

**PLACE - SERVICE PLAN - 2021/22 Head of Service: Michael Tichford**

**Team: Place**

**Version No: 0.1**

**Date: 3 December 2020**

**Corporate Objectives**

- 1) North Devon Futures
- 2) Financial Security
- 3) Customer Focus
- 4) Environment

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

- To develop and grow the economy of North Devon
- To deliver the Town Centre and Markets service for Barnstaple Town Centre, including CCTV
- To deliver the Building Control service for North Devon and Mid Devon
- To deliver the planning policy and development management functions for North Devon

ACTIONS AND OBJECTIVES								Resources											
Action No.	Corporate Plan	What you aim to achieve				on	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 21/22	Yr 2 22/23	Yr 3 23/24	Yr1 21/22	Yr 2 22/23	Yr 3 23/24	
Place 01 2021/22 (New)	1,2,3,4	Future High Streets Fund Programme Delivery - Barnstaple - Queen Street/Bear Street car park remodelling - Boutport Street redevelop - Pannier Market/Guildhall/ former Abbatior improvements - Pedestrianisation of Butchers Row/Cross Street	PID is in development. Project structure and team has been agreed. Full business case was required for the funding bid. Considering procurement routes of contracting delivery as a package or as individual projects.	Transformational projects to increase the viability and vitality of the town centre and move it toward the 'future high street'.	Increased viability and vitality: - footfall, - spend, - vacancy rate, - satisfaction ratings - community engagement - business confidence	1. No consensus on the future for the town. 2. Lack of buy in. 3. Project delivery fails on key initiatives 4. Projects don't receive funding after submission of business cases 5. Market forces further reduce the retail role of town centres 6. Lack of resources to delivery the project	Michael Tichford	SarahJane Mackenzie Shapland	ICT Legal Estates Procurement Comms Consultation Parks, Leisure and Culture	Autumn 2020 onward	Awaiting government funding announcement	Mar-24	tbc	tbc	tbc	tbc	tbc	tbc	Final business case submitted July 2020. PID in development and awaiting decision by government on funding. Delivery to target will be challenging the longer the delay from government in confirming the funding. Will be delivered as part of the Barnstaple Town Centre Vision programme.
Place 02 2021/22 (New)	1 & 4	Re-establish a five year housing land supply.		Supply of housing to meet community needs and ability to demonstrate a 5 year housing land supply	Published Housing Delivery Test results and position identified through annual housing land supply statements	1. Development industry unwilling to engage effectively/lack of capacity to engage developers effectively 2. Downturn in the economy or local housing market. 3. Increased uncertainty through further changes in national policy. 4. Drop in demand for housing. 5. Developers restricting supply in order to maximise house process. 6. Inadequate capacity to engage proactively on all stalled development sites.	Michael Tichford	Andrew Austen Planning Policy	Planning	Ongoing	01/04/2019	tbc							Historically developers have been unwilling to engage proactively but national policy requires their engagement if a site is to be identified as deliverable. Unlocking of stalled sites has been undertaken before but can be resource intensive.

Place 03 2021/22 (New)	1 & 4	Prepare new joint local plan as identified in future Local Development Scheme (LDS)	Obtain required evidence documents, engage community and stakeholders (in accordance with SCI) and draft DPD for publication then submission and examination	Updated strategy and policies to guide development and help shape North Devon. Requirement of the Planning System.	Formal submission and adoption of Development Plan Documents (DPDs).	1. Unsound at examination. 2. Changes in national policy and evidence requirements as DPDs progresses. 3. Divergence of priorities and direction between the NDC and TDC. 4. Competing corporate priorities reducing team's capacity to deliver against timetable set out in LDS. 5. Uncertainty and delays as a result of the Planning White Paper as to the format of a new style local plan and what it may include	Michael Tichford	Andrew Austen Planning Policy	Comms Legal ICT		01/10/2020	Ongoing									
Place 04 2021/22 (New)	1,2,4	Preparation and adoption of a new Economic Development Strategy and Plan	Plan to be developed, building on recovery work undertaken so far and in the context of Devon and LEP economic recovery plans. Will include a pipeline of projects	Better understanding of economic impact of C19 on North Devon and identify initiatives to respond to challenges and opportunities	Production of the strategy Outcomes will be defined during the preparation of the strategy	1. Team's time is taken up with response work - C19 and Brexit 2. Lack of resource 3. Lack of buy in from partners	Michael Tichford	Dominie Dunbrook ED Team	Comms Legal Planning		Oct-20	Jun-21								Internal resources will be used in the main with significant contribution from North Devon Plus. Costs of any updates to evidence baseline/other research can use the earmarked economic development reserve.	
Place 05 2021/22 (New)		Preparation and adoption of a 'Town Plan' for Ilfracombe	Plan to draw together current workstreams, such as the seafront and harbour, develop new initiatives for housing led regeneration and retrofit, skills and the town centre	The plan will deliver a pipeline of projects for Ilfracombe to respond to the major negative impact that C19 has had on the economy and recognising the extensive pre-existing problems in the town	Development of a comprehensive plan for Ilfracombe with a project pipeline that will support bids for funding and work toward economic and social recovery	1. Team's time is taken up with response work - C19 and Brexit 2. Lack of resource 3. Lack of buy in from contributing partners	Michael Tichford	Mike Ford	Comms Planning Harbour Master Housing Estates Parks, Leisure and Culture		01/10/2020	Sep-21								Internal resources will be used in the main. Costs will use the earmarked economic development reserve. The development of the plan will run alongside development and delivery of projects to support the regeneration of Ilfracombe.	
Place 06 2021/22 (New)		Establish an Environmental Management System	An Environmental Management System (EMS) is a framework that helps an organization achieve its environmental goals through consistent review, evaluation, and improvement of its environmental performance.																		

**Set out below are those Service Plan Actions from prior years that are still live and being carried forward**

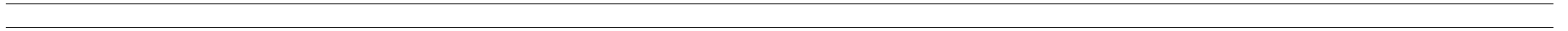
Place 01 20/21		Future High Streets Fund Delivery -	Final business case submitted July 2020. PID in development and awaiting decision by government on funding.	Transformational projects to increase the viability and vitality of the town centre and move it toward the future high street.	Increased viability and vitality: - footfall, - spend, - vacancy rate, - satisfaction ratings - community engagement - business confidence	No consensus on the future for the town. Lack of buy in. Project delivery fails on key initiatives Projects don't receive funding after submission of business cases	SarahJane Mackenzie - Shapland	ED Team	ICT Legal Estates Procurement Comms Consultation	tbc	Underway - summer 2019	March 2024 outline business cases	tbc	tbc	tbc	tbc	tbc	tbc	tbc	<b>This action was for the submission of the bid and this has been completed. New action for delivery of the projects</b>
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Place 02 2020/21 (B/F)	4	Develop a database to integrate natural capital into decision making as part of future sustainability appraisals	New database developed in liaison with partners (inc. Natural England) and populated with required baseline data and linkages relating to natural capital assets and their distribution	Integrate natural capital into decision making (in accordance with 25 year Environment Plan and Defra Pioneer projects), potentially as best practice for other LPAs to follow	Availability and operation of new sustainability appraisal database in assessing draft policies and policy options for future DPDs	1. Uncertainty on the future role of sustainability appraisals and the future scope of a sustainable development test. 2. Capacity of staff and partners to develop anticipated database requirements and baseline data. 3. Delays in preparation and testing of database before SA is required to inform Local Plan review.	Andrew Austen	Paul Trodd Planning Natural England	ICT	Jan-20	Jan-20	Sep-21	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Innovative database to integrate natural capital into decision making for plan preparation as recommended by the Landscape and Marine Pioneers. Natural Capital includes habitats, biodiversity, ecosystem services, their distribution and linkages between them. The Landscape Pioneer and 25 year Environment Plan may make such practice a future requirement for other authorities, so there may be opportunities for a new database to be shared/sold to other authorities.
Place 03 2020/21 (B/F)	1,2,4	Develop a Climate Change and Biodiversity Action Plan	Reduce Carbon and Increase Biodiversity - New Corporate Environment priority	Integrate climate change and biodiversity into everything that the Council does and in its work with partners and the community	Reduction in carbon footprint of NDC and the district as a whole. Increased biodiversity. Support to the community to reduce carbon usage and increase biodiversity. Community engagement	1. Lack of resources to develop 2. Competing priorities 3. Alignment with Devon Carbon Plan	Michael Tichford	SMT	ICT HR Legal Estates Procurement Communications Consultation Other	tbc	Underway 2019	Jul-21	tbc	tbc	tbc	tbc	tbc	tbc	tbc	Member / Officer Climate Action Team Working Group established with first meeting in November 2019. Early drafts have been worked up but not completed due to lack of resources
ED1 2019/20 (B/F)	Objs 1, 3, 4	Northern Devon Futures	Support the creation of a cross sectoral partnership for Northern Devon to: - work to a common purpose on projects that require/benefit from a collaborative approach and - to give a unified voice for Northern Devon with partners. Specifically: - Create a partnership and agree appropriate governance - Develop an ambitious vision - Establish a programme/route map with defined tasks and milestones.	Creation of the Partnership - Purpose and Governance arrangements agreed Economic strategy to underpin concept (employer and workforce needs)  Collaborative projects delivered.  Working across short, medium and long term (up to 30 years).  Partnership will determine priorities and outcomes to be achieved.	Functional partnership - collaborative projects.	1. Political - limited buy in Internal - limited buy in 2. External - limited buy in 3. Economic downturn 4. Government policy changes 5. Changes in local government arrangements for Northern Devon - unitary or other proposals	Ken Miles	HoS/SMT internal programme board	All Services	Ongoing	Q 2017/18	Partnership formalised Q1 2021 then ongoing	£10k	£10k	£10k	Not known	Not known	Not known	Petroc has agreed to lead the initial stages of work to establish and consolidate the partnership which will cover Northern Devon - North Devon and Torridge Districts. NDC and TDC are now working together, however, issues remain to be resolved over the relationship with One Northern Devon; the aim being to bring NDF and OND together.	
ED2 2019/20 (B/F)	Objs 1, 4	One Public Estate	Central Gov Programme: - Better use of public sector assets - Housing delivery - Public service delivery transformation - Economic Development Will be delivered through the NDF programme should that proceed.	Improved public sector service delivery and release of surplus land for housing/employment. - Town Review in Barnstaple and Ilfracombe Feasibility work identified	Effective partnership, housing/employment delivered.	1. Lack of strategic direction/ leadership 2. Public perceptions - comms strategy 3. Partnership disharmony - clear ToR 4. Politics - local or national 5. Economic downturn	Michael Tichford	SarahJane Mackenzie-Shapland ED/Planning Teams Estates	Legal Comms Finance	Throughout	Jan-18	Ongoing			tbc as projects developed				Led by DCC as accountable body. Funding from OPE - £75k Barnstaple/Ilfracombe, Initial funding for feasibility to identify viable projects eg North Walk area/St Georges Centre/Lace Factory potential. May be requirement for further site specific work to reduce risk.	
ED3 2019/20 (B/F)	1, 3, 4	Barnstaple Town Centre Vision Delivery	Mill Road/Pottington Car Parking Strategy Improvements to Public Realm in Town Centre Flood Defences Seven Brethren Development FHSF providing focus for the high street Establishment of the Barnstaple Regeneration Board	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	1. No consensus on the future for the town / lack of buy in 2. Lack of resources to deliver	Michael Tichford	SarahJane Mackenzie-Shapland Estates Planning TCM Culture and Leisure	Legal Comms Finance	Throughout	Jul-20	Mar-24							2019/20 £20,000 for phase one Conservation Statement for the Mound and surroundings to be funded by Historic England (£10,000) £140,000 development funding from FHSF £40k external funding from Coastal Revival Funding	



SPD 2 2019/20	1 & 3	Maintain a housing land supply of at least 5 years and develop a more proactive approach to facilitating development	A proactive approach to unblock development sites, being a development partner and improving effective engagement and monitoring with development industry	Supply of housing to meet community needs and ability to demonstrate a 5 year housing land supply	Published Housing Delivery Test results and position identified through annual housing land supply statements	1. Development industry unwilling to engage effectively. 2. Downturn in the economy or local housing market. 3. Increased uncertainty through further changes in national policy. 4. Drop in demand for housing. 5. Developers restricting supply in order to maximise house process. 6. Inadequate capacity to engage proactively on all stalled development sites.	Planning Policy Manager	Planning Policy	Planning Estates		43556	Ongoing							No longer have 5 Year Land Supply - new action included and request deletion of this action. Historically developers have been unwilling to engage proactively but national policy requires their engagement if a site is to be identified as deliverable. Unlockign of stalled sites has been undertaken before but can be resource intensive.
SPD 3 2019/20 (B/F)	1 & 4	Review Local Development Scheme (LDS)	Prioritisation of which DPDs to prepare and to project plan the timetable for key stages in DPD preparation	Sets out the programme for preparation of new development plan documents over the next 3 years focussing on latest local and national priorities including climate emergency	Adoption of LDS	Need for LDS to be agreed jointly with Torridge Changes in national policy and guidance	Andrew Austen	Planning Policy Estates			Jan-21	Sep-21							
SPD 4 2019/20 (B/F)	1 & 4	Prepare new development plan documents (DPDs) as identified in future Local Development Scheme (LDS)	Obtain required evidence documents, engage community and stakeholders (in accordance with SCI) and draft DPD for publication then submission and examination	Updated policies to guide development and help shape North Devon. Requirement of the Planning System.	Formal submission and adoption of DPD(s).	1. Unsound at examination. 2. Changes in national policy and evidence requirements as DPD progresses. 3. Divergence of priorities and direction between the Council and TDC. 4. Competing corporate priorities reducing team's capacity to deliver against timetable set out in LDS.	Andrew Austen	Planning Policy	Comms Legal ICT		01/10/2019	Ongoing							
SPD 5 2019/20 (B/F)	1 & 3	Review Statement of Community Involvement (SCI)	Public consultation and adoption	Setting out who, when and how the local community and other stakeholders will be engaged in preparation of future planning documents and planning applications	Adoption of SCI	Results of public consultation Divergence with approach set out in Torridge SCI Unable to consult effectively on the draft SCI.	Andrew Austen				01/09/2019	01/04/2020							Needs to complement SCI for Torridge to facilitate further joint working
SPD 7 2019/20 (B/F)	1 & 3	Provide new Gypsies and Travellers Transit Site	Find site, acquire site, obtain planning permission, deliver site	Frees up Seven Bretheren site Meets equalities responsibilities Meets needs of G&T community	Delivery of Transit Site	Cost of Land Lack of suitable sites Site not used by travellers Opposition to planning application Lack of capacity to identify and secure a site.	Andrew Austen	Finance Housing Property Legal	Budget to acquire and develop site		Jan-20	Jan-23	£40k	£40k	£250k	£25k	£10k		Dates to be confirmed by future LDS

SPD 8 2019/2 0 (B/F)	1 & 3	Deliver phase 2 of the DEF database, to include modules for s106, monitoring/local plans modules and mobile working.	DEF system 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.	New system and associated public access to planning information in place.	1. Funding requirement not supported. 2. Capacity for timely data capture of historic S106 agreements. 3. Other departments not participating in corporate project. 4. Inadequate data to be able to provide the infrastructure funding statement.	Michael Tichford	ICT Planning Finance Parks Legal	ICT Procurement Comms		01/05/2019	01/04/2021								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)
SPD 9 2019/2 0 (B/F)	Objective 2	Complete the digital capture of historic planning data	Staff of two FTE in place. Project Plan to be developed based on mass scanning of all records as manual extraction of data too costly/lengthy.	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 in microfiche results in record being lost	Michael Tichford	Jo O'Meara ICT Planning	ICT / Procurement		Started	Q1 2024/25							£30k	This action has been commenced. 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
SPD 10 2019/2 0 (B/F)	Objective 2	Continue review of business processes to ensure external customer focus	Work was substantially completed on reviewing core business activities with associated training notes. A further review is now underway dealing with whole business process end to end.	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	HoS	All planning staff	ICT / Comms Facilitation support		Started	Ongoing								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





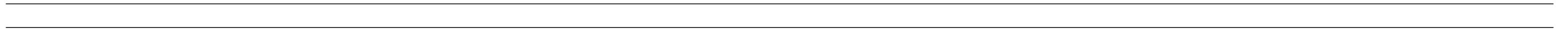














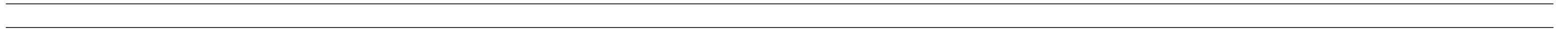
























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