

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

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

**Version No: 6**

**Date: DECEMBER 2018**

**Corporate Objectives**

- 1) Growing North Devon
- 2) Organisational Development

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

- To develop and grow the economy of North Devon
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Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/TEAM	RESOURCE	DATE	START	TARGET	Yr1 2019/20	Yr 2 2020/21	Yr 3 2021/22	Yr1 2019/20	Yr 2 2020/21	Yr 3 2021/22		
		<b>NORTH DEVON GROWTH AGENDA</b>																		
ED1 2019/20	Objective 1	North Devon 'Futures'	Plan for transformative levels of housing and employment growth through innovative and sustainable new communities, with the support of partners. Specifically: - Develop an ambitious vision - Agree appropriate governance - Establish a programme/route map with defined tasks and milestones - Council taking commercial approach e.g. South Molton land acquisition Review of LP to be undertaken within three year period, to include option for new settlement	Governance arrangements agreed Garden Communities bid has determined first phase location Economic strategy to underpin concept (employer and workforce needs) Programme of work including other studies, strategies, and master planning Long term increase in workforce level, higher business rates and tax receipts Additional land allocations to be considered as part of LP review to accommodate future growth ambitions	A cross party agreed Vision An agreed Programme/route map Draw down of funding for further, specific work (studies and master planning etc.) Garden Communities bid fails	Political - limited buy in Internal - limited buy in Economic downturn Government policy changes	EGM SRO - HoS	ED Planning Teams Estates	All Services	Ongoing	Q2 2017/18	Vision agreed - end March 2019	£150k	£50k	£50k	£50k	£50k	£50k	Funding of £150K to support studies/master planning/data/due diligence etc., provide match if required Branding required New budget item Vision document to be produced by March Wider consultation strategy tba LP review process to be undertaken in partnership with TDC and possibly DCC/LEP and other partners Neighbourhood Planning agenda to be considered	
ED2 2019/20	Objective 1	One Public Estate	Delivery of growth driven by public sector asset rationalisation and transformation of Public Services. - Town Review in Barnstaple and Ilfracombe Feasibility work identified Chivenor work on hold until MoD announcement.	Improved public sector service delivery and release of surplus land for housing/employment delivered. Fit with Garden Communities proposal.	Effective partnership, housing/employment delivered.	Public perceptions - comms strategy Partnership disharmony - clear ToR Politics - local or national Economic downturn	EGM SRO - HoS	ED Planning Teams Estates	Legal Comms Finance	Throughout	Jan-18	2022							Led by DCC as accountable body. Funding from OPE - £75k Barnstaple/Ilfracombe, Chivenor £150k. Initial funding for feasibility to identify viable projects e.g. Civic Centre area/St Georges Centre/Lace Factory potential. May be requirement for further site specific work to reduce risk.	
ED3 2019/20	Objective 1	Economic Strategy - North Devon and Torridge	Joint with TDC to cover 'Northern Devon' Use of internal and ND+ resource. Establish steering group to include key stakeholders already engaged in agendas (Petroc, ND+, LEP).	New Strategy adopted - 5 year plan.	Produced as a 'productivity strategy' for Northern Devon to sit under the LEP Productivity Strategy/emerging Local Industrial Strategy.	Capacity to deliver. Gaining consensus across the sub region (joint with TDC).	SEDO SRO - EGM	ED Planning Teams	External support TDC/ND+	Mar-19	Nov-18	Dec-19	£5k						Funding for new/refreshed data sets or launch event/consultation. New budget item	

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

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

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

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ED18 2019/20	Objective 1	Digital Strategy - North Devon and Torridge	Action Planning to create a series of initiatives that can move us towards the digital vision for Northern Devon.	Action Plan adopted with full partner involvement.	Partner workshops and members sign-off.	Lack of partner buy-in.	EDO SRO - SEDO	EDM/EDO	External Partners Incl NDH	Throughout	Apr-19	Apr-20	£10k						Development of Action Plan and initial projects including digitising housing sector working with NDH and other external partners
ED19 2019/20	Objective 1	Innovation Strategy - North Devon and Torridge	Following launch of the strategy create the Innovation Board and develop delivery plan.	Delivery Plan adopted by LA's and Innovation Board.	Board formalisation and delivery plan created.	Lack of partner buy-in.	SEDO SRO - EGM	EDM	Innovation Board and external stakeholders	Throughout	Apr-19	Apr-20	£10k						Bringing together DCC/Petroc physical projects to maximise impact Implementation of strategy and projects identified within report available end November Project work to commence April 2019
ED20 2019/20	Objective 1	Inward Investment Strategy	Investigate business case for developing an Inward Investment strategy/update 'invest in North Devon' website.	Work with TDC/ND+ and partners to identify the value and direction of inward investment and how a strategy may help direct focus to achieve collective objectives.	Completed Strategy with buy-in from stakeholders	Raise expectations for FDI and national inward investment potential.	SEDO SRO - EGM	EDM	External support TDC/ND+		Apr-19	Apr-20	£10k						Work with developers and landowners to identify issues/barriers relating to delivery of employment land Development of Economic Development website to include inward investment opportunities
ED21 2019/20	Objective 1	Sector Profiles	Develop a series of 'sector profiles' for key Northern Devon sectors for growth.	Sector profiles for: Marine Healthy Ageing Natural Capital Advanced Engineering Pharmaceutical Creative Agriculture Town centres	Profiles to be developed as 'sector asks'. Through the work create a series of sector contact groups for future working relationships.	Hard to access sectors - incomplete profiles developed.	SEDO SRO - EGM	EDM/EDO	External consultants for data provision possible		Apr-19	Apr-20	£15k						Research to provide evidence for targeted sector support to link with LEP Industrial Strategy approach Understanding of potential for growth within existing sectors Tourism strategy separate Q over role of town centres in future Agriculture may be too early to assess post Brexit
ED22 2019/20	Objective 2	CCTV	PID will be submitted. Dependent on decision by OPCC on rationalisation of CCTV provision across Northern Devon.	Up to date technology to improve monitoring and deliver better community safety and crime outcomes.			TCM SRO - HoS	TCM											
SPD 1 P 07b 15/16	Objective 1	Gypsies and Travellers Site Allocations Development Plan Document	Formal submission and adoption of DPD.	Identification of adequate provision for G&T in the District. Requirement of the Planning system	Adoption of DPD	Unable to secure agreement on the draft DPD Unsound at examination	PPM SRO - HoS	Policy	Democratic Services External support TDC		Dec-16	Apr-21		£30k					DPD to be submitted for examination.
SPD 2 2019/20	Objective 1	Provide new Gypsies and Travellers Transit Site	Find site, acquire, obtain PP, deliver site	Frees up Seven Brethren site Meets equalities responsibilities Meets needs of G&T	Delivery of Transit Site	Cost of Land Lack of suitable sites Opposition to planning application Inadequate buy in from traveller community	PPM SRO - HoS	Policy	Finance Housing Estates		Jan-19	Jan-21	£150k				£10k		Dates to be confirmed by future LDS

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SPD 4 2019/20	Objective 1	Affordable Housing Supplementary Planning Document	Consultation on draft SPD prior to adoption	Planning guidance to supplement adopted local plan policies	Adoption of SPD	Government policy changes	PPM SRO - HoS	Policy	Housing External support TDC		Dec-18	Oct-19	£25k						
SPD 5 2019/20	Objective 1	Green Infrastructure Supplementary Planning Document	Consultation on draft SPD prior to adoption	Planning guidance to supplement adopted local plan policies	Adoption of SPD	Government policy changes	PPM SRO - HoS	Policy	Parks External support TDC		Jun-18	Aug-19							

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

ED 11 15/16		Water Sports Centre, Ilfracombe	Secure grant funding and café operator to deliver viable Water sports Centre .	Water sports centre. Jobs, training, tourism.	Funding secured. Centre constructed and operational.	Consenting - HRO not achieved. Financial - funding and/or main tenant not achieved. Demand for cafe.	SRegO SRO - ERM	SRO	Legal - procurement and contracts re construction. Harbour - operational planning around works. Prop & technical - technical input, estates input into letting.	Throughout	Rolling over.	Mar-17	(£1.5m)						£1.6m funding in place, including revenue funding for WDO Retender process commenced. HRO/MMO licence target date January 2019. Start on site March 2019, completion December 2019.
SPD 4 P 07d 15/16	Objective 1	Secure the adoption of a Community Infrastructure Levy scheme.	Formal adoption by North Devon Council.	Certainty in respect of developer funding which will contribute towards the infrastructure required to support growth ambitions.	Found sound at examination then adopted	1. Investor confidence and delivery of new development adversely affected by economic / political instability. 2. Software package not funded so as to effectively manage CIL (and S106) contributions. 3. Contributions insufficient to meet local infrastructure needs.	PPM SRO - HoS	Tbc / SPD	ICT / Procurement Finance	Tbc	Jan-19	Jun-20	25k		20k				Viability assessment needs updating. CIL charging schedule to be submitted for examination. Once adopted it will need to be effectively managed using appropriate software. Separate CIL scheduled to be submitted by TDC to parallel timetable with shared examination costs. Still awaiting Government CIL regulations which will inform Council decision as to whether to proceed to submission

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- 3) to respond to pre-application enquiries, determine planning applications and defend any associated appeals;
- 4) to advise on listed buildings and other heritage assets;
- 5) to assess the impact of development on landscape, biodiversity and trees and hedgerows;
- 6) to investigate, and if expedient, to initiate legal action against unauthorised development.

**ACTIONS AND OBJECTIVES**

**Resources**

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