

Appendix F

Corporate Plan Delivery Highlight Report with Key Results & Performance Indicators

1.1 In January 2023 a Corporate Plan Delivery highlight report was taken to Strategy and Resources to provide an overview of the 5 programmes and associated projects put in place to support the delivery of the corporate plan priorities.

Those programmes emerged with their assigned Senior Responsible Owner (SRO):

Customer Focus / Digital by Design – SRO Sarah Higgins

Environmental Enhancement – SRO Mark Kentell

Housing & Community Safety – SRO Jeremy Mann

Regeneration & Economic Growth – SRO SarahJane Mackenzie-Shapland;

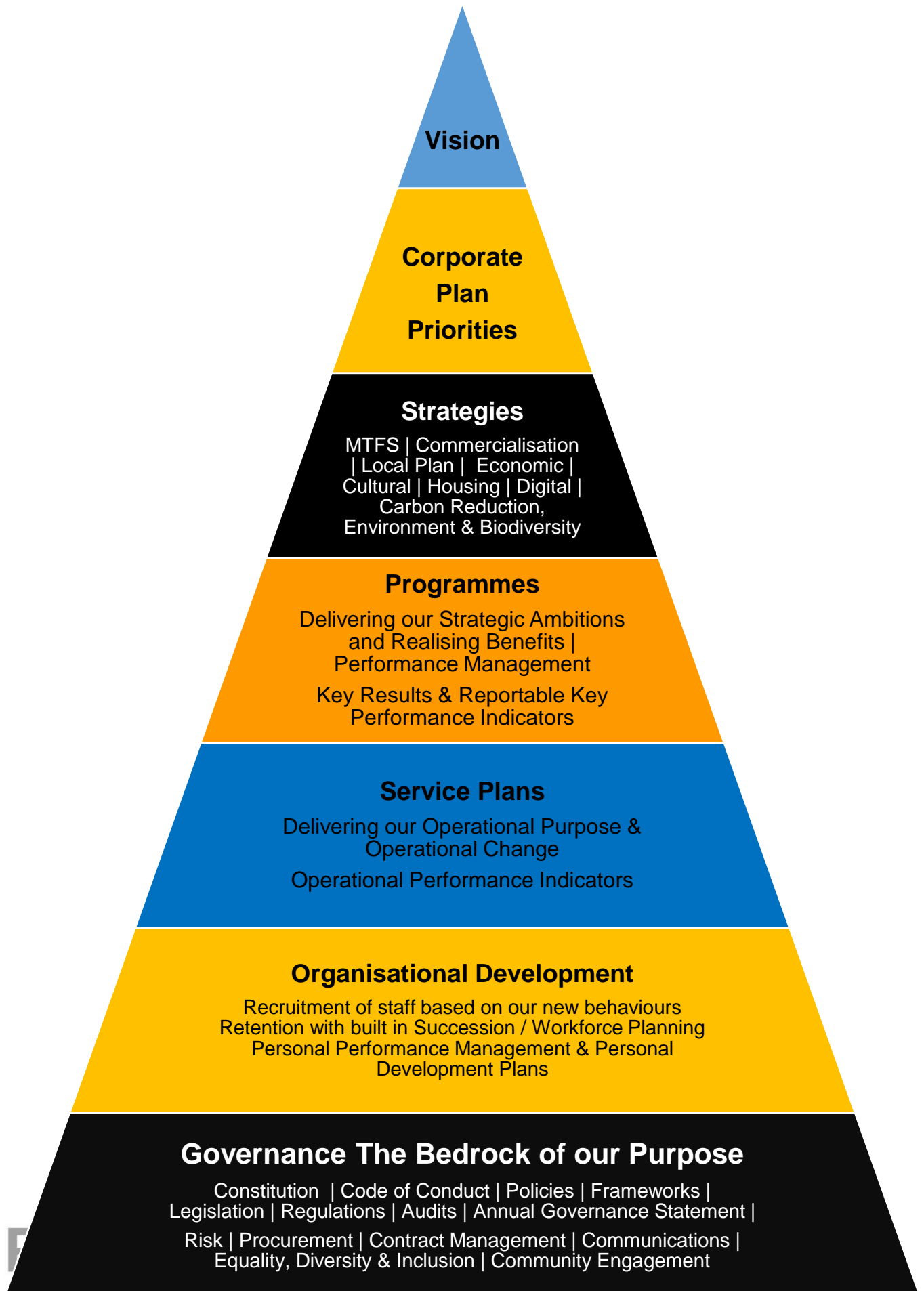
Organisational Development – SRO Nikki Gordon

With an overarching theme of Achieving Financial Security – Jon Triggs and Adam Tape

1.2 Members requested that a similar report be amalgamated with the Financial Performance Reporting to give a wider picture of organisational health and delivery.

1.3 This appendix aims to provide members with a high-level overview of all the projects sitting under those 5 programme umbrellas; an assurance that progress is being made across all areas and in turn, delivering against the corporate plan priorities.

1.4 The pyramid on the following page sets out how our activities are driven from your vision and corporate plan, followed by developed strategies and then programmes and projects to deliver against member priorities and decisions taken during the lifecycle of those programmes.



4.1 The balanced scorecard below subjectively shows how those projects contribute to your corporate priorities.

<p>Priority: We achieve Financial Security (FS)</p> <p>Objective: We will remove the reliance on government grant & make the council financially self-sufficient.</p> <p style="text-align: center;">28</p>	<p>Priority: We become focussed on delivering the best for our citizens (CF)</p> <p>Objective: We will make sure that all of our interactions with citizens add value, are perceived as helpful, positive & deliver services that meet the citizens' expectations aligned to our standards.</p> <p style="text-align: center;">35</p>
<p>Priority: Our Environment is cherished & protected (EE)</p> <p>Objective: We will positively improve the natural & built environment of the area</p> <p style="text-align: center;">24</p>	<p>Priority: We plan for North Devon's Future (NDF)</p> <p>Objective: Ensure communities, customers and commercial businesses benefit from North Devon's future growth and prosperity opportunities.</p> <p style="text-align: center;">32</p>

4.2 The tables below set out all of the projects sitting under the 5 programmes, the project manager/lead, status of the individual projects and an update. When we report next we plan to align the capital costs to those projects also.

4.3 We have for 2023/24 introduced some new Key Results (KR) and Reportable Key Performance Indicators (RKPI), but as noted in our Performance Management Framework these should be under continuous review. New indicators won't come forward with results in the next report.

Corporate Plan Priority: We Achieve Financial Security

Objective: We will remove the reliance on government grant & make the council financially self-sufficient.

Jon Triggs & Adam Tape



Key Results

New KR 1a: Gross income mainly out of our control [Method being defined]

New KR 1b: Gross income mainly within our control from Fees, Charges & Income [being defined]

Reportable Key Performance Indicators

RKPI BV9: Percentage of Council Tax Collected. 2022/23 = 97.24% best result since 2012/13 which achieved 97.66%.

RKPI BV10: % of Non-domestic Rates Collected. 2022/23 = 97.05%

RKPI BV8: % of invoices paid on time. Q1 2022/23 = 88.75. Q2 2022/23 = 91.72% Q3 2022/23 = 90.68%

Housing and Community Safety Programme

Senior Responsible Owner Jeremy Mann



Vision

We will strategically plan and deliver housing provision to meet local needs. Working with our partners, we will take the action necessary to tackle the widening imbalance in supply and demand.

Objectives

1. Make increasing use of existing housing to meet current needs for more housing. This will be through repair, improvement, adaptation or conversion.
2. Enhance our prevent work to keep people in their homes or assist people to move to more suitable accommodation. Homelessness services will be able to access more suitable and affordable temporary accommodation when they need it.
3. Respond to the diversity of needs of its community. Focus on socially marginalised users or potential users will provide fair and equal access to services and wider opportunities.

Key Results (KR)

New KR 4a: Number of households in North Devon¹ living in fuel poverty = 6,420 [14.4%] Data 2021.

New KR 4b: Number of homes in North Devon meeting the Decent Homes Standard as a direct consequence of our actions.

New KR4c: Housing Standards: number of Category 1 & 2 Hazards Eliminated.

[KR 4b & 4c are reliant on a compliance team being established as part of the Planning, Housing & Health Service new operating model]

New KR 6: Housing Supply: Net additional dwellings North Devon (DLUHC). Office for National Statistics Table 122

2019/20 = 887 (↑ 28%) 2020/2021 = 556 (↓-37%). 2021/2022 = 599 (↑ 8%). 2022/2023 = results will be published in November 2023.

New KR 7: Number of additional affordable homes delivered added to an existing affordable housing indicator NI 155 to give a total annual figure.

¹ 44,729 Households @ 2021.



New KR 8: Number of residential properties that have been classed as empty for more than 3 months on the Council Tax base.

Key Reportable Indicators

RKPI 8a: Gross number of residential properties on the Council Tax base

Keeping as many properties on the Council Tax Registered as Residential properties and these not flipping to 2nd Homes / Holiday Lets².

Second Homes 01 April 2020 = 1729 vs 01 April 2022 = 1779

[Note: Properties > 140 days = business rates not CT]

Code	Project Description & Project Manager / Lead	Project Stage	Status & Latest Update	Outputs & Measures	Objectives			
					1 F S	2 C F	3 E	4 N D F
H&CS: 00	Housing Company Jeremy Mann	Initiation / Planning	* Strategy & Resources approved the setting up of a Housing Company with the details to come back to an Autumn meeting. * Approval of Secretary of State not required. * Articles of Association to be developed.	Objectives * Having a model to manage a range of property tenures that aren't social housing. Measures * Increased number of housing stock resulting in a reduction of revenue spend on temporary accommodation and/or reducing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

² These are furnished properties but not a person's sole or main residence. For CT purposes such properties are classed as second homes. These properties could be used for the owners' personal use i.e friends and family or they could be available for holiday letting on a commercial basis for not more than 140 days per year.

			<p>* A reported to be taken back to S&R in the Autumn 2023.</p>	the number of residents on Devon Home Choice.				
H&CS: 01	<p>Empty Homes</p> <p>Fred Shelton</p>	In Delivery	<p>* We were highly commended in the Best Partnership Award category with Lendology.</p> <p>* Owners of 450 homes classed as empty for less than two years have been offered support to bring their properties back into use. 60 have responded with updates ranging from the property now being occupied, marketed to sell or used as a second home. Council tax records are being updated.</p> <p>* Working with the revenues teams to identify those empty homes with large council tax arrears and agreed to consider 4 for a charging order in August 2023. These could lead to the enforced sale of the properties to recover the debt and bring them back into use.</p> <p>* Of those 300 properties that are council tax exempt because probate has not been granted on a deceased estate, 10 of those longer-term estates will be reviewed.</p>	<p>Objectives</p> <ul style="list-style-type: none"> * Support the repair, improvement, adaptation or conversion of empty properties to bring them back into use as homes. * Improve neighbourhoods by targeting long-term empty properties that have become the focus of anti-social behaviours and/or neglect * Set up our own Private Sector Leasing Scheme for use as temporary accommodation – linked to project 00. <p>Measures</p> <ul style="list-style-type: none"> * Reduce the demand for temporary accommodation & the number of high priority customers on Devon Home Choice. * An increase in our property portfolio for TA. * Take up of property owners using Lendology recorded on Assure. * Number of empty homes returned to use. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

			* We will also begin to target those properties that may be suitable for an Empty Dwelling Management Orders and will select a few to test the process and build experience. Dependent on the Housing Company.					
H&CS: 02	Economically Active Households Dominie Dunbrook	Opportunity	* A report will go to SMT setting out the methods used to engage with our key businesses to determine if they were having any housing affordability and/or accessibility issues – engagement limited. * The next round of meetings have been set up with North Devon Homes.	Objectives * Identification of partnership opportunities and collaboration initiatives that could be explored, with our business partners. Measures * Baseline of housing need.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 03	Place Based Regeneration Jeremy Mann	TAP	* Use the Team around the Problem (TAP) model to address properties that cause a public protection or public amenity issues. * This approach has been used on a couple of properties to date, with great success.	Objectives Work with Development Management to try to limit the number of hotels into HIMO's / supported accommodation. Measures * Number of Section 215 notices * Number of Works in Default Linked to Project 10	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 04	Affordable Housing Jaimie Jeyes	Delivery	* Community Housing Fund (CHF) Internal: March S&R & Council approved a report to fund 2 schemes (Parracombe gap funding for & Bicclescombe contingency for build). Also approved a year of set-	Objectives * To continue to deliver affordable housing working with Homes England and other partners, utilising whatever model the Government next deploy. Measures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

			<p>up funding for each scheme within our pipeline. There is a small amount of funding left in the CHF. Further schemes needing funding will need to be presented to committee on a scheme-by-scheme basis.</p> <p>* Community Housing Fund (CHF) External: Since the new Housing Minister (Rachel Maclean) was appointed & assurances to the Community Land Trust (CLT) Network that our feedback would be used to relook at the CHF and National Planning Policy Framework, no further update has been received.</p> <p>* Bicclescombe, Ilfracombe CLT: The Heads of Terms have been completed in time for Stage 1. The Ilfracombe CLT are meeting to discuss their aspirations in relation to the Local Lettings Plan.</p> <p>* We continue to work North Devon Homes looking at some of their older sites and potential opportunities.</p>	<p>*NI 155 Number of Affordable Homes delivered Blocker *Government have pulled the CLT scheme, NDC continue to lobby but making slow progress.</p>				
H&CS: 05	Planning Viability Assessments	In Delivery	* Re-establishment of the 5 year housing land supply was confirmed at the start of May.	Objectives To carry out additional due diligence at the HELAA ³ stage to ensure constraints such as	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

³ Housing and Economic Land Availability Assessment

	Team Around the Problem being Established		* We await the direction of travel of our Local Plan Review to inform this work stream.	contamination / sewerage / infrastructure are picked up in advance of a planning application being submitted. Measures * Allocations in the Local Plan are Policy compliant. * Viability doesn't fall away at determination stage.				
H&CS: 06	Development Management Process Efficiencies Tracey Blackmore	S106 in Delivery Others Initiation Planning Phase	* Section 106 Agreements. The monitoring & compliance of these agreements needs firming up and then we have an opportunity to increase the monitoring fee based on the size of the development. * Historic Section 106 Agreements being put on to the system. * Pre-apps. Following an As Is and To Be process review of the pre application process, this has now gone live at the beginning of April. Preliminary costings from Lean and Agile estimate a potential £85 saving for each application.	Objectives * To make the Section 106 Process as clean and transparent as possible and mitigate the risk of loss of income. Measures * Invoices raised at every trigger point. * All community commitments delivered	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 07	Living in Fuel Poverty + Updates on Disabled Facility Grants	In Delivery	* Eco ⁴ Flex: This scheme is now live. Working in collaboration with Customer Services on the verification process, including route 3 NHS referrals.	Objectives * To signpost as many potential beneficiaries of these schemes, via multiple routes. * Raise the energy efficiency of low income and low energy performance homes. Measures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	Wendy Slate		<ul style="list-style-type: none"> * 361 Energy: Awaiting annual report. 120 households assisted in this financial year. * Disabled Facility Grants: 2022/2023 280 applications. 224 approvals costed at £1.5m with 193 completions. Our estimate spend for this year 2023/24 is estimated at £1.4m. 	<ul style="list-style-type: none"> * To take those properties with an EPC rating of E, F or G to a higher level. * Number of interventions collated by 361 Energy 				
H&CS: 08	Homeless Households Sarah Bentley	In Delivery	<ul style="list-style-type: none"> * Numbers presenting as Homeless: The number of those presenting as homeless have levelled out. * Duty to Refer: However, there has been an increase in our Duty to Refer (DTRs) received from the hospital and mental health teams. * Adult Social Services: As a result of cuts to adult social services we are finding there is a greater expectation on the service to house in temporary accommodation, particularly single homelessness is on the increase. * A new Housing Manager will have been appointed at the time of this committee, with a focus on recruiting permanent staff. 	<p>Objectives</p> <ul style="list-style-type: none"> * To keep people in their homes where possible. * To have suitable housing in which to house customers where it isn't viable to keep them in their own homes <p>Measures</p> <ul style="list-style-type: none"> * Percentage of people housed following justified request for supported 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H&CS: 09	Homeless Households in Temporary	In Delivery	<ul style="list-style-type: none"> * Temporary Accommodation: We are relying less & less on B&B accommodation and ensuring that 	<p>Objectives</p> <ul style="list-style-type: none"> * To reduce the number of people we have to place in hotels or B&Bs. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Accommodation (TA) Sarah Bentley		our own accommodation is being utilised, resulting in a much improved financial position from last year. * Boyton House: S&R approved this this accommodation can be offered for Asylum Dispersal. * Victoria House: Working with the Pickwell Foundation to secure this property for TA. This property will provide 7 flats and 1 3-bed house. * TA Model: The responsibility for the management and maintenance of TA will be transferred to the Property Team, working closely with the Housing Team.	* Temporary accommodation new model of risk assessment needs to be devised. Measures * Planned / costed maintenance programme in place.				
H&CS: 10	Precariously Housed Poor Quality / Shared and/or Expensive Accommodation Jeremy Mann	To be Initiated once new Manager in Post	* We have just interviewed for an Environmental Health Manager. * Our operating model needs to shift from a reactive to proactive model and a revision to the Private Sector Housing Team is required.	Objectives * To use all of the legislation available to us to improve the living arrangements for those in private rented accommodation. * Work with landlords to support their business model and keep good quality / affordable accommodation in the market. Measures * To be established	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 11	Rough Sleepers	In Delivery	* £1,162,792 has been secured from the DLUHC ⁵ for Rough Sleeper Initiative 5 from 2022 to	Objectives	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

⁵ Department for Levelling Up, Housing & Communities.

	Natasha Rowland		<p>2025. Target operating model includes: Mental Health Nurse / Health Nurse / Together Drug & Alcohol / 2x Navigators / Housing First / Support Worker; plus 2x Support Workers all full time.</p> <p>* Complex needs house: This property went live at the start of April and is fully occupied.</p> <p>* Pods: We are now responsible for the out of hour's contracts of these pods. The external pods have all been modernised with new doors.</p>	<p>* To encourage rough sleepers including those 'entrenched' into step up accommodation</p> <p>Measures</p> <p>* Annual head count of rough sleepers</p> <p>* Number of rough sleepers moved into full residential accommodation for longer than 12 months.</p>				
H&CS: 12	Gypsies, Travellers & Van Dwellers Jeremy Mann	To Note	<p>* Gypsy & Traveller Brief published with x2 tender responses. Dependent on Local Plan Review direction of travel.</p> <p>*Gypsy & Traveller Toleration Policy has been drafted with final amends being incorporated and process mapped.</p>	<p>Objectives</p> <p>* Establish the baseline of Northern Devon need.</p> <p>* The next Local Plan has to have a site allocation for Gypsy and Travellers or the plan will not be adopted by the Inspector.</p> <p>Measures</p> <p>* To be established.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
H&CS: 13	Refugee Programmes Sarah Bentley	Delivery	<p>* Asylum Hotel, Ilfracombe: Dilkusa de-commissioned at the end of May.</p> <p>* Homes for Ukraine: We now enter Year 2 of this scheme. Year 1 has been really successful with very few relationship breakdowns between the hosts and Ukraine citizens. We are working with</p>	<p>Objectives</p> <p>* To respond to those schemes in an agile manner.</p> <p>* Keep dialogue open with the Home Office, our partners and those impacted the refugees and our communities.</p> <p>Measures</p> <p>* Number of asylum seekers granted refugee status.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

			<p>Pickwell to encourage new Hosts but these are coming from rural areas where transport links, as an example, prove problematic for those established in towns.</p> <p>* Boyton House: Offered to Clearsprings with approval from S&R.</p>	<p>* Number of refugees housed via the homeless route</p>				
H&CS: 14	Local Authority Housing Fund	Delivery	<p>* We took up the offer of Phase 1 fund to purchase 9 properties, 2 of which have been purchased.</p> <p>Risk Opportunity</p> <p>* Phase 2 has just been released; we need to determine if we have the resources to enter into this scheme. This falls heavily to the Legal & Property Team.</p>	<p>Objectives</p> <p>* To move refugees away from hotel accommodation and into individual homes</p> <p>Measures</p> <p>* Number of homes purchased. 2 to date.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Regeneration & Economic Growth⁶

Senior Responsible Owner SarahJane Mackenzie-Shapland



Vision

This programme will be highly influenced by the emerging Vision for the review of the Joint North Devon Local Plan, that will set the place based/spatial Vision for our Service (and the rest of the Council).

Objectives

1. Ensure a vibrant, thriving area for residents/businesses.
2. Ensure our Economic Strategy is written alongside the Joint Local Plan Review (Plan). The Plan must allow for the right growth in the right areas. The Economic Strategy will ensure that partnership work helps create the right place for business with associated skills/support etc. We want our Cultural Strategy to inform the Joint Local Plan Review.
3. Maximise the use of our assets to provide the best places and contribute to the commercialisation agenda. Our ambitions must feed into the Joint Local Plan Review such as the Car Parking Strategy and review of our land and property assets.
4. Work collaboratively with the Housing & Community Safety Programme to find innovative solutions to the housing crisis, working in partnership to secure funding to deliver housing in the most sustainable locations.
5. Deliver projects on the ground to contribute towards our Vision and pave the way for private sector investment.

Key Results

New KR 5: Economic growth: Level of new sector development.

Reportable Key Performance Indicators

RKPI 728: % of the gross internal area of the investment estate currently let. Q4 2022/23 = 95.93%

⁶ The population of North Devon has increased by 5.3% from around 93,700 in 2011 to 98,600 in 2021 compared to the rest of the South West @ 7.8%

Code	Project Description	Project Stage	Latest Update	Outputs & Measures	Objectives			
					1 F S	2 C F	3 E	4 N D F
R&EG: 01	Barnstaple Vision Hannah Harrington	In delivery	<ul style="list-style-type: none"> * Projects within this programme form part of Barnstaple vision. * A commercialisation business case needs preparation escalated to the Strategy part of the pyramid. * Stakeholders at the Barnstaple Regeneration Board are populating tables to identify roles and responsibilities for partnership projects being delivered through Barnstaple Vision * The Library Square enhancement is completed. 	<p>Objectives</p> <ul style="list-style-type: none"> * To restore and strengthen Barnstaple's status as the heart of civic, commercial, educational, cultural and community life in North Devon in the mid-21st century. <p>Measures</p> <ul style="list-style-type: none"> * Properties brought back into use * Vacant units vs units filled * Footfall rates (springboard data counting – Green Lanes) * Car Park usage * Increase in the no. of events held in Barnstaple 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 02	People & Place ⁷ (Local Plan Review) Nina Lake	In Delivery	<ul style="list-style-type: none"> * The Local Plan Review was placed on hold until after the May elections with the first JPPC scheduled to meet on 16 June. This has been postponed. NDC have appointed members to the 	<p>Objectives</p> <ul style="list-style-type: none"> * Is bold, ambitious and provides the framework for at least the next 15 years of growth. * Should be all about what you want to see rather than what you do not. 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

⁷ There has been an increase of 22.1% in people aged 65 years and over. Census 2021.*



			<p>JPPC but this has not yet been formalised at TDC.</p> <ul style="list-style-type: none"> * The 5 Year Housing Land Supply has been re-established. This will be tested at the St Andrew Inquiry in July (Risk) 	<ul style="list-style-type: none"> * Addresses critical issues highlighted by Members, communities and other stakeholders. * Set the vision / strategy for how the area should be developed over the lifetime of the plan. <p>Measures</p> <ul style="list-style-type: none"> * That all our members felt included in the development of the latest plan * Successful at examination / adopted plan * Plans for the delivery of sustainable development that meets the needs of Northern Devon; * Provides sufficient housing & employment opportunities demonstrated through the 5 Year Housing Land Supply. * Gypsy & Traveller Site 				
R&EG: 03	<p>Future High Street Fund</p> <p>SarahJane McKenzie-Shapland</p>	In delivery	<ul style="list-style-type: none"> * Works continue at the Pannier Market, with partial handover anticipated at the end of July. * The enabling works are underway at Boutport Street to remove and store heritage aspects. The contract opportunity for the construction is being procured. * A report will be presented to S&R in July seeking members view on the Butchers Row / Cross Street level surface following a Judicial Review. 	<p>Objectives</p> <p>Restoration of NDC assets to enhance the Town Centre experience of visitors and provide linkages through those 4 asset.</p> <p>Measures</p> <ul style="list-style-type: none"> * Total cost of all interventions come in within allocated budget or engineered down to meet those budget restraints. * Handover of those assets to the Senior Business Users takes place as planned. * * Business Units occupied and voids minimised. * FTEs Created * Number of heritage buildings restored * Amount of public realm improved 	☒	☒	☒	☒

			<ul style="list-style-type: none"> * The tender for Alexander Road is due to be issued imminently. * The budgets are being closely monitored and we await those tender returns. 	<ul style="list-style-type: none"> * Amount of floor space repurposed * Number of residential units created * Number of improved cultural facilities 				
R&EG: 04	<p>Land Release Fund - Seven Brethren</p> <p>SarahJane McKenzie-Shapland</p>	Initiation / Planning	<ul style="list-style-type: none"> * The enabling works have commenced with the new car park site being cleared. Translocation of species has taken place. * Soft strip out of the old leisure centre is due to commence. * Amendments to the reserved matters planning application are due to be submitted, following feedback from the case officer and consultees. * The JCT contract for the new car park needs finalising and signing. 	<p>Objectives</p> <ul style="list-style-type: none"> * Re-development of old landfill car park site. * Aesthetically attractive development with sustainability maximised. * Demolition & removal of the old leisure centre. * Moving of the Gypsy & Traveller toleration site to a new location <p>Measures</p> <ul style="list-style-type: none"> * Delivery of 177 units of accommodation with 30% affordable via the Development Agreement * Occupied properties paying council tax * Solar PV as an optional extra through individual purchases * Affordable housing units occupied * Leisure Centre demolished * Flood defenced for the wider town delivered * New Leisure Centre car park 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 05	<p>Barnstaple Flood Defence</p> <p>SarahJane McKenzie-Shapland</p>	Feasibility Pre-project	<ul style="list-style-type: none"> * The final report from the consultant, Atkins, is due imminently. Costs are anticipated to be significant. 	<p>Objectives</p> <ul style="list-style-type: none"> * To protect land and buildings * To bring brownfield land into use <p>Measures</p> <ul style="list-style-type: none"> * Number of sites brought forward * Number of properties in person 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

				Risk Opportunity * To work with Homes England to identify potential new viable sites				
R&EG: 06	Larkstone Hub (Watersports Centre) Ilfracombe Helen Bond	In delivery	* The final element of the sea wall is underway. * The café fit out has commenced with a soft launch anticipated in June. * The Watersports Centre is due to be opened in July 2023.	Objectives *Redevelopment of Larkstone to provide access to the blue environment. *Provide a commercial café promoting what Ilfracombe offers. Measures *User numbers *Rental income	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 08	Cultural Strategy Alison Mills	Closure	Strategy delivered. Project closed and delivery plan moved to Cultural Development Fund delivery.	Objectives * To build on the thriving cultural sectors and opportunities for growth identified across the region. Measures Increase ▲ * number of people attending more than 3 arts and culture events per year * number of people taking part in more than 3 creative activities per year * number of people in deprived areas accessing arts and culture * diversity of people by class, ethnicity & disability accessing high quality arts & culture * % of artists & accessing business support * total floor space of creative workspaces * number of national and international cultural partners delivering work in northern Devon Reduce ▼	<input type="checkbox"/>			

				<ul style="list-style-type: none"> * the number of people attending no arts of culture activity per year * collective carbon footprint of board members of the northern Devon Cultural Partnership 				
R&EG: 09	<p>Ilfracombe Seafront Masterplan</p> <p>Dominie Dunbrook</p>	Planning	<ul style="list-style-type: none"> * A project team has been established for the relocation of the toilets and kiosk on the seafront. * The seafront play area scheme is being received prior to the final location being agreed. 	<p>Objectives</p> <p>Re-establish Ilfracombe as the premier coastal destination in North Devon. Delivered through a coordinated investment in developing our cultural offer and enhancing the Seafront.</p> <p>Measures</p> <ul style="list-style-type: none"> * Car park usage * Increase in the no. of theatre events * Town footfall * Improved Health and Wellbeing of the community – access to open space * Improved Environment – perception survey * FTEs created 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 10	<p>Ilfracombe Harbour</p> <p>Capt. Georgina Carlo-Paat</p>	Planning/ Feasibility	<ul style="list-style-type: none"> * The project is on hold whilst other harbour projects are completed. 	<p>Objectives</p> <ul style="list-style-type: none"> * To provide training * To update Harbour Authority Powers and bring in line with industry standards and to incorporate Lynmouth Harbour into said Powers. * To rejuvenate the lower Cove area, provide fit for purpose premises for current tenant and provide fit for purpose premises for the Harbour Team to enable efficient Harbour 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

				Management. To provide new premises for additional tenants Measures * Number of training sessions * Number of attendees & qualifications				
R&EG: 11	Car Park Operating Model Emma Collett	Closure	Project closed and handed over to Business as Usual	Objectives * To provide an operating model that reflects the Council aspirations and community needs for public car parking and access to facilities Measures * Car Park usage * Car Park Income * Rental income or capital receipt	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG 11a	Car Park Strategy TBC	Planning/ Feasibility	* A Project Initiation Document (PID) is being prepared.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 12	Neighbourhood Plans Elizabeth Dee		* Braunton Neighbourhood Plan is being reviewed by an independently appointed examiner.	Objectives * To support town and parishes in the delivery and adoption of their neighbourhood plans Measures * Number of plans considered at Independent examination * Number of plans formally adopted.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG: 13	CCTV Commercialisation Hannah Harrington	Closure	* Project closed and handed over to Business as Usual	Objectives * To improve community safety * To offer towns and parishes a CCTV service that generates income for NDC Measures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

				* Number of Towns/Parishes signed up to the service offer				
R&EG: 14	Safer Streets Hannah Harrington	In delivery	<ul style="list-style-type: none"> * The end of year monitoring return was approved by funders. * Round 2 of Community Sparks funding has nearly allocated all its funding. * The new lighting scheme for Maiden Street if being reviewed by DCC. 	Objectives <ul style="list-style-type: none"> * Strengthening the local environment * Supporting the night time economy * Reclaim public spaces Measures <ul style="list-style-type: none"> * Reduction in Anti-social Behaviour cases * Reduction in Violence against Women and Girls (VAWG) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
R&EG 16	Cultural Development Fund Alison Mills		<ul style="list-style-type: none"> * The project kick-off meeting with Art Council England is scheduled for 23 June. * A partnership agreement with the Bridge Trust is being prepared for formalise the governance for the project. * The wayfinding specification is being prepared. 	Objectives <ul style="list-style-type: none"> * Create a cultural hub * Develop cultural space Measures <ul style="list-style-type: none"> * Increase in cultural/creative activities * Increase in cultural/creative floor space 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Environmental Enhancement Programme

Senior Responsible Owner Mark Kentell



Vision

Consider environmental implications in everything we do. Strive to reduce negative environmental impacts and increase positive impacts wherever practically possible.

Objectives

1. Enhance our green spaces
2. Explore investment opportunities in renewable energy and the installation of renewable energy in/on council buildings.
3. Include environmental considerations in decision making across the council services.
4. Work with our trusted partners to reduce our carbon footprint.

Key Results

KR 10: Reduction in our carbon footprint as an authority. Gross tCO₂e Emissions from ND Operations baseline.

New KR 11: Nature Recovery / Biodiversity Net Gain measures to be developed aligned to national guidance.

KR 12a L146: Total tonnage of household waste arising's. Q1 2022/23 = 9,864.42. Q2 2022/23 = 9,493.82. Q3 = await output.

KR 12b LPI 192: Q1 2022/23 = 49.12% Q2 2022/23 = 46.84% Q3 2022/23 = 45.00%

Code	Project Description & Project Manager / Lead	Project Stage	Latest Update	Outputs & Measures	Priorities			
					1 F S	2 C F	3 E	4 N D F
EE: 01	Tarka Leisure Centre Richard Slaney	Closure Phase	* Tarka Leisure Centre now open and operational * Snagging list is being progressed through Currie & Brown.	Objectives New leisure centre for North Devon with improved and diverse services offered. Measures * Payment schedules met by Parkwood to pay loan requirements * Visitor numbers * Increased uptake in specific sports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EE:02	Overarching Climate, Environmental & Biodiversity Strategy (CEB) Donna Sibley	Strategy Approved by S&R	CEB now has distinct workstreams for: 1. Energy in our own assets 2. Transport 3. Green Infrastructure 4. Biodiversity 5. Communities & Volunteers The Environmental Checklist has been incorporated into Strategy & Resources reporting and now needs to be embedded into additional committees.	Objectives * Integration of environmental and/or sustainability initiatives into the day-to-day operations of the Authority and those of our partner agencies. Measures * Carbon reduction as a Council * Carbon reduction as a district * Number of Committees the Environmental Checklist is integrated within.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

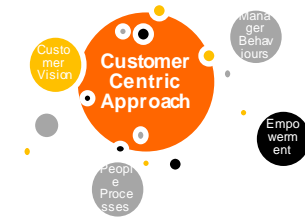
EE:02a	<p>Reducing carbon emissions from our built assets</p> <p>Chay McKenzie</p>	In delivery	<p>* Report received from consultant advising on capital costs and revenue savings of solar array installation at BEC and Tarka Leisure Centre.</p> <p>* Currently out for procurement of supplier to replace our current lighting with LED solution.</p> <p>* Funding bids submitted to SALIX for 7 of our assets; awaiting outcome</p> <p>* Requested EPC surveys on 32 of our assets; 14 outstanding at present. Those reviewed so far are sufficient.</p>	<p>Objectives</p> <p>* Reduction/elimination of our carbon impact through operational efficiencies and the methodology our energy is sourced moving towards more sustainable solutions.</p> <p>Measures</p> <p>* Reduction in kWh used</p> <p>* Improvement of EPC ratings on our assets</p> <p>* Reduction in carbon emissions through third party electrical supply</p> <p>* Revenue saved through self-sufficient supply</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
EE:02b	<p>Reducing carbon emissions from our fleet</p> <p>To be assigned</p>	Feasibility	<p>* Currently conducting a feasibility report (capital costs, maintenance, operation etc.) for the transition of our small fleet (Parks) from ICE to EV.</p> <p>* EV has been loaned to NDC to ascertain practicalities of an EV</p>	<p>Objectives</p> <p>* Transition to a more efficient and carbon emission reducing fleet. Promotion of sustainable fleets to our residents and visitors.</p> <p>Measures</p> <p>* CO2 emissions of our fleet</p> <p>* EV charge points installed within our assets</p> <p>* Taxis within North Devon utilising EVs</p> <p>* Contributes to the overall carbon reduction figures.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
EE:02c	<p>Management of our non-built assets</p>	Planning	<p>* This is a corporate wide plan. Currently dependent on recruitment into the Development</p>	<p>Objectives</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	Mark Saunders		<p>Management Team to release skills.</p> <ul style="list-style-type: none"> * A brief for the wider Devon Tree Strategy has been received and meetings have occurred with contractors. However, currently awaiting responses from contractors. * Currently reviewing Council owned land with a view to create a strategic document that identifies opportunities to enhance/improve the environment * Ascertaining which documents we need to produce to ensure we can deliver our Open Space and BNG responsibilities. 	<ul style="list-style-type: none"> * To work with developers and partners to improve the environment and wellbeing of our residents. * Seeks to protect, enhance, extend and manage the green infrastructure throughout North Devon. * Establish and promote groups within our communities to assist with our Nature Recovery plan. * Increase our forestation within North Devon. <p>Measures</p> <ul style="list-style-type: none"> * Volume of on-site / off-site contributions for: <ol style="list-style-type: none"> 1. Play space 2. Amenity green space 3. Outdoor sports space 4. Allotments 5. Parks and recreation grounds 6. Natural green space 7. Trees planted per annum 8. Education & Events organised per annum 9. Attendance of those educational events 10. Sqm. of Meadow Areas 				
EE:P3b	W&R Infrastructure Paul Burton	Planning	<ul style="list-style-type: none"> * Full Council approved the £3m capital investment in principle with release of funds to come back for Member decision once detailed costings and outline project plan confirmed. * External Project Manager and Quantity Surveyor appointed * Mechanical and Electrical, and Civil Engineer ITT has ended, 	<p>Objectives</p> <ul style="list-style-type: none"> * To specify and deliver a fit for purpose system to allow Works & Recycling to increase recycling and respond to customer demand <p>Measures</p> <ul style="list-style-type: none"> * Improved recycling rates equating to increased revenue through recycling credits * Comply with Fire standards * Comply with waste water disposal 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

		appointment is imminent for both roles					
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Customer Focus / Digital by Design Programme

Senior Responsible Owner Sarah Higgins



Vision

North Devon Council want to provide the best possible services to our customers in the most efficient way. Our approach must recognise the digital age we live in and how we can make the best use of technology for the benefit of our customers, partners and employees.

Objectives

1. Engage with stakeholders to ensure services meet their requirements, they are accessible and maximise convenience.
2. Work towards dealing with enquiries at first point of contact in a professional / consistent way, resulting in a positive experience.
3. Redesign and optimise services based on user research and not just automate our current processes.
4. Shift paper based transactions online that encourage a new kind of interaction with our customer.
5. Invest in our people capabilities to ensure we can deliver the required improvements for our customers.
6. Transform as one organisation moving away from a silo-based approach to service delivery to enhance both the customer experience and that of our employees.

Key Results

New KR 3a: How satisfied or dissatisfied are our Customers' with various elements of our service delivery? % & Nos will be provided.

New KR 3b: How satisfied or dissatisfied are our Members' with various elements of our service delivery? % & Nos will be provided.

New KR 9: Number of justified complaints where the council is at fault out of a total number of complaints received.

Code	Project Description & Project Manager / Lead	Project Stage	Latest Update	Outputs & Measures	Priorities			
					1 F S	2 C F	3 E	4 N D F
CF:01	Customer Focus Jo Teasdale	In Delivery	<ul style="list-style-type: none"> * Data and intelligence being collated from our Customer Relationship Management (CRM) system, feedback process and anecdotal stories to form a picture of failure demand to prioritise the 'Product Backlog' and use an agile approach to identify opportunities for improvement. * Mapping of feedback is being conducted on Engage to streamline process and understand the true cost of complaints * Lean and Agile took being used by various departments to review processes. * SMT carrying out Vanguard exercises on areas of concern. 	Objectives * Reduced failure demand * Nudge to digital where appropriate Measures * An increase in online interactions / transactions captured via our customer relationship management system. * Processes mapped 'As Is' and then 'To Be' processes modelled where efficiencies through less hand offs, failure & automation can be built it.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
CF:02	Digital by Design Andrew Tapp	Initiation Planning	<ul style="list-style-type: none"> * The Digital Strategy has been reviewed. This will become a live document capturing the next round of ICT developments / improvements identified during the service planning process. E.g. new Omni Channel 	Objectives A planned costed / deliverable action plan to advance our ICT landscape. Measures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

			Telephony solution. Cloud based website. In-cab technology. Use of drones. OPENportal works are nearly completed.	* No of solutions moving to Software as a Solution. Moving away from on-premise hardware.				
CF:03	Centre of Excellence Jennifer Setherton	Closure	* Project has now closed and has been incorporated into operational business as usual. New employees are to visit CS team for on-boarding. SMT have also been requested to ask current employees to visit CS.	Objectives * Provide all new staff with training to improve their understanding on the operations of the Authority. * Reduction of failure demand interactions, making us more efficient and improving customer satisfaction. Measures * Number of new employees who have undertaken the course. * Teams and/ or individual staff identified as requiring some additional support in terms of their approach to customer service.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CF:04	Feasibility of new Town Centre Hub Sarah Higgins	Business Case / Feasibility	* An internal project team are looking at the potential of Green Lanes to provide that front of house offer. * Use foyer space to promote initiatives such as energy efficiency opportunities and signpost to other agencies / signpost. * A feasibility study is being conducted by an external consultant, we await their options report.	Objectives * Make the Council more visible and potentially increase the footfall into Green Lane and its car park. * Opportunities for Lynton House * Widen the offer of the hub to our customer base / citizens. Measures	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

CF:05	<p>Replace Telephony and Contract Centre Solutions</p> <p>Andrew Tapp</p>	In Delivery	<p>* New solution, Zoom, has been procured, awaiting signatures. We have a deadline of 31st October 2023 to complete transition.</p> <p>* Our customer service telephony team will be moving to Brynsworthy Environment Centre in the autumn saving money on links and enabling closer collaboration with those services they support.</p>	<p>Objectives</p> <p>* Provide a new telephony system to the Authority.</p> <p>* Integrated system providing both Contact Centre and Telephony in one product.</p> <p>* Visibility of call and customer journey.</p> <p>Measures</p> <p>* Migration from existing system to new system.</p> <p>* This solution needs to be live by October 2023.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CF:06	<p>Cyber Security</p> <p>Andrew Tapp</p>	In Delivery	<p>* The team attended Governance Committee to provide an update on all of the interventions being delivered. Cyber is and will to continue to be a constant round of expensive mitigation in terms of tools and staff time.</p> <p>* Migration to new Storage Area Network will be completed by 18th June 2023.</p> <p>* PAG bid submitted for Disaster Recovery Kit for Lynton House, decision to be made 3rd July 2023.</p> <p>* Boxphish training continues to be delivered to our staff and monitored for compliance.</p>	<p>Objectives</p> <p>* Protect NDC from cyber attacks and the exploitation of our systems, networks and technologies.</p> <p>* Education of Officers to prevent the threat.</p> <p>Measures</p> <p>* Completion rate of Boxphish training vs number of ICT users.</p>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CF:07	<p>Website Development</p> <p>George Connett</p>	Planning	<p>* Google analytics will allow us to identify pages not being viewed & focus on customer journeys. This very much links with CF:01</p> <p>* New website solution has been purchased (Local Gov Drupal)</p>	<p>Objectives</p> <p>* To improve the customer experience with the NDC website, providing a wide range of benefits</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

			<p>* Migration of current website to new solution has begun</p> <p>* 'Go Live' for new website will be end of September 2023</p>	<p>including customer satisfaction, customer call times etc.</p> <p>Measures</p> <p>* Regain our SOCITM⁸ status in terms of accessibility</p>				
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⁸ Society for innovation, technology and modernisation



Organisational Development

Senior Responsible Owner Nikki Gordon

Vision

Our vision is to create the conditions for everyone to perform at their best. We will improve processes and policies, invest in health and wellbeing, and continue the development of our teams and individuals to create a high performing one team.

Objectives

1. Develop an organisational improvement plan with involvement and engagement with employees and members applying its outcomes through all levels of the council embedded in the culture of our organisation.
2. We will be driven forwards by our new values and behaviours and these are just the start to underpinning our day-to-day behaviours.
3. To focus on the organisation as one team, not individuals, and looks for change in culture to help it become better performing.
4. Develop a Wellbeing Strategy using a holistic health & wellbeing approach exploring physical mental and nutritional health and the importance of these to our employees resulting in happy, healthy and resilient employees.
5. Equip us all with the necessary, tools, skills, knowledge, attitudes and behaviours to deliver our corporate priorities and deliver the very best service we can for our customers, whilst embracing our new hybrid way of working.

Key Results / Benefits

New KR 2: Number of days lost due to vacancies not filled after 3 months from approval plus number of sickness absence days.

Code	Project Description & Project Manager / Lead	Project Stage	Latest Update	Outputs & Measures	Priorities			
					1 F S	2 C F	3 E	4 N D F
OD 00	Overarching OD Improvement Plan and Workforce Planning and Retention Nikki Gordon	Delivery	<ul style="list-style-type: none"> * The vacancy for the new HR & Systems Officer has been advertised. * The Health & Safety Officer post remain vacant, but will be re-advertised * Car user designations are being reviewed. 	Objectives * To have a robust and operational staff structure in place Measures * Vacancy rate * Reduction in staff turnover * number of staff on HMRC rates	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OD 01	Create an Empowering Organisation Sarah Bright	Delivery	<ul style="list-style-type: none"> * The contract for Imperago, time and attendance software has been extended until June 2024 * The roll out of iTrent Payroll and HR software continues to be tested and explored. Resource and capacity have limited the effective delivery and implementation of this software. * The behaviour framework will be issued to all employees. 	Objectives * Employees understand what behaviours are expected of them. * The payroll and HR software creates a more efficient process that is less labour intense Measures *modules delivered within iTrent * Reduction in processing time	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

OD 02	Workforce Health & Wellbeing Strategy Tracey Clapp	Delivery	<ul style="list-style-type: none"> * The staff wellbeing survey has been rolled out. A shortened version if available for non-office based staff. * Webinars continue to be offered to employees. 	<p>Objectives</p> <ul style="list-style-type: none"> * To have a healthy workforce <p>Measures</p> <ul style="list-style-type: none"> * Reduction in sickness days * Reduction in number of sickness occurrences 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
OD 03	Performance and Talent Management Claire Marsterson	Feasibility	<ul style="list-style-type: none"> * Sign up to the LGA Graduate Programme to recruit new apprentices as part of the second cohort in September 2023. * Progress with the Apprentice Trainee Scheme and T-Levels has stalled. * A new appraisal process will be rolled out imminently with 'check ins'. 	<p>Objectives</p> <ul style="list-style-type: none"> * To successfully recruit. * To provide training opportunities to employees * To Monitor Performance <p>Measures</p> <ul style="list-style-type: none"> * Number of apprentices recruited * Number of qualifications secured * Number of appraisals returned and 'check in' completed. 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OD 04	Structure, Policy & Pay Nikki Gordon	Feasibility	<ul style="list-style-type: none"> * The pay award for 23/24 has been agreed for chief officers only. Unions are going to ballot members. * The Temporary Staff contract needs re-procuring prior to November 23. * Alternative Job Evaluation schemes have been preliminary explored. The next steps need to be set out. 	<p>Objectives</p> <ul style="list-style-type: none"> * To have a mechanism for recruiting temporary staff * To ensure the Job Evaluation scheme is robust and comparable to other authorities <p>Measures</p> <ul style="list-style-type: none"> * Contract signed. * Job evaluation scheme reviewed. * Pay award implemented. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
OD 05	Diversity & Inclusion	Delivery	<ul style="list-style-type: none"> * Equality training has been completed in line with audit recommendations. 	<p>Objectives</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Nikki Gordon		<ul style="list-style-type: none"> * The Equality Strategy has been reviewed and will be taken to S&R for approval. * Employees have been asked to update their profiles on iTrent 	<ul style="list-style-type: none"> *To ensure polices are up to date * Employees are provided appropriate training * Publication of data to comply with our legislative requirements Measures *Strategy reviewed and adopted * Number attended training * Diversity data published 				
OD 06	Our Brand, Recruitment & Communication	Delivery	<ul style="list-style-type: none"> * A new Communications Strategy has been drafted. * Recruitment continues to be challenging with limited candidates for vacancies. 	<p>Objectives</p> <ul style="list-style-type: none"> * To provide effective internal and external communications with our stakeholders, employees and members. * To be an employer of choice Measures *Strategy formally adopted * Method of communication recorded * Use of other media platforms 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

