

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1	Place, Property and Regeneration - SERVICE PLAN - 2022/23 Head of Service: SarahJane Mackenzie-Shapland																			
2	Team: PPR Service Version No: 0.1 Date: 03 December 2021																			
3	Corporate Objectives 1) North Devon Futures 2) Financial Security 3) Customer Focus 4) Environment																			
4	Business as usual core function (brief bullet points only) ED, Regen, TC's and PP, Property, Car Parks, Harbours, Museum 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 planning policy and development management functions for North Devon, managing the Council's Land and Property; the running of Ilfracombe harbour; the maintenance of all assets with due regard to health and safety of both the Council and staff and the mitigation of Council risk; the running of the Barnstaple Museum; To manage the Council's car parks																			
5	ACTIONS AND OBJECTIVES										Resources									
6	Action No.	Corporate Plan	What you aim to achieve			on	Managed by	Assigned to	Resource Requirement		Dates		FINANCE			Additional Comments				
7		Corporate Objective Number (see above)	Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial			ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
8																				
9	Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 22/23	Yr 2 23/24	Yr 3 24/25	Yr1 22/23	Yr 2 23/24	Yr 3 24/25	
10	Culture 01 (New)	1, 3	Delivery of Culture Strategy for North Devon and Torridge Districts	External funding secured from Arts Council England and Torridge for appointment of consultants to carry out review, public and sector consultation and delivery of Strategy and accompanying delivery plan	Culture Strategy to sit alongside other strategies and maximise culture's potential for well-being and community cohesion	Strategic and sector adoption of the strategy, increase in investment and participation in cultural activity	Tenders over budget, lack of strategic buy in	AM	Economic dev, museum teams	Museum, possibly comms	Jan-22	Jan-22	Apr-22	up to £5k depending on tender						Any funding ask would come from ED reserves.
11	Culture 02 (New)	3	Creation of new 5 year Museum Forward Plan to Accreditation standard	In house by museum team, with some input from Councillors, SMT for review and strateegic elements	Update Forward Plan and required by Museum Accreditation, clear direction of travel and working document for internal management of service	Acceptance by Arts Council Accreditation team, Adoption by Council	Lack of capacity in team	AM	Sections to museum team members	Museum	Feb - March 22	Feb-22	Apr-22							
12	Culture 03 (New)	3	Delivery of "Partridge Family" exhibition and learning programme	£50k international project funded by Arts Council England and Art Fund, bringing collections from national museums and testing income-generating learnin programme	Major exhibition & programme for summer 2022	Exhibition & learning programme successfully delivered according to grant requirements	Covid, loss of partnerships	AM	Museum team	Museum, comms	Jan-22	May-22	Oct-22	Budget ed						
13	Planning Policy 04 (New)	1, 2, 3 and 4	Local Plan review	PID in place - will be delivered jointly between NDC and TDC. Joint Planning Policy Committee set up to support governance.	Prepare new Joint Local Plan to include LDS, SCI, new evidence base etc.	Delivery of a Spatial plan for northern devon that is embedded both within the oranisations but also our partners strategies and thinking and is a document that is endorsed by our communtities	Resource, change in national legislation, time	MB/SH	Planning Policy	Council wide	Dec-21	Jun-21	Dec-23	Budget ed (100k)	Budgete d 100K					This is earmarked from Local Plan reserves

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
14	Planning Policy 05 (New)	1, 3 and 4	Positive interventions to improve 5 year housing land supply	PID could help being together the various themes of work already helping to support this.	Support positive interventions to help address our 5 year housing land supply	An improved 5 year housing land supply by increasing the delivery of housing - monitored by delivery.	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. 7. Funded schemes fall away.	MB/SJMS/HB/JM	Planning Policy with support from Place, Property and Regen Service and Housing team	Place, Property and Regeneration and Housing	Jan-22	Jan-22	Dec-22	Staff time							
15	ED and R 06 (New)	1,3 and 4	Progress an Economic Strategy for Northern Devon	Strategy to be developed that looks beyond the Recovery prospectus - will incorporate a refresh of the digital and tourism strategy	Support positive interventions to drive forward our economy. To be delivered alongside the LP review	A revised strategy	1. Lack of resource, 2. Lack of buy in from partners	SarahJane Mackenzie-Shapland	Dominie Dunbrook	Planning Policy, Legal, Comms		Apr-22	Mar-23								Internal resources will be used in the main with support from North Devon Plus and TDC. We will try to align research with that required for the LP review.
16	ED and R/Property 07 (New)	1 and 4	Town Strategy for Ilfracombe	Work with ITC to review their Town Strategy and prepare a delivery plan for the agreed interventions - this is in part in response to the deprivation figures across the town and the impact of the pandemic.	The delivery plan will set out a pipeline of projects that will support future bids for the town and enable work in partnership to develop 'quick wins'	A Town Strategy and Action Plan	1. Lack of resource, 2. Lack of buy in from ITC, IRB.	SarahJane Mackenzie-Shapland	Mike Ford	Property		Apr-22	Mar-23	£5k							I am hopeful that DCC will support this project through their Town Renewal work (going to DCC SMT in Jan) but with some NDC match.
17	ED 08 (New)	2 and 3	Commercialisation of CCTV Service	Work with Town and Parish Council's to offer the CCTV monitoring service from the hub and increase income.	Increase income and to maximise the capabilities of the CCTV hub.	Financial	1. No appetite for the service. 2. No capital funding available for TC/PC's to access for infrastructure.	Hannah Harrington	CCTV team	Legal		Apr-22	Mar-23								Just officer time to pull the offer together and take out to PC's.
18	Harbours 09 (New)	2 and 3	Extension to the Harbour Revision Order (HRO)	Work with partners to extend the HRO for the district	Extended HRO	Extension in place	1. Legal and Financial risk	Georgina Carlo-Paata	Harbours team	Property, Legal, Finance		Jan-22	Mar-23	30k							30k budgeted for Ashfords in an earmarked Harbour reserve.
19	Property 10 (New)	1,2,4	Biclescombe Nursery	Self and custom build 15 units - working with Right to Build Task Force	Provision of serviced plots	Provision of serviced plots and sale	1. Time, 2. Resource 3. Lack of demand for plots	Helem Bond	planning Policy, Estates, ED	Finance, Legal		Jan-22	Mar-24				£500k capital funding from Building Land Release Fund				500k from external funding - working with the self and custom build team
20	Property 11 (New)	2,3 and 4	Building Services maintenance programme	To set out a programme of planned maintenance across our assets for future years	A clear maintenance strategy to allow pro-active responses rather than being reactive	A strategy ready for implementation in April 2023	1. Time, 2. resource,	Alistair Thomas/Senior Engineer	Property Team			Jan-22	Mar-23	officer time							This will link into our 10year capital Strategy moving forward and Tech Forge upgrade
21	Set out below are those Service Plan Actions from prior years that are still live and being carried forward																				
22	Place 01 2021/22 (B/F)	1,2,3,4	Future High Streets Fund Programme Delivery - Barnstaple - Queen Street/Bear Street car park remodelling - Boutport Street redevelopment - Pannier Market/Guildhall/ former Abbatior improvements - Pedestrianisation of Butchers Row/Cross Street	Project team now procured and internal project team working alongside them. Designs moving to stage 2.	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	SarahJane Mackenzie-Shapland	Mike Ford	ICT Legal Estates Procurement Comms Consultation Culture Planning heritage	Autumn 2020 onward	Jun-21	Mar-24				£604,284 (external funding secured)	£2,682,536 (funding secured)	£3262056 (funding secured) NDC contribution of £4,395,124 (agreed) - some of this may slip into 24/25.	Funding secured and PID in place. Work progressing. First £600k has been paid. NDC capital contribution would be in 23/24.	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
23	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	Improved public sector service delivery and release of surplus land for housing/employment. - Town Review in Barnstaple and Ilfracombe Feasibility work being identified, £25k spent on Civic Quarter.	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 6. Lack of buy in from public sector partners	SarahJane Mackenzie-Shapland	ED/Planning Teams Estates	Legal Comms Finance	Throughout	Jan-18	Mar-23	£50k (OPE funded)						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. Requesting extension to March 23 - explore Ilfracombe harbour feasibility work with the police and Barnstaple options
24	ED3 2019/20 (B/F)	1, 3, 4	Barnstaple Town Centre Vision Delivery - Phase 1	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 Green Lanes key worker accommodation project bus station refurbishment	Implement parts of the vision..	Feasibility work for projects. Letting strategy for Green Lanes. Work with bridge trust and other partners to progress town centre living/key worker accommodation. Update car parking strategy to understand future opportunities for development. Bus station refurb - options.	1. Lack of resources to deliver - both time and funding opportunities.	Dominie Dunbrook	ED Estates Planning TCM Culture and Leisure	Legal Comms Finance	Throughout	Jul-20	Mar-24	£20k (from ED reserves)						FHSF funding will bring forward PM/Bport Street project etc. GL letting strategy funded through that project. Revenue will come from ED reserves to bring forward feasibility work.
25	ED4 2019/20 (B/F)	Objs 1, 2, 3, 4	Housing Infrastructure Fund	Funding for required access to Westacott site, allocated within LP	Roundabout access to site co-ordinated with wider NDLR scheme	Delivery of roundabout and accelerated delivery of housing on allocated site	1. Lack of agreement between NDC and DCC 2. Not delivered in time	SarahJane Mackenzie-Shapland	Legal Finance	Developer Homes England DCC Highways	Throughout	Apr-18	Jun-22	£5K (ED reserves)						Contract with HE signed. Working through discharge of conditions. Likely drawdown Dec 21/Jan 22. Contract between NDC/DCC drafted. Completion early Summer 2022. Might be a small amount needed in external legal fees to get into contract.
26	ED6 2019/20 (B/F)	1	Deliver Ilfracombe Seaford Masterplan - phase 1	Delivering priorities within the Ilfracombe Masterplan	Ilfracombe kiosks - relocate to seaford and deliver toilets. Work with museum to agree strategy for their future (implementation in future years). Work with EA to progress flood defences. Bring forward play equipment project using S106. Continue to look for funding for future phases.	Delivery of phase 1 projects on site.	1. Relying on partners/developments to provide the finance for Flood Works (EA) and Play Area (S106) which may be delayed/ changed. 2. Identifying suitable funding for public realm improvements and other projects.	SarahJane Mackenzie-Shapland	Mike Ford Leisure Planning	Ilfracombe Regeneration Board	Throughout	Apr-19	Apr-29				45k secured for kiosks - a further ask of £30k (PAG bid required)			£45k already in capital programme. £30k additional PAG bid to be brought forward. Partnership with EA leveraging in £600,000 in match for Wildersmouth Beach flood mitigation (to include public realm improvements) Play area to be funded through s106 Kiosk project in capital programme, request to include toilets. Work with museum. Public realm improvements funding to be identified Community consultation carried out. Await Levelling up feedback.
27	ED7 2019/20 (B/F)	1	Ilfracombe Housing Infrastructure Fund	Funding for infrastructure works - access, highway works, community building, sports pitches, serviced school site	Funding to deliver required infrastructure to accelerate housing delivery	Infrastructure and housing delivered within deadline	Agreement between developer/NDC/DCC/HE required	SarahJane Mackenzie-Shapland	Legal, Finance	DCC Developer Homes England		Apr-19	Mar-23							First £600k drawdown. RM approved.
28	ED5 2019/20 (B/F)	1	Land Release Fund	Funding for required infrastructure work to facilitate delivery of Seven Brethren site	Delivery of LRF funded infrastructure.	Delivery of both required infrastructure and housing development	1. Deadlines dependent on Leisure Centre delivery/demolition	SarahJane Mackenzie-Shapland	SarahJane Mackenzie-Shapland	Homes England LGA Culture and Leisure Estates Comms Legal Finance	Throughout	Apr-18	Sep-22				£1.9m (external funding)			Planning application submitted and live procurement process. Number of risks and high costs. Back to members Dec 21. Agreed project to continue and accept compromise.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
29	ED10 2019/20 (B/F)	1	Tourism Strategy Actions - ND and Torridge	Looking to develop a DMO-type structure for northern Devon - with ND+ leading on this piece of work for the area	A new strategic body for the tourism industry in northern Devon coordinating activities and marketing	Timetabled action plan developed by ND+	Unable to work alongside the existing NDMB No buy-in from the sector	Dominie Dunbrook	Vanessa Harrison	External partners incl NDMB/TDC/ND+/Visit Exmoor and Devon		Dec-20	Jun-22							Development of a DMO structure for northern Devon, working with ND plus. Request extension to June 22.
30	R 03 21/22	1, 2 & 3	Provide training facility, Prepare feasibility study and business case for new Ilfracombe Harbour Office..	Provide training facility. Look into potential for relocation of current Harbour Office (Pier) over to Cove area and prepare Capital business case for funding.	Contributes to commercialisation strategy. Delivery of feasibility project would explore advantage to Harbour & Watersports Centre management from central location; regeneration of neglected area; potential 3rd party inclusion; commercial opportunities for new and existing location.	Enable Harbourmaster to deliver training and to explore management of wider Harbour more efficiently together with the planned new Watersports Centre at Larkstone; improve and regenerate area.	Subject to planning consent; risk of not proceeding with relocation could impact the management capabilities and increase running costs of newly planned Watersports Centre.	Harbourmaster	Harbourmaster Estates Officers & Surveyors Ec Dev	Within team		01-Apr-21	31-Mar-23	tb - could OPE monies be used or £10k from a potential Harbour reserve						Potential for £10k revenue to be allocated to Harbour reserve. Combined with training facility as interlinked. Training facility to be delivered Feb 22 in current harbour office waiting room - would then move into any new facility. Feasibility work complete for March 23
31	R 07 20/21	1, 2 & 4	Investigate Renewable Energy solutions and look into projects that contribute towards Carbon Reduction	Business Case(s) to be submitted	Reduced energy consumption & savings on current energy costs; potential external grant funding; potential income generation through government carbon guarantee schemes	Actual reduction of energy consumption and associated costs; reduction on base line carbon footprint carried out by Exeter University	Capital investment into scheme that does not produce anticipated results	Helen Bond	Estates Officers & Surveyors, Donna Sibley	Within team COMMS Economic Development Legal Procurement		01-Nov-19	31-Dec-22							Feasibility currently taking place on existing buildings (BeC, Lynton House, Museum, Boyton House). Decarbonisation Fund. Request extension to Dec 22.
32	Park 04 19/20 (B/F)	Objective 2	Carry out review of parking team and parking policies.	Via Parking Manager. Working in partnership SMT, HR & Unison put in place policies and procedures for staff and Cllrs. parking concessions. Review the current parking team policies procedures and practices. Provide updates to SMT on progress. To also include evaluation of current parking team structure.	Clear guidelines for all staff regarding parking concessions. Audit trail for concessionary parking and removal of all 'gentleman agreements' which cause issues for the parking team and criticism of NDC from staff. The Parking Manager has identified a number of areas of concern and weaknesses within systems which need to be addressed.	Clear procedures and guidance being in place for all staff. Clear training and induction package for new parking employees. Awareness of revenue loss due to concessionary parking. Reduction in customer complaints and level of sick leave.	Staff impact if new procedures are not fully consulted or are unpopular. Review of parking team may be uncomfortable for staff and any changes difficult to implement if staff uncooperative.	Helen Bond	Lena Haydon	HR	Jan-19	Jan-19	Dec-22							Request extension to December 2022.
33	Park 03 (B/F)	Objective 3	Investigate further opportunities and funding streams to increase the number of EV charging points beyond the current scheme	Delivery on site and further business case	Increase the environmental offer to green customer parking	Useage for facilities	Little use or takeover. Abuse or vandalism	Mike ford	Lena Haydon, Donna Sibley	Communications team to promote EV charging sites. Engineer time to oversee any groundwork requirements pre installation.	Apr-20	Apr-20	Mar-22							Project ongoing - contract with Osprey. Request extension to March 2022.
34	Park 01 19/20 (B/F)	Objective 1	Installation of 3 Electric Vehicle Charging Points under DCC Project	DCC led project. If ERDF money not forthcoming (Feb 2019) the desire is to continue to work in partnership with DCC to deliver the charging points. Urgent decision already agreed and match funding reallocated from parking team budget 2018/19 for project purpose.	Charging points in Ilfracombe, South Molton and Barnstaple. Ideally fast chargers (22KW) to meet the needs of electric and hybrid vehicles in and visiting North Devon. Will encourage greater usage of these car parks and promote low emission vehicles. Working towards Govt 'Road to Zero' Strategy. More electric cars will reduce pollution in the Town Centre.	Usage of charging points. Additional income from small amount of rental paid by provider. Increased popularity of car parks with EV chargers in.	Financial risk from contract not being thorough enough to cover different scenarios. Potential cost due to vandalism or customer misuse as unlikely to be covered by the provider. Risk due to non communication between departments. Chosen car parks may be sold or redeveloped through Economic Development team after installation as no dialogue to pre warn of earmarked sites. There would be a cost to move the charging point or to break the terms of the contract.	Mike ford	Lena Haydon, Donna Sibley	Communications team to promote EV charging sites. Engineer time to oversee any groundwork requirements pre installation.	Apr-19	Apr-19	Jun-22				(12k) E			£12k already taken from Parking 2018/19 budget. Extension to time requested. Further extension requested. Deletti contract now in place, awaiting delivery. Extension to June 2022 requested.
35	Projects cancelled																			

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
36	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	01/04/19	tbc								We would like to change this to reflect the positive interventions that we can put in place across the service to address this.
37	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		01/10/20	Ongoing								We have renamed this to incorporate the LDC, SCI etc rather than having multiple service plan actions - they all form part of the Service Plan review.
38	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 ED Team Planning Housing	Comms Planning Harbour Master Housing Estates Parks, Leisure and Culture		01/10/20	Sep-21								This has been amended to require a review of the ITC Town strategy and Delivery Plan
39	ED8 2019/20 (B/F)	1	Review of Coastal Communities Economic Plans	Review existing Economic Plans including the continued need for so many and their purpose	Combe Martin and Lyn Valley Economic Plans sit with external agencies to manage. NDC can review: Surfing Beaches, Tarka Trail, Barnstaple, Ilfracombe and Fremington Quay	Reduce plans to two place-based plans of: Tarka Trail and Coastal and Estuarine Economic Plans	Loss of some plans may be seen as reducing the support for localised priorities - but these can be incorporated into the two new plans if considered still appropriate	Michael Tichford	Dominie Dunbrook Vanessa Harrison	ND+ alongside relevant partners from existing plans	Throughout	Apr-21	Dec-21								Focus in the coming year will be on C19 recovery and a new economic plan. Consideration will be given to integrating plans into the new economic strategy. Requested deletion of the item 20/21
40	ED9 2019/20	1	Viable and sustainable Barnstaple Pannier Market as part of Heritage Lead Regeneration scheme for the heart of the town centre.	Develop options for the sustainable future use of Barnstaple Pannier Market and the better use of the heritage core	Revised business plan for market operation and use of space for events. USP for Barnstaple Tourist attraction Economic driver for town	Market income and expenditure. Number of traders Footfall	Resistance to change	Michael Tichford	Hannah Harrington	Finance HR Estates Possible external consultants		Rolling over	Apr-20								Request deletion as this project is now covered by the Future High Streets Fund initiative. CRF work £40k with £10k spent on GIS plans, remainder on future options

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
41	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.	Michael Tichford	Andrew Austen Planning Policy	Comms Legal ICT		01/10/19	Ongoing								This is now incorporated as part of the LP review
42	R 04 21/22	2 & 3	Develop an opportunity for a Training Centre at Ilfracombe Harbour	Recognised training venue created at Harbour; could be run from the ground floor waiting room area and/or online tuition; potential to grow into enhanced training venue if (R 03 21/22) above results in future relocation to Cove area.	RYA (Royal Yachting Association) theory based training venue based at the Harbour. Promotes water safety. Income generation has positive impact on budget.	Supports the community by employing locals as contracted instructors; enhances Harbour reputation. Number of courses run; financial return.	VAT implications on training courses can impact budget; thus worked through thoroughly to ensure no negative impact financially.	Harbourmaster	Harbourmaster & Exchequer Manager	Within team		01-Jan-21	31-Dec-21								Combined with R03
43	R 06 20/21	1 & 3	Ilfracombe Harbour and Seaford improvements	Business Case approved	Relocation of historic toll booths from Harbour and re-provision of structure along the seaford area	Toll booths successfully removed from Harbour area and re-installed on seaford next to the crazy golf area	Subject to planning consent	Head of Resources	Harbourmaster Estates Officers & Surveyors	Within team COMMS Economic Development Legal Procurement		01-Sep-19	30-Sep-21								Combined with RO 3
44	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.	Michael Tichford	Andrew Austen			01/09/19	01/09/21								This is now incorporated as part of the LP review
45	R 05 19/20	2	Enhancement of Technology Forge Asset System	Upgrade of current TF asset software with view of increased utilisation	Increased usage of TF asset system for inspections, condition surveys, asbestos and maintenance plans. Review of current processes	Increased use of technology and less paper files; quicker and more efficient update of records.	Current TF system cannot facilitate the improved working processes we desire and have to look at alternative solution	Head of Resources	Estates Officers / Surveyors / Accountancy Manager	Within team ICT		01-Oct-18	31-Dec-21								This is considered business as usual
46	TS 04 16/17	3	Barnstaple Bus Station Refurbishment	Business Case and Capital funding approved	Refurbishment of the facility to improve the standard	Successful completion of the project	Other budget pressures redirect funding	Head of Resources	Estates Officers / Surveyors	Legal, procurement, communications		01-Nov-15	31-Mar-22								We request that this be cancelled. Due to ongoing ASB we do not consider it appropriate to be refurbishing the bus station in the ST - it will be considered as part of the wider vision.
47	TS 04 15/16	2 & 3	Marine Drive & Cove Ilfracombe - Reconstruction of road surface	Business Case approved	Maintain car parks to a minimal level but ensuring safe for public use	successful completion of the project	Approved	Head of Resources	Senior Engineer	Legal, procurement, communications		01-Apr-16	30-Jun-22								Moved to ED 6
48	R 06 19/20	1 & 2	Replacement of Pannier Market Roof and input into longer term plans for the Market and Butchers Row area	Business case to be submitted	New roof for the Pannier Market; planned approach to enhancement and improvements in and around the market area and surrounding Butchers Row	Successful completion of roof replacement; market traders and surrounding Butchers Row tenants customer satisfaction	Political; reputation with market traders and surrounding tenants; risk of capital budgetary constraints	Senior Surveyor	Estates Officers / Surveyors / Economic Development Team	Within team ICT		01-Sep-18	30-Jun-22								Moved to FHSF project - PPR 01
49	Parking 01 (New)	2	Implementation of cash collection service for Torridge District Council parking services	Business Case	To collect cash income from parking machines located within the Torridge district. Replacement of lost income (17k) and continued joint working	Putting in place a workable agreement between the two authorities and the cash team	Loss or greater reduction of cash payments could pose a risk to the employment of current staff.	Ken Miles	Lena Haydon	Legal/Procurement		Jan-21	Feb-21	Mar-21							Project not being pursued - LUMIS did not enable this.
50	Park 06 16/17 (B/F)	Objective 2	To take operational control and enforcement of the Park and Change site at Chivenor	Executive approval given				Ken Miles	Lena Haydon	Communications team to promote the Park and Change facility.		Aug-19		Oct-21							Project not being pursued. Other options being considered.