plan Actions (18) completed

Action	Closure Note	Due Date	Completed Date
C&C C&C 02 18/19 Communications & Customer support for round remodelling	Rounds remodelled in certain areas early 2019	31-Mar-2019	31-Mar-2019
C&C PL&C 20 18/19 Prepared & tender a long term operational contract for the Queen's & Landmark Theatres	Selladoor Worldwide were awarded a 10 year theatres operating contract in November, with the contract starting in January 2020.	31-Jan-2019	16-May-2019
CCC 01 16/17 (Under ICE Project) Review F2F service delivery across our one stop shops	Amory Centre surrender drafted and awaiting signing. If paying half towards signposting. B'ple staffed flexibly so staff can be brought back and forth from phones/front desk according to demand.	31-Dec-2018	13-May-2019

Service Plan Actions (18) completed

CCC 02 16/17 (Under ICE Project) Use journey and process mapping to reduce interactions to CS by improving back office services i.e W&R assisted collections	Now part of a corporate wide project.	31-Dec-2018	13-May-2019
CE E&LC 01 18/19 Revised Ward Boundary Changes for North Devon Area	Both Ward Boundary and Polling District review completed successfully. Implemented for 2nd May 2019 District and Parish Elections.	28-Feb-2019	16-May-2019
CE E&LC 02 18/19 Community Governance Reviews	Review successfully undertaken. Further Parish reviews to be undertaken in the future as necessary.	28-Feb-2019	16-May-2019
CE E&LC 03 18/19 Household Canvass	Household canvass successfully completed, published 1st December 2018.	30-Nov-2018	16-May-2019
CE ES&LC04 17/18 Neighbourhood Planning Referendums.	Neighbourhood referendums not requested.	31-Dec-2018	16-May-2019
CE P 01 18/19 Facilitate making of first Neighbourhood Plan	This has been closed as completed as the Council is facilitating a number of Neighbourhood Plans, however, it is not in the Councils gift to ensure that they are made.	31-Mar-2019	21-May-2019
CEM 03 16/17 Increase burial prices in line with neighbouring services	Reviewed annually each January.	31-Dec-2018	17-May-2019
ED 03 16/17 Strengthen Town Centre Partnership model - increase engagement, income and develop action plan	This phase of work has been undertaken. Improvements ongoing. Strong connection to Barnstaple / Barnstaple Town Centre improvement work.	31-Dec-2018	21-May-2019
OS Crem 01 17/18 Refurbish and upgrade Aspen Chapel facilities to same standard as Rowan Chapel and match exterior finishes of original crematorium building to new build	Project was tendered and awarded to WestCounty Maintenance. Completed on time - March 2019	31-Mar-2019	08-May-2019
PARK 07 15/16 End of contract for Payment by mobile phone service for paying for parking	Cashless parking solution being procured with other Devon LA's to create a Devon wide provision. Roll out for NDC zones anticipated to be December 2019	31-Dec-2018	20-May-2019
R 01 17/18 Phase II integrating the Revenues & Benefits team to share expertise and resources	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.	31-Mar-2019	16-May-2019

Service Plan Actions (18) completed

R 02 18/19 Review of Council Tax Support Scheme	2018/19 CTS scheme approved by Full Council.	31-Jan-2019	16-May-2019
R 03 17/18 Increase usage of Corporate E-procurement system	Q3 18/19 66% invoices paid with purchase order Q4 18/19 71% invoices paid with purchase order	31-Dec-2018	03-May-2019
R 08 17/18 North Devon Crematorium refurbishment of existing chapel	Project finished on time (on 18/03/19), on budget and to standard required. Surplus budget used to carry out repairs/improvements to the Crematorium office building (windows and fascias) which will also improve overall aesthetic of the site. Extra works to be completed in May/early June.	31-Mar-2019	18-Mar-2019
EH&H 02 17/18 Greater focus on efforts to prevent homelessness	This action refers to NDC's preparation and introduction of the Homelessness Reduction Act, including new staff structures, new software, policy and procedures. All actions are complete	31-Dec-2018	22-May-2019

Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT

HoS	Code	Description	Current due date	Revised due date request	Reason & (if applicable Officer) requesting this change
Michael Tichford	CE ED 01 17/18	Establish appropriate partnership structures to deliver Barnstaple development projects	30-Jun-2018	31-Oct-2019	<p>Growth is now North Devon Futures and a draft PGG is with SMT colleagues. We are having a first partner meeting in June of the proposed governance partners. As the partners largely coincide this will be a North Devon Futures partnership with its initial focus being on Barnstaple.</p> <p>Informal engagement with partners has been underway with a first formal meeting planned for June.</p>
Michael Tichford	CE ED 01 18/19	North Devon Growth - Post 2031 Establish a Plan for Growth	30-Jun-2018	30-Apr-2021	<p>Growth is now North Devon Futures and a draft PGG is with SMT colleagues. We are having a first partner meeting in June of the proposed partners. As the partners largely coincide this will be a North Devon Futures partnership with its initial focus being on Barnstaple.</p>
Michael Tichford	CE ED 03 17/18	Ilfracombe Key Sites Harbour / Seafront development	31-Mar-2019	30-Apr-2021	<p>Harbour Master/Board have a range of ideas, including the tidal pool, that need developing and are more within her remit. I would suggest that all Harbour projects be moved to the Harbour Masters Service Plan, except the WSC.</p> <ul style="list-style-type: none"> . Highway re-engineering . Training academy/caf&eacute; – loss of car parking and dinghy parking adjacent to RNLI . Reconfiguring of harbour masters office . New harbour side promenade . Tidal pool . Removal of concrete kiosks and new temp concession structures

Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT

					<p>Footway up to the chapel to be reinstated</p> <p>ED is currently working on Capstone Hill access enhancements, the WSC and bringing site back into use but the latter should not be in the service plan as business as usual and and capstone is not a firm project yet.</p> <p>Request this action is transferred to the Harbour Service Action Plan</p>
Michael Tichford	CE ED 03 18/19	Barnstaple Town Centre Improvement Projects	31-Mar-2019	30-Apr-2020	<p>Funded and underway or project being developed:</p> <ul style="list-style-type: none"> * Station Gateway Project - funding secured from GWR an partners, in delivery. Delivered * Town Centre WiFi: funding secured, in delivery. This project needs to be restarted as no action since pilot * Strand Enhancement: no funding needed. Lease negotiations in train. Planning application by Weatherspoons refused. New scheme needed. This should come out of service plan. * Library Square: scheme developed and costs. Consult on and identify funding. – delivery not currently planned as has been absorbed within large scheme for the TC and current draft enhancement study by Historic England for Castle Mound. Will bring back later if fundable as part of larger scheme. <p>Future of the Civic Centre site. DCC disposing of the tower block. NDC producing plan for the whole quarter to facilitate negotiation with DCC on comprehensive development.</p>
Michael Tichford	CE ED 04 18/19	Coastal & Rural Economic projects	31-Mar-2019	31-March-2020	<p>Facilitated development and delivery of coast and rural economic projects:</p> <ul style="list-style-type: none"> * Fremington Quay Pottery – CCF bid unsuccessful. Limited appetite from Parish Council – scheme highly unlikely to progress – didn’t progress through round 2 of the Coastal Community Fund process, is opposed by

Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT

					<p>some residents and little interest expressed by Parish Council. Recommend removal from the programme.</p> <ul style="list-style-type: none"> * South Molton Food Village – In development * Tarka Trail website - complete * Ilfracombe signage - complete * Ilfracombe Market Arches - In progress
Michael Tichford	CE ED 05 18/19	Up to date Strategic Economic Framework	30-Sep-2018	31-Mar-2020	<p>Economic Strategy – draft in production</p> <ul style="list-style-type: none"> * Inward Investment Strategy in progress * Digital Strategy (new) completed * Tourism Strategy - completed
Michael Tichford	CE P 02 17/18	Explore options to facilitate sustainable growth beyond plan period	30-Sep-2018	31-Mar-2024	<p>Agreement required with TDC to confirm commitment to joint working on the local plan and to ascertain their view on jointly working on the 2050 Vision and potential Joint Strategic Plan.</p>
Michael Tichford	CE P 02 18/19	Consider opportunities for closer internal integrations of activities between Planning and other Council services	31-Mar-2019	31-Mar-2020	<p>2019 Initial project on dwelling completions started. This has gone well, however, little commitment corporately to taking this action forward. Needs to be further pursued by 21:21 Board though will have resource implications.</p>
Michael Tichford	CE PM 01 17/18	Plan for improved use of Pannier Market space and environment	30-Sep-2018	31-Mar-2020	<p>Situation has changed as new project Making the Most of Barnstaple TC Historic Assets is in train with Town Centre Manager producing consultants brief – funding unexpectedly became available middle of March this year. This will review the opportunities that pannier, theatre, guildhall, St Annes, and slaughtouse provide for more intensive commercial use whilst enhancing the historic assets. Will also review future options for the pannier market operation. Potential traffic flow changes. Will be the basis for Heritage Lottery Fund bid. Capital</p>

Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT

					programme expenditure agreed of circa £0.5m for roof repairs to be used as matched funding
Michael Tichford	P 01 16/17	Review Business Processes for Application Determination and S106 Agreements	30-Jun-2017	31-Mar-2020	DEF software implementation has taken too much resource out of DM in order to undertake this work and not unacceptable impact performance.
Michael Tichford	P 07d 15/16	16 To prepare associated supplementary planning documents, including development briefs	30-Apr-2018	31-Mar-2020	Key SPDs are Affordable Housing, led by Housing and Green Infrastructure. Both in production.
Ricky McCormack	CEM 01 15/16	Memorial Safety Memorials identified failed testing need to be made safe	31-Jul-2018	30-Sept-2019	Memorials are safe, however, extension required to finalise the administration.
Ricky McCormack	CEM 01 16/17	Phase 2 Memorial Safety Memorials identified failed testing need to be made safe	30-Sep-2018	30-Sept-2019	There are a further 7 memorials to be made safe from Phase 2, the contractor has been advised and this work will be carried out shortly.
Jeremy Mann	EH&H 04 17/18	Establish a NDC Housing Development Company	30-Apr-2019	31- Aug-2019.	The consultant's report is being considered by officers.

Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT

Jeremy Mann	EH&H 05 17/18	Establish Selective Licensing in Ifracombe (Part 3 Housing Act 2004)	30-Apr-2019	31-Aug-2019.	The BRE paper has been received. It highlights many significant issues for the Council to consider in addition to Selective Licensing.
Jeremy Mann	EH&H 06 17/18	Establish a direct access/emergency hostel	31-Mar-2019	30-Sept-2019	Request extension of time to 30th September 2019.
Jeremy Mann	EH&H EP 01 18/19	To implement PSPOs in response to the issues affecting ND communities regarding street drinking and dogs	31-Mar-2019	31-Dec-2019	Report prepared for Exec, circulated internally, postponed due to elections. Current proposal to submit to Strategy and Resources Committee July 2019, seeking permission for consultation to proceed
Mike Mansell	ES&LC 03 16/17	Land Registry Takeover of Land Charges Register Function	31-Mar-2019	31-July-2020	Legislation has passed and some data capture have been undertaken by both Land Charges and Planning
Jeremy Mann	H 02 15/16	Homeless prevention	31-Mar-2019	31-March-2020	New Deposits scheme introduced. This scheme commences recovery of deposit and rent in advance at outset of loan rather than recovery at end of tenancy. Additional staff in post assisting to monitor and sustain payments/tenancies. Regular reconciliation meetings occurring between Finance and Homelessness Officers. On-going recovery continues for both the historic and current deposits schemes. Improved target recovery rate set. New date requested for March 2020 to enable on-going monitoring

Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT

<p>Jeremy Mann / Ken Miles</p>	<p>CSS 03 15/16</p>	<p>Regulators' Code (came into effect 6th April, 2014)</p>	<p>31-Mar-2019</p>	<p>31-July-2019</p>	<p>Trevor Blatchford and I met today (29/01/19). Whilst both of us have drafted Enforcement Policies, neither are close to being finalised or at a stage ready to consult staff. As such the deadline for the March Executive is unrealistic. We have scheduled a further appointment for the 26 February 2019 to finalise the two documents considering the EHHS one needs to link into the Corporate document and thus this is a partnership project. I have spoken to Bev Triggs to remove this as an item from the March Exec agenda, but I am unable to specify another near alternative date as the meetings have yet to be scheduled for the year. When the Executive schedule becomes available I will provide a further update as to a proposed committee date.</p> <p>Agreed for this action to be transferred to Legal.</p>
<p>Jeremy Mann</p>	<p>H 03 15/16</p>	<p>Temp 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</p>	<p>31-Mar-2019</p>	<p>31-Aug-2019</p>	<p>Cross Party Task and Finish Group meetings complete. Final report to follow to July 2019 Strategy Committee. 7 units now in ownership for TA use. (5 are in use for TA, 2 have works in progress). One further unit already in ownership and under consideration for change of use</p>
<p>Jon Triggs</p>	<p>O 03 16/17</p>	<p>Effective and Coordinated management of the bus station</p>	<p>30-Apr-2019</p>	<p>31-Dec-2019</p>	<p>Meeting with operator Stagecoach on 5 June 2019 to discuss future plans and associated improvements. Links to TS 02 15/16</p>

Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT

Ricky McCormack	OS Crem 04 17/18	Upgrade inadequate storage facilities and provide larger memorial facilities with option for visitor restaurant in future	31-Mar-2019	31 March 2020	Demolish existing storage, rebuild new storage and only upgrade existing memorial facilities (rather than building new with restaurant option). This task is scheduled for the 2019/20 year. The current position is that it is awaiting specification confirmation from surveyor prior to tendering. Finance is in place.
Jon Triggs	R 04 18/19	Upgrade of Civica Icon (income payment scheme).	31-Mar-2019	31-Jan-2020	Limited testing has started but we have had to put this on hold whilst we concentrate on implementing PCI Pal to aid with PCI compliance and 3D Secure V2 to continue taking card payments
Jeremy Mann	RS 04 16/17	To implement the requirements of the Enterprise Bill 2015/16	30-Mar-2019	31-June-2019	Additional time needed to see how Primary Authorities fit in with the Council's new Corporate Plan following the election.
Jon Triggs	TS 02 15/16	Barnstaple Bus Station Refurbishment - On Hold	31-Mar-2019	31-Dec-2019	Project links with O 03 16/17 Management of Bus Station and some refurbishment has taken place; £80k Capital Programme budget remaining. Meeting Planned with Stagecoach on 5 June 2019 to move further forwards.
Jon Triggs	V&EM 01 16/17	Continued Review of Assets and identify and dispose of surplus assets to maximise capital receipts	31-Mar-2019	31-Mar-2020	Bicclescombe Nursery contracts have been exchanged; due to go to Planning Committee shortly. Surplus Assets review continuing and discussions with North Devon Homes on potential joint ventures to delivery housing.

Table E: Outstanding Service Plan Actions (5)




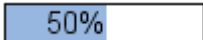
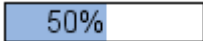
Code	Description	Progress Bar	Latest Note	Original Due Date	Due Date
C&C L 03 17/18 Investigate / complete purchase of polygons of land in Council ownership	Investigate polygon requirements of the council. (Invite Land Registry to present available options to senior management, then complete purchase of identified polygon set). Business Case was provided as part of Land Registration Project		12-Feb-2018 Approved Extension to due date: SMT & OS approved a revised due date of December 2018. Additional Comments: Land Registry have introduced an enhanced range of free public data. Polygon requirements are dependent on progress with the Land Registration project.	31-Dec-2017	31-Dec-2018
CEM 02 16/17	Extension to Marlborough Road Cemetery		Not yet at capacity (pending epidemic). Still insufficient funds. Review to utilising current availability to maximise resources	31-Dec-2018	31-Dec-2018
OS W&R 02 18/19 Recycle More Project	Chargeable Green Waste 1. Remodel green rounds 2. Review labels for 2018 3. Agree additional options for 2018 4. Bartec Integration 5. Bartec used by all crews		Recycle more project on going. Black and Green rounds remodelled in Feb 2019.	30-Jun-2018	28-Feb-2019
OS W&R 05 17/18 Review Trade Waste Service	Data Cleansing of customer & collection information. Promotion of service.		JT collating round information. Rounds to be placed on to Bartec	31-Mar-2019	31-Mar-2019
OS W&R 10 17/18 Recycling Process Hall	2018/19: Review / Future Proof equipment: to ensure financial / operational viability going forward. Review / Future Proof working procedures to ensure throughput demand can be met.		PAG bid approved for updated equipment. Waiting political decision to roll out 3 weekly across the district in June.	31-Dec-2017	31-Mar-2019

Table E: Outstanding Service Plan Actions (5)

	2017/18: Separate business case required if kit needs changing/repairing.				
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Table F: Key Performance Indicators : Last year's data + this year's results

PI Code & Short Name	Performance Data Q1 2017/18& 2018/19	Performance Data Q2 2017/18& 2018/19	Performance Data Q3 2017/18 & 2018/19	Performance Data Q4 2017/18 & 2018/19	Year End Target	Year End Result	Current Target	Latest Note & History
Planning								
NI 155 Number of affordable homes delivered (cumulative ¹)	19	37	63	131		131	41	
	42	58	100	146		146		
NI 157a Percentage of major applications processed within 13 weeks	22	30	30	75	45	39.25	45	
	61	100	85	100	45	86.5		
NI 157b Percentage of minor planning applications processed within 8 weeks	81	71	77	95		78.5	75	
	95	97	98	100		98.75		
NI 157c Percentage of other applications processed within 8 weeks	88	89	87	97	85	90.25		
	98	99	99	98	85	98.5	85.00	
Waste & Recycling								
L82(i) Total percentage domestic waste recycled or composted	48.22	50.21	46.9	37.02			46.00	Quarter 4 figures not yet available
	49.16	48.02	42.6					
Finance								
BV8 Percentage of invoices paid on time	97.76	97.74	97.24	96.72	97	97.37		
	97.39	93.13	95.99	97.28	97	95.95	97.00	
	29.11	56.48	83.53	97.03	98.00	97.03		

¹ NI 155 changed from Gross to Cumulative

BV9 Percentage of Council Tax collected	28.81	56.14	82.98	97.07	98.00	97.07	98.00	
BV78a (M) Speed of processing - new Housing Benefit/Council Tax Benefit claims	20.1	20.2	18.6	22	28.0	20.23	28.0	
	23.2	24.7	19.6	16.9	28.00	21.1		
BV10 Percentage of Non-domestic Rates Collected	32.11	58.11	83.04	97.96	99.05	97.96	99.05	
	32.14	57.31	81.89	97.04	99.05	97.04		

PI Code & Short Name	Performance Data Q1 2017/18 & 2018/19	Performance Data Q2 2017/18 & 2018/19	Performance Data Q3 2017/18 & 2018/19	Performance Data Q4 2017/18 & 2018/19	Year End Target	Year End Result	Current Target	Latest Note & History
Property & Technical								
L728 Percentage of the gross internal area of the investment estate currently let	95.31	95.40	95.31	95.40				
	95.40	95.40	95.40	95.40				
L168 Income per car park P&D Pocket	July 1.78	Sept 1.68	Dec 1.52	April £1.63			1.78	
	July 1.72	Sept 1.71	Dec 1.59	April £1.69				

PI Code & Short Name	Performance Data Q1 2017/18 & 2018/19	Performance Data Q2 2017/18 & 2018/19	Performance Data Q3 2017/18 & 2018/19	Performance Data Q4 2017/18 & 2018/19	Year End Target	Year End Result	Current Target	Latest Note & History
Building Control								
L300 Building Regulation Full Plan applications determined in 2 months	84	95	96	99	95%	93.5%	95%	
	99	97	96	97	95%	97.25%		

PI Code & Short Name	Performance Data Q1	Performance Data Q2	Performance Data Q3	Performance Data Q4	Year End Target	Year End Result	Current Target	Latest Note & History
	2017/18 & 2018/19	2017/18 & 2018/19	2017/18 & 2018/19	2017/18 & 2018/19				
L301 Building Regulation Applications examined within 3 weeks	96	86	98	97	95%	94.25%	95%	
	95	92	87	89	95%	90.75%		
L302 Average time to first response (Days)	15	14	10	10	10	12.25	10	
	11	13	12	12	10	12		
Customer Services & Communications								
L999 Feedback Customer Satisfaction %							50%	
	57%	50%	38%	39%	50%	46%		
L997 Customer Service Satisfaction %							90%	
	95%	91%	98%	94%	90%	94.5%		
L998 Media Satisfaction % Annual							90%	
	Annual				90%	100%		

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Environmental Health & Housing								
LEHH014 Food Hygiene Interventions Completed	78	202	321	707		707		28 outstanding - some seasonal/not open.
	137	288	472	636	664	636		
LEHH015 Percentage of Food Hygiene Due Interventions Completed	13	35	55.8	95			100	
	26	69.9	63.5	95.8	100	95.8		
LEHH016 Housing Options - Number of Homelessness Prevented & Relieved	181	120	135	267		703	Data only	
	130	123	188	191		632		
LEHH017 Housing Options - Number of Households Accommodated in Temporary Accommodation	28	36	25	28		117	Data Only	
	28	33	28	32		121		
LEHH019 Housing Standards - Number of DFG's Completed & Monies Paid	43	46	27	107		107	Data only	£705,912.49
	7	23	73	96		96		
LEHH026 Number of NDC Lets Through DHC	33	37	30	65		165	Data only	Broken down by bed size: 1 Bed = 24, 2 Bed=30, 3 Bed = 5, Bed =1
	69	41	66	60		236		
	226,780	199,968	224,412	33,000			Data only	

LEHH020 Housing Standards – the level of unmet demand for DFGs	282,301	297,509	261,228	279,468			Data only	
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2. Constitution Context

Appendix and paragraph	Referred or delegated power?
5.5	Delegated

3. Statement of Internal Advice

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

Author: Sarah Higgins Date: 22nd May 2019 Reference: Executive Performance Report June 2019