

Appendix F

Corporate Plan Delivery Highlight Report with Key Results & Performance Indicators

1.1 This Appendix provides a high level update in relation to your programmes delivering your current Corporate Plan priorities and your new performance measures for Q1-3 2023/24.

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

1a: Gross income mainly out of our control.

Budget: 2023/24 = £23,758,390 as % of overall budget (Excluding Benefit Subsidy £30,005,500) = 79.18%

1b: Gross income mainly within our control from fees and charges generated from our assets.

2023/24 Q1 Estimate = £7,409,000

Reportable Key Performance Indicators

BV9: Percentage of Council Tax Collected [Quarterly figures show a cumulative %]

2022/23 = 97.24% best annual result since 2012/13 which achieved 97.66%.

Q1 23/24 = 28.44% | Q2 23/24 = 55.26% | Q3 23/24 = 81.60%

[This is in line with previous year's collection percentages & a cumulative increase]

BV10: Percentage of Non-domestic Rates Collected.

2022/23: 97.05%

2023/24: Q1 = 35.27% | Q2 = 58.38% | Q3 = 81.40%

BV8: Percentage of invoices paid on time.

2022/23: Q1 = 88.75% | Q2 = 91.72% | Q3 = 90.68% | Q4 = 92.09%

2023/24: Q1 = 91.77% | Q2 = 90.98% | Q3 = 89.22% |

Housing and Community Safety Programme

Senior Responsible Owner Nina Lake

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 4a: Number of households in North Devon¹ living in fuel poverty = 6,420 [14.4%] Data 2021. Two year lag in reporting.

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

Update: The Lead EHO (Private Sector Housing) is now in post, with a dedicated Housing Officer for Energy Efficiency adding to the Private Rented Sector Team.

¹ 44,729 Households @ 2021.

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

The team noted above are now baselining the HMO situation and will then be pro-actively program the inspection / licensing of HMO premises.

2023/24: Q1 = 0 | Q2 = 0 | Q3 = 0

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

2019/20 = 858 (↑) | 2020/2021 = 527 (↓) | 2021/2022 = 599 (↑) | 2022/2023 = 597 (↓)

New KR 7: Gross new affordable homes delivered in North Devon area 2022/23 = 87² Annual Figure

(NI 155 Existing affordable housing indicator 2022/23 = 82).

KR 8: No. of residential properties that have been classed as empty for more than 3 months on the Council Tax base

2023/24: Q1 = 730 (1.50%) | Q2 = 755 (1.55%) | Q3 = 754 (1.54%)

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

2023/24: Q1 = 48,560 | Q2 = 48,675 | Q3 = 48,824

8b: Total number of properties registered as 2nd homes each quarter [Note: calculated on the numbers shown in 8a not the 2021 figure].

2023/24: Q1 = 1,806 (3.71%) | Q2 = 1,820 (3.73%) | Q3 = 1,887 (3.86%)

Keeping as many properties on the Council Tax Registered as Residential properties and these not flipping to 2nd Homes / Holiday Lets³.

Second Homes 01 April 2020 = 1729 vs 01 April 2022 = 1779 [Note: Properties > 140 days = business rates not CT]

² Net new affordable housing reported under NI155 plus open market conversions to affordable housing using grant funding, other additionality outside of the planning system and gross number of affordable housing on demolished sites where new affordable housing replaces older stock. Please note Local Needs Dwellings are NOT included in this figure as they are not affordable housing. Geography - across both North Devon LPA and Exmoor National Park LPA (i.e. the NDC Local Housing Authority area).

³ 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.

Reportable Key Performance Indicators

MiA: Average number of days it takes to get a decision notice on minor planning applications (apps) - end to end times

2023/24: Q1 = 113 | Q2 = 114 | Q3 = 141 (41 apps 38% within statutory time / 68 apps 65% with an extension of time – assuming 3% still live).

MaA: Average number of months it takes to get a decision notice on a major planning applications - end to end times

2023/24: Q = 347 | Q2 = 360 | Q3 = 321 (1 apps 10% within statutory time / 9 apps 90% with an extension of time – assuming 20% still live).

COM: Number of live compliance / enforcement cases on our systems

2023/24: Q1 = 2,340 | Q2 = 2,243 | Q3 = 1,303

A significant improvement in this area. We have recruited 3 new members of staff to the Environmental Protection, Regulation of the Built Environment Team who started work with us in November. The Development Management (DM) Team have secured a highly experienced Enforcement Officer and during the last quarter we seconded our Empty Homes Officer to DM to manage these backlog numbers down.

A M: Appeals allowed or part allowed

2023/24: Q1 = 4 (7 dismissed) | Q2 = 1 (4 dismissed) | Q3 = 2 (3 dismissed)

B&B: Total number of households accommodated in leased / B&B Accommodation

2023/24: Q1 = 63 | Q2 = 67 | Q3 = 58

TA: Total number of households accommodated in our own temporary accommodation

2023/24: Q1 = 15 | Q2 = 19 | Q3 = 18

BV78a: Speed of processing new housing benefit / council tax benefit claims

2022/23: Apr 20.4 | May 20.8 | Jun 22.4 | Jul 19.6 | Aug 23.9 | Sept 21.3 | Oct 24.2 | Nov 24.6 | Dec 18.0 | Jan 28.2 | Feb 23.9 | Mar 17.9

2023/24: Apr 26.9 | May 23.3 | Jun 22.2 | Jul 22.3 | Aug 22.3 | Sept 16.7 | Oct 19.2 | Nov 18.5 | Dec 18.1 |

BV78b: Speed of processing changes of circumstances for housing benefit / council tax benefit claims

2022/23: Apr 10.3 | May 09.1 | Jun 08.9 | Jul 09.0 | Aug 10.7 | Sept 11.8 | Oct 09.2 | Nov 08.7 | Dec 05.0 | Jan 07.9 | Feb 04.3 | Mar 07.6

2023/24: Apr 09.1 | May 11.4 | Jun 10.2 | Jul 08.5 | Aug 06.8 | Sept 09.4 | Oct 09.1 | Nov 08.6 | Dec 06.9 |

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>H&CS: 00 Establish a Housing Company Nina Lake</p>	<p>Delivery phase On track post Approval from S&R with a report coming back to S&R in Q3.</p> <p>Objectives: Having a model to manage and hold a range of property tenures that aren't social/temporary housing.</p>	<p>External Legal Firm instructed to set up the Housing Company. Clarification questions responded to with next meeting with external co. 16 January 2024 to progress:</p> <ul style="list-style-type: none"> * Memorandum and Articles of Association & Shareholding Agreement. * Appoint Directors. * Register Company. * Apply for a company bank account. * Appoint company auditors, solicitors, valuers, etc. as needed; and Set up financial systems. <p>Meeting held and will now be working on the business case for the transfer of any assets.</p>
<p>H&CS: 01 Empty Homes Fred Shelton</p>	<p>In delivery There is no firm closure date currently for this project as all opportunities are being pursued.</p> <p>Objectives: * 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>	<p>This project has been paused for 3 months whilst we seconded Project Officer to Development Management to work down the backlog noted above in the indicator coded COM. This officer is now back in the Private Sector Rented Team.</p>
<p>H&CS: 02 Economically Active Households Dominie Dunbrook</p>	<p>Objectives: Identification of partnership opportunities and collaboration initiatives that could be explored, with our business partners.</p>	<p>Our Place, Economic and Regeneration Manager has been preparing a housing prospectus for our key business partners, to continue dialogue.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>H&CS: 03 Placed Based Regeneration Team around the Town (TAT)</p>	<p>Various Strands Individual re-active cases have been addressed but this strand of the programmes wants to have a programme of planned interventions / acquisitions.</p> <p>Objectives: Work with Development Management to try to limit the number of hotels into HMOs / supported accommodation.</p> <p>Opportunity Risk: If our 'Ask' is successful, the programmes will need to be reviewed and additional staff recruited. Although looking less likely.</p>	<p>This project has merged into a wider strategic partnership 'Exceptional Ask' to DLUHC being led Chief Executives of DCC and NDC with the support of their Cities & Local Growth Unit, who have offered to help work up that Ask setting out that Ilfracombe is Exceptional in terms of its distance from Exeter and health indicators.</p> <p>The TAT have prepared a Skeleton Plan for Homes England with 4 strands covering:</p> <ol style="list-style-type: none"> 1) Finding sustainable solutions to regenerate our Towns 2) Improving estates & neighbourhoods through Regeneration 3) Positively disrupting the private sector housing market; and 4) Held fund our pipeline of CLT initiatives <p>Next Phase:</p> <p>* The next phase is to work up what those tranches into a blueprint, with the aim of sending this of Homes England by the February. This is a joint venture with North Devon Homes, who we have a Joint Board Meeting with 19/01.</p> <p>* We are collating a list of Council interventions in Ilfracombe, wider than just housing, to support any future funding opportunities linked to our business and regeneration programme.</p> <p>Regardless of whether our 'Asks' to DLUHC or Homes England are successful we will be planning to positively intervene in the Private Sector Market.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>H&CS: 04 Affordable Housing Jaimie Jeyes</p>	<p>Various Strands There are various schemes under this strand.</p> <p>Objectives: To continue to deliver affordable housing working with Homes England and other partners, utilising whatever model the Government next deploy.</p> <p>Issue: We continue to Lobby Government to support these initiatives via alternative funding streams.</p>	<p>A revised scheme has been proposed with Government working with an investment company to fund a CLT the scope of this would include everything that was previously funded via the Community Housing Fund e.g. establishment of housing need, feasibility studies, planning application etc. in the hope that at the end of the scheme an RP would cover those costs once the scheme comes forward thereby paying the loan back. The risk comes if the scheme does not come forward.</p> <p>Next phase:</p> <p>* One Public Estate have set up a CLT workshop scheduled in February 2024. Linked to the outputs of an exercise by Middlemarch highlighting best practice, the volumes delivered or in the pipeline from North Devon and recommendations for continuous improvement.</p> <p>* The Homes England ask will be submitted at end of February 2024.</p>
<p>H&CS: 05 Viability Assessments TAP Team</p>	<p>A Team Around the Problem has been Established</p> <p>Objectives: To carry out additional due diligence at the HELAA⁴ stage to ensure constraints such as contamination / sewerage / infrastructure are picked up in advance of a planning application being submitted and through the lifecycle of associated planning applications.</p>	<p>* Reconvene the TAP to discuss how viability is considered during the Section 106 Process and potential review clauses. Also, consider alternative Viability options.</p> <p>* The TAP agreed to meet to discuss each challenge on viability, the timeliness of this and circumstances.</p>
<p>H&CS: 06 Development Management Processes Tracey Blackmore</p>	<p>Various Strands Being Reviewed</p> <p>Objectives: To make the Section 106 Process as clean and transparent as possible and mitigate the risk of loss of income.</p>	<p>Section 106 To Be Process: Policy module ready for officer to be trained.</p> <p>BNG⁵: Secondary legislation was received at the end of 2023 and Officers continue to work through this to ensure we can respond at a business level.</p>

⁴ Housing and Economic Land Availability Assessment

⁵ Biodiversity Net Gain

Project Description & Lead	Project Stage & Status And Objectives	Latest update
	<p>Issue: 27 September 2023 Government announced that this key green policy won't be coming into force in November a planned but pushed to January 2024.</p> <p>Issue: The operating model for monitoring and compliance of Section 106 Agreements and BNG needs to be established. It has been agreed to try to recruit a Planning / Enforcement Officer to fulfil this role alongside a wider enforcement remit</p>	<p>Planning Skills Delivery Fund: A small team has submitted a BID for £100k to assist with the planning backlog and an element of design code training.</p>
<p>H&CS: 07 Homes Living in Fuel Poverty and/or Homes Needing adaptations Wendy Slate</p> <p>Eco Warm Up Grants Spend up to 2022/23 £60,484</p> <p>Budget 2023/24 £2,000</p> <p>Budget 2024/25 £523,563</p> <p>Total Project Cost £586,047</p> <p>Disabled Facility Grants Spend up to 2022/23 £1,467,977</p>	<p>Closure Phase for HUGS / LAD / ECO Projects Delivered ✓ Business As Usual</p> <p>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.</p> <p>Issue: Last week 'The Great British Insulation Scheme' was announced. Initially we didn't think that Local Authorities would be involved, reading the guidance this may come into scope.</p>	<p>This current round of interventions are now performing well and the capability has been built into business as usual. Any new schemes will be reported to back to the programme, we have reportable performance measures also to capture the success of these initiatives. This project will now move into Closure Phase, but reporting on volumes will be covered in Project 10.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>Budget 2023/24 £1,477,752</p> <p>Budget 2024/25 £500,000</p> <p>Total Project Cost £3,445,729</p>		
<p>H&CS: 08 Homeless Households Sarah Bentley</p>	<p>This is a Business as Usual Function but on the Programme for Visibility & Cost Management</p> <p>Objectives: * 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> <p>Issue: We are managing 60 – 70 units of accommodation to house people/families in temporary accommodation per night & remodelling & funding arrangements agreed for 70 per night.</p> <p>Increased Homeless Risks: (1) Asylum Seekers granted Asylum with priority need will present as homeless (although we anticipate many will seek city locations); and (2) People / households cannot afford their mortgage payments once their low fixed rate mortgages come to an end (linked to inflation / cost of living crisis).</p>	<p>* January is always a busy month for our Housing Team with the pressures that arise from the festive break. * We are actively engaged with landlords and agents looking to secure additional good quality accommodation.</p> <p>Next Phase:</p> <p>* Trying to establish from Mortgage lenders an estimate of how fixed term low rate many mortgages will be coming to the end and in which quarter we are likely to see the consequences of this. Also, see if there is any legislation that pus the duty on lenders to advise us.</p>
<p>H&CS: 09 Homeless Households in Temporary Accommodation (TA)</p>	<p>In Delivery</p> <p>Objectives: * To reduce the number of people we have to place in hotels or B&Bs. * Temporary</p>	<p>* The decision by Members to purchase our own housing stock has significantly mitigated the risk of using expensive B&B accommodation. This allows us also to claim Housing Benefit when in our own accommodation.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>Sarah Bentley</p> <p>Provision of TA</p> <p>Spend up to 2022/23 £449,290</p> <p>Budget 2023/24 £3,604,664</p> <p>Budget 2024/25 £0</p> <p>Total Project Cost £4,053,954</p>	<p>accommodation new model of risk assessment needs to be devised.</p> <p>Issue: Passporting clients to the North Devon Area – we need to re-establish a process to ensure we know who we have in District and when those placements end.</p> <p>Issue: Numbers remain high in temporary accommodation. The team will be reviewing all requirements.</p>	<p>* The teams have been reviewing the condition of some of our Private Sector Lease properties and served notice on those we believe the condition is not suitable for our customers and couple put the council at risk. We will continue to look a suitable supply.</p> <p>* We have a Board meeting with North Devon Homes to discuss housing opportunities, possible asset swaps or alternative solutions.</p>
<p>H&CS: 10 Precariously Housed in Poor Quality and/or Expensive Private Sector Accommodation (often shared). Jeremy Mann</p>	<p>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.</p>	<p>This project will be amalgamated with Project 3 if funding is secured via the exceptional Ask to DLUHC &/or Homes England. If not, then our Environmental Health Manager and Private Rented Sector Lead, will make plans to address Houses in Multiple Occupancy but on a smaller scale but nonetheless pro-active approach.</p> <p>Delivered</p> <ul style="list-style-type: none"> * Established the new Private Sector Team * Feeding into an Exceptional Ask to Homes England * Purchased the HMO module for Verso our new Licensing Software, which will streamline the process and put greater onus on the landlord/applicant. * Baselined the HMOs in North Devon & calculated income opportunities * Identified properties with Cat 1 and 2 risks. * Partnership working with North Devon Homes.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
		<p>Next Phase:</p> <ul style="list-style-type: none"> * Work through the backlog of HMO applications, in addition to those identified through the British Research Establishment (BRE) process. * Develop a programme plan to target licencing of HMOs. * Work with the Customer Focus Project on Verso to make HMO licencing much more efficient * External damp and mould toolkit has been circulated for comment.
<p>H&CS: 11 Rough Sleepers Natasha Rowland</p>	<p>In Delivery</p> <p>Objective: To encourage rough sleepers including those 'entrenched' into step up accommodation.</p> <p>Issue: Some rough sleepers who have no desire to 'come in', we continually have to move them on from location to location. If we were able to provide a small piece of land for those individuals plus our van dwellers that we would heavily manage, this would be a huge benefit and save resources at the same time.</p>	<ul style="list-style-type: none"> * Explore the opportunity of Pod Sponsorship, especially on the back of the positive responses we have received from our social media vlogs. * Cold weather provision was triggered in January 2024.
<p>H&CS: 12 Gypsies & Travellers & Van Dwellers TAP formed to resolve property and welfare issues.</p>	<p>Objective: Establish the baseline of Northern Devon need.</p> <p>Risk: The next iteration of the Local Plan will have to incorporate a G&T permanent site, without which it will not be adopted.</p>	<ul style="list-style-type: none"> * Take the policy (with a decision on an escalated route) and process to SMT with cost estimates of each time we have to respond to Travellers (Officer and Contractor Time plus historic costs to support). We already spend these monies in a reactive manner, moving forwards it would help to have a proactive budget line. * Through the wider discussions with Homes England, ask if there are any opportunities to assist with this project strand.
<p>H&CS: 13 Refugee Programme Sarah Bentley</p>	<p>This strand continues to grow in scope with very little control we can exercise.</p> <p>Objective: * To respond to those schemes in an agile manner. * Keep dialogue open with the Home Office,</p>	<p>Afghan Relocation and Assistance Policy (ARAP): We took a report to S&R where they approved an additional 6 homes to be used for this scheme.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
	<p>our partners and those impacted by the refugees and our communities.</p> <p>Risk: Our wonderful Ukraine Hosts, may, after 24 months of hosting be reluctant or unable to continue to open up their homes if the Government don't plan to provide any financial support planned for year 3. Risk mitigated. However, the USA are only funding for the first 2 years and this may increase presentations to the uk.</p>	<p>Dilkhusa Grand used for Asylum Seekers: Hotel stood down and no further action.</p> <p>Asylum Seekers (AS): Our initial offer of a property we own has not been taken up by the Government's provider. They continue to seek to purchase accommodation in North Devon.</p> <p>Homes for Ukraine: Payments have been confirmed for Year 3.</p>
<p>H&CS: 14 Local Authority Housing Fund Helen Bond</p>	<p>In Delivery</p> <p>Objectives: To move refugees away from hotel accommodation and into individual homes.</p> <p>Risk: We are buying houses at pace to take advantage of these purchasing opportunities, we need to ensure that our processes and staff are equipped to manage these acquisitions.</p> <p>Issue: The Government have indicated they plan the change the model we signed up for in our memorandum of understanding. Update: Government advised it was highly unlikely that we would be able to use Round II funding for local temporary accommodation.</p>	<p>Round One Funding: £1,001,081.00 Round Two Funding: Withdrew from this scheme.</p> <p>We delivered 9 units within the deadline using R1 funding.</p> <p>Three dwellings have been purchased @ a cost of £724,075 ✓ Seven properties committed to @ a cost of £1,365,260 Four bedroom bridging property obtained @ £392,500 ✓</p>

Regeneration & Economic Growth Programme

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 strategy for the area 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 Result

KR 05: Economic Growth Level of new sector development

As at the end of Q2 we have 6342 businesses registered with NDC. This is a slight decrease in the number of overall hereditaments/business stock from Q1 (6350). As this register covers a very wide range of rated premises, it is difficult to pinpoint where this decrease has come from. The data held does not provide enough detail to highlight key sectors that we would like to track and monitor for growth purposes and we have looked at other methods for gaining this detail. The ONS UK Business Counts provides annual data at a local authority level that can be split into Industry groups. This is helpful in seeing a high-level direction of travel from year to year within key industry groups such as agriculture, manufacturing, construction, accommodation & food services (commonly part of the tourism sector), information & communication and arts, entertainment & recreation. We have seen growth in each of these services areas across North Devon between 2019 – 2023, with the exception of agriculture, which has decreased from 1,320 in 2019 to 1,270 in 2023. Agriculture is still by far the largest industry group of businesses in North Devon at 1,270, with the next largest being construction at 665.

Reportable Key Performance Indicators

CA: Increased participation in Cultural activity

NDC have now received the results of the Annual Museum Survey 2023 and it has identified activity at the Barnstaple and North Devon Museum as follows:

An update on the The Museum of the Moon by Luke Jerram

Barnstaple Pannier Market 16/12/23 – 06/01/24

For the first major event of the Flourishing Barnstaple project, funded by the CDF, we procured Luke Jerram's artwork 'The Museum of the Moon' was that was installed in the newly refurbished Pannier Market.

This event was funded with project money enabling us to make it free entry and also included various wrap around events to enhance engagement, all of which were well attended and received.

On the initial release of the of the news 'The Moon' was visiting Barnstaple there was a positive reaction to social media posts resulting in over 4000 entry slots being booked on the first day and rising to over 8000 in the first week. As expected with a free event people book to ensure their space but as no money changes hands there is an expectation that not all will necessarily attend. With this in mind we chose to use the Seetickets booking platform and thirty minute booking slots firstly to ensure there was a steady flow of visitors throughout the day and secondly to ensure we could capture the data on attendees, both form a numbers point of view but also as a way to build a mailing list for future events.

Alongside the pre - booking we had planned to allow 'walk ups' for people just to turn up on the day, this allowed us to have as many attendees as possible whilst also ensuring the exhibit could be enjoyed whilst not being over crowded.

Who Came

Below is a general breakdown of attendance (split in to pre-booked and walk up tickets)

Total Pre -booked (Moon Visit)	20,432
Total Scanned Tickets	11,483
Total 'Walk-ups'	14,560
Total Visits to MOTM*	<u>26,043</u>

**Includes return visits*

EXTRA EVENTS

As well as the main attractions we programmed a small amount of extra events around the moon, these included Yoga, Silent Discos and a Concert by North Devon Sinfonia. All of these events were well received by attendees, and all at least covered costs. Other ideas were also explored but time restraints and logistical restrictions made these ideas not possible for this tranche of cultural events.

Extra events showing attendance and finances

2 Rest & De-Stress Yoga Events	35	(£700)
Howl at the Moon Silent Disco	101	(£1,550)
North Devon Sinfonia	190	(£440) <i>excluding general market attendance</i>
Family Disco	200	(£1,646)
Total Extra Events attendance	526	

~Based on ticket sales

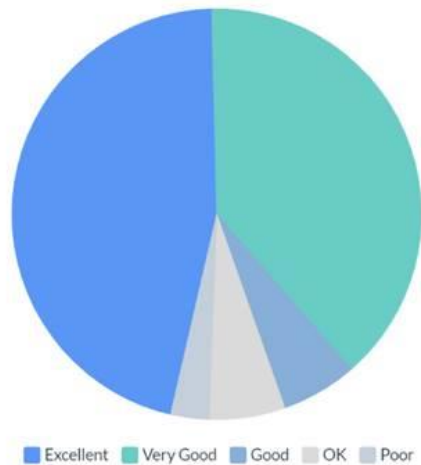
TOTAL ATTENDANCES

General	26,043
Events	526
Total	26,569

Feedback

Anecdotal and word of mouth feedback was universally positive at the events. Alongside this, we also had a feedback survey for attendees to complete were available online, through QR code and also hard copies were available at the event. Whilst the information from the upwards of 600 paper copies are still being collated, early snapshot of the online data (from a very small sample of 74 taken on during the event) shows great support for the event. This can be seen below with the responses when visitors were asked to rate the experience.

How would you rate your experience at the Museum of the Moon?



46% Excellent
 39% Very Good
 6% Good
 6% OK
 3% Poor

This has been a great launch to the CDF activity and we now need to ensure we keep pushing forward to make Barnstaple a hub of cultural activity.

RKPI 728: Percentage of the gross internal area of the investment estate currently let.

2022/23: Q4 = 95.93%.

2023/24: Q1 = 95.93% | Q2 = 95.93% | Q3 = 95.93%

Project Description & Lead	Project Stage & Status And Objectives	Latest update
R&EG: 00 Operating Model Recruitment SarahJane Mackenzie-Shapland	Structural Changes On Track for Recruiting into these posts in a timely manner.	Many of the posts how now been recruited to and referenced below in the update.
R&EG: 01 Barnstaple Vision	In Delivery	* Library Square enhancement completed ✓

Project Description & Lead	Project Stage & Status And Objectives	Latest update
Hannah Harrington	<p>Objectives: * 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>	<p>* The final task force meeting took place and feedback has been received. The advice received will help inform next steps. * We are reviewing the governance of the groups within Barnstaple. * A member briefing took place prior to Council on November 2023 setting out the project updates within the Vision.</p>
R&EG: 02 Local Plan Review SJMS	<p>5 Year Review Complete Next Phase Comprehensive Review to be Determined</p> <p>Objectives * 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. * 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> <p>Risk: Government are currently consulting on a 30-month plan preparation period, with a rolling programme of commencement start dates. Feedback has been provided to the Planning Advisory Service and DLUHC that this uncertainty causes issues in terms of resource planning and keeping the plan sound.</p>	<p>* Both TDC and NDC have approved comprehensive Local Plan reviews. * Five year housing land supply re-established ✓ * The scope of the review is to now be agreed with phasing of the work mapped out. * Resources need to be agreed.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
	<p>Issue: Member engagement / involvement in the JPPC and wider Strategic Plan Making Process.</p>	
<p>R&EG: 03 Future High Street Fund SarahJane Mackenzie-Shapland</p> <p>Spend up to 2022/23 £1,374,293</p> <p>Budget 2023/24 £2,450,123</p> <p>Budget 2024/25 £6,016,683</p> <p>Budget 2025/26 £2,300,000</p> <p>Total Project Cost £12,141,099</p>	<p>In Delivery</p> <p>Objectives: Restoration of NDC assets to enhance the Town Centre experience of visitors and provide linkages through those 4 asset.</p> <p>Risk: The financial and phasing risks of this programme remain but we have to test the market in be in possession of all of those costs prior to the next round of decisions.</p>	<p>There are 5 Elements to this Programme:</p> <ol style="list-style-type: none"> 1. Pannier Market: Handover has taken place and the market is operational. The final account is yet to be received. 2. Butchers Row: Pedestrianisation of Butchers Row has been completed. It was agreed at S&R in December to re-align funds for interventions below to ensure delivery. This intervention will be funded via other sources. Officers have met with tenants to discuss and agree priorities for the area. Meetings continue. 3. Alexander Road: Following the objection to the TRO, the design for the access to the car park is being amended, in consultation with DCC. This removes the changes to the layby. The contract for Alexandra Road works forms part of the wider Queen Street / Bear Street tender. 4. Queen Street / Bear Street Car Park: A Market Engagement day with contractors took place in September to gain feedback from the previous tender which came in over budget. A revised tender was re-issued and the closing date was 12 January. Tenders are due to be assessed w/c 16 January 2024. Members were provided an update at the S&R meeting in December 2023. 5. 36 / 37 Boutport Street: Tenders received were in excess of the approved budget. A decision was taken to allow negotiation in procurement process and Value Engineering of the scheme continue to ensure there is a deliverable and viable scheme. Members were update at S&R in December 202,3 which included removal of the hostel element. Options are being considered for alternative ways to fund elements that have been removed.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>R&EG: 04 Brownfield Land Release Fund Seven Brethren SarahJane Mackenzie-Shapland</p> <p>Flood Defence Budget</p> <p>Spend up to 2022/23 £0</p> <p>Budget 2023/24 £0</p> <p>Budget 2024/25 £1,150,000</p> <p>Total Project Cost £1,150,000</p>	<p>In Delivery</p> <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 'Stop Over' site to a new location 	<ul style="list-style-type: none"> * Amendments to the reserved matters planning application are due to be submitted, following feedback from the case officer and consultees. * JCT contract for the new car park has been signed ✓ * A Non-Material Amendment for the car park was approved at Planning Committee on 10 January. ✓ * The demolition of the old leisure centre continues and should be to ground level by the end of January 2024. * We await revised flood plans. * + The sustainable elements of this project are beginning shine through. The crush from the Lace Works are going to be used and we hope to be able to advise on volumes and cost reductions. * + The crush from the old Leisure Centre (once asbestos has been managed) will also be used to help form the new car park. Again providing sustainable solutions in terms of recycling, supply chain and local supply. * Secure Reserved Matters Planning consent (target special committee in February).
<p>R&EG: 05 Barnstaple Flood Defence SarahJane Mackenzie-Shapland</p>	<p>Feasibility Pre-project</p> <p>Objectives</p> <ul style="list-style-type: none"> * To protect land and buildings * To bring brownfield land into use 	<ul style="list-style-type: none"> * The final report from the consultant, Atkins, has been received. Costs are significant. * Meeting with the Environment Agency to understand the next steps.
<p>R&EG: 09 Ilfracombe Seafront Masterplan Dominie Dunbrook</p>	<p>Planning Phase</p> <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>	<ul style="list-style-type: none"> * A project team has been established for the relocation of the toilets and kiosk on the seafront. Since the architect was appointed in Autumn 2023, plans have been prepared and will be submitted to planning in January 2024. The funding deadline is on track to be met. * A contract has been awarded for the purchase and installation of the seafront play area. Works is anticipated to commence in February and will be completed prior to the Easter Holidays.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
		* Golden Coast: A specification has been developed. We await feedback from the Environment Agency on the culvert and associated works required.
R&EG: 10 Ilfracombe Harbour Georgina Carlo-Paat (MBE)	<p>Elements being Delivered Elements stalled</p> <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 Management. To provide new premises for additional tenants 	<ul style="list-style-type: none"> * The Marine Training Academy Phase I: The School is up and running with their First Leader Course. A lot of interest in this training room – additional opportunities will be presented. Phase II Business Plan: Basic Training (with the full package) to come on stream. * The Cove Opportunities have stalled slightly, design of the proposed scheme is being considered.
R&EG: 11 Car Park Strategy Helen Bond	<p>Initiation Planning Phase</p> <p>Objective To widen the scope of this Strategy to include maintenance and modelling.</p>	<ul style="list-style-type: none"> * Following production of the Project Initiation Document, the chapters for the strategy are being drafted, which include: Service Requirement (operational needs) Barnstaple Plan Ilfracombe Plan Coastal, Town, Village/Rural Plan Asset Management Improvement Plan * Review of parking data is taking place to ensure we are in a position to make appropriate recommendations within the strategy.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
Neighbourhood Plans Elizabeth Dee	In delivery Objectives * To support town and parishes in the delivery and adoption of their neighbourhood plans	* Braunton Neighbourhood Plan was adopted by Council on 4 October. ✓ * A revised version of the Fremington Neighbourhood Plan was received in early January 2024. Feedback will be provided.
Safer Streets Hannah Harrington	Closure : Project Delivered ✓ Objectives * Strengthening the local environment * Supporting the night time economy * Reclaim public spaces	* The project drew to closure phase on 30 September 2023 ✓ * Council have agreed to the continuation of the Street Marshalls scheme until March 2024. * Encompass have also agreed to retain positions previously funded by the Safer Streets scheme. * A project closure meeting has taken place and the report will follow January 2024
Cultural Development Fund Alison Mills Spend up to 2022/23 £0 Budget 2023/24 £20,000 Budget 2024/25 £1,559,845 Budget 2025/26 £870,155 Total Project Cost £2,450,000	In Delivery Objectives * Create a cultural hub * Develop cultural space	* The Collaboration Agreement has been signed ✓ * Three revenue draw-downs have been received from Arts Council England (ACE). * Quarterly monitoring reports have been submitted. * All three ACE vacancies have been filled ✓ * Consultants have been appointed for the design team for Bridge Chambers capital works and project meetings are operational. The specification for the capital works are being prepared and consultation with Bridge Chambers stakeholders is due to take place in January 2024. * The final Wayfinding Strategy has been prepared and was presented to Barnstaple Regeneration Board in December 2023.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
Sea Pool, Ilfracombe Georgina Carlo-Paat (MBE)	<p>Feasibility</p> <p>Objective: To work with the Royal Life Saving Society to fully understand the risks and opportunities this proposal may bring.</p>	<p>* SMT visited site at the end of November.</p> <p>* A final 'risk based' report is due to be presented to SMT and S&R.</p>

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

KR 3a: How satisfied or dissatisfied are our Customers' with various elements of our service delivery?

Update: The results of our existing survey don't provide us with sufficient intelligence, out of 250 surveys sent via email we only had 14 (5.65%) returned with a 98% satisfaction rating. Zoom our new telephony solution goes live in October 2023, which provides a much more agile way to test our customers views on our service delivery at the time of interaction, where we can target those questions around particular topics. The implementation of Zoom, training and collection of the first set of results won't be with you until Q1 2024/25. If you have any topic areas within our control that you would like the Head of Customer Focus to survey on then please do raise those.

KR 3b: How satisfied or dissatisfied are our Members' with various elements of our service delivery?

Mid Year 2023/24 = 87.88% [33 out of 42 (78.6%) Councillors responded to this survey. The results will now be analysed and appropriate actions taken and implemented.]

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

2023/24: Q1 = Total no. 98 of which 65 were justified 66.32%

Q2 = Total no. 142 of which 108 were justified 76% [result amended]

Q3 = Total no. 146 of which 115 were justified 79%.

RKPI DC: Number of transactions / interactions nudged to digital channel that are available 24/7 and result in a financial saving

2023/24: Q1 Self-serve 8,599 vs serviced by a member of staff 17,550 (48% using digital channels)

Q2 Self-serve 13,549 services by a member of staff vs 22,473 (38% using digital channels – increased volume due to green bin renewals)

Q3 Self-serve 6,085 services by a member of staff vs 13,984 (30% using digital channels)

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>CF: 01 Customer Focus Jo Teasdale</p>	<p>Delivery Phase</p> <p>Objectives</p> <ul style="list-style-type: none"> * Reduced failure demand * Nudge to digital where appropriate 	<p>* Process Reviews</p> <p>The process map for Aged Debt has commenced. This will now be looked at service by service.</p> <p>* Other reviews and service updates</p> <p>A Service Improvement Plan for the Crematorium will be created with short, medium and long term priorities. Plus a business case has been approved for a Trainee Crematorium Manager to ensure business continuity.</p> <p>* There will be a transition away for the use of the generic Customer Service email. Customers will be directed to Firmstep webform. Both the email and Firmstep will be used simultaneously initially until transition is managed with the majority of transactions through Firmstep.</p> <p>Zoom are developing a survey tool that has just been launched.</p> <p>KPI's</p> <p>Customer Services are now logging call value/failure. This will be a new KPI in January.</p>

Project Description & Lead	Project Stage & Status And Objectives	Latest update
<p>CF: 02 Digital By Design Andrew Tapp</p>	<p>Delivery Phase</p> <p>Objectives: A planned costed / deliverable action plan to advance our ICT landscape.</p>	<ul style="list-style-type: none"> * The Revenues & Benefits Customer Digital Portal has been live for several months, over 450 people have signed up, using it predominantly for Council Tax but some Non Domestic Rates and Housing Benefit users too. North Devon Homes and LiveWest have registered as landlords. Direct Debit is live, meaning customers can change their Direct Debit details without needing to call us. The Portal was available to the general public from 27th November. * The integration of Firmstep within departments continues. To date the following have been completed: Pre-app for planning; Household Support Fund; Economic Development events (Heritage Skills Day and 'The Moon'), and Temporary Accommodation. The Devon Home Choice enquiry process in final testing with CSC staff. * We have replaced the 'Personal Licence Application' form template, to provide an editable/customisable version. * Financial Services are currently testing Estore, with no issues identified to date. It is hoped that we can deliver eStore by the end of the financial year (2023/24). * We have commenced work with the Property Team to move some of their licenses online. * We are finalising the 'Contact Us' form to assist with the transition away from the CSC generic email. * We are creating forms for five more licence templates for Animal Licences.
<p>CF: 04 Feasibility of New Town Centre Hub</p>	<p>Planning Phase</p> <p>Objectives</p>	<ul style="list-style-type: none"> * The design for the hub went out for public consultation, which concluded in December. The results were extremely positive for the hub.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
Sarah Higgins	<ul style="list-style-type: none"> * 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. 	<ul style="list-style-type: none"> * There is ongoing dialogue with our partners about the potential use and occupancy of the hub. The Police are actively engaged in the process and discussion with senior officers if ongoing. * Prepare and present a report to members at S&R with a recommendation for the new Town Centre Hub.
CF: 06 Cyber Security Andrew Tapp	<p>This is an ongoing programme of works to mitigate cyber threats</p> <p>Objectives</p> <ul style="list-style-type: none"> * Protect NDC from cyber attacks and the exploitation of our systems, networks and technologies. * Education of Officers to prevent the threat. <p>Risk: Consequences of no Cyber insurance. LGA are lobbying as numerous councils will be affected. Delivering the new Disaster Recovery Kit will increase the likelihood of gaining this transference of risk by obtaining the Insurance Policy.</p> <p>Members have not yet commenced Boxphish training.</p>	<ul style="list-style-type: none"> * We have secured Cyber Insurance this year, at a lower price than last year but with greater cover. * Privileged Access Management (PAM) remains ongoing and removal of elevated permissions continues. Eight are using the PAM solution with four more high privilege users to complete. Anticipated completion is due prior to the end of the financial year. * A draft of Cyber Strategy and supporting guidance have been written. They will be shared with SMT for review prior to formal adoption. * Business Continuity Training has been reviewed for ICT. * Cyber Assurance Framework produces an audit report with recommendations. We are awaiting the first draft for review. * We are considering purchase of Egress, an Intelligent anti phishing software. It is an adaptive security model proven to detect more inbound phishes and human error (greater than any others). It adapts security controls to defend against advanced security attacks and comes at a significant cost. * Two servers are remaining for migration, Planning and Technology Forge. Accounts continue to test Technology Forge. * Onboard members to Boxphish, which requires an authentication solution to be found.

Project Description & Lead	Project Stage & Status And Objectives	Latest update
CF:08 Gov.uk WIFI	Feasibility Phase	This project has just been brought into the scope of the programme.
CF:09 Verso New Licensing Software Richard Fowler	Delivery Phase New project entering the programme due to the number of external customers who we will need to engage with and support to self-serve.	HMO licensing is likely to form the first tranche of change.

Environmental Enhancement

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. This will reported at the end of this financial year.

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

Update: On 10 July, the Planning Advisory Service (PAS) provided a Biodiversity Net Gain readiness checklist for Local Planning Authorities setting out its duties under the Environment Act. A task team will be working through these requirements to ensure we will be able to respond to all requirements. A separate report will be coming early in the new year to set out some potential options in terms of options; plus we are awaiting secondary legislation and Government have moved the Go Live date from November until January 2024.

KR 12a L146: Total tonnage of household waste arising's.

2022/23: Q1 = 9,864.42 | Q2 = 9,493.82 | Q3 = 8,761.00 | Q4 = 8,687.00

2023/24: Q2 = 10,150 | Q2 = 9,899 | Q3 = 9,500 (estimate)

KR 12b LPI 192: Percentage of household waste sent for reuse, recycling and composting.

2022/23: Q1 = 49.12% | Q2 = 46.84% | Q3 = 45.00% | Q4 = 45.41%.

2023/24: Q1 = 49.53% | Q2 = 48.40% | Q3 = 46.50% (estimate)

Project Description & Lead	Project Stage & Status	Latest update
<p>EE:2A Reducing carbon emissions from our built assets Chay Mckenzie</p> <p>LED Lighting Budget £75,000.00 (£25,000 pa 2023/24 to 2025/26)</p>	<p>Elements in Planning Phase Elements in Delivery Phase</p> <p>Objectives * Reduction/elimination of our carbon impact through operational efficiencies and the methodology our energy is sourced moving towards more sustainable solutions.</p>	<p>* Solar: We have received a report from consultants detailing a suitable photo voltaic solution for BEC. This solution looks at purchasing PV panels which would generate 30% of BEC's energy capacity per annum. The solution offered works within the current constraints of the circuit breaker installed at site and should fall within the National Grid tolerance (subject to submission and approval of the appropriate consent). The current quotation is circa £127k, but this would be subject to a formal procurement process, if approved by members. A decision to move away from the larger scheme was made as it became cost prohibitive, as new circuit breakers and additional expensive infrastructure would be required.</p> <p>* LED lighting - All works have been undertaken, with the exception of two external lights at BEC that have difficult access issues.</p> <p>* EPC - We are still awaiting the certificates from consultants. This is now stalled. Escalation is required as the consultant is slow to respond to our requests.</p> <p>* Salix - no update on funding bid.</p>
<p>EE:2B Reducing carbon emissions from our fleet</p>	<p>Feasibility</p> <p>Objectives * Transition to a more efficient and carbon emission reducing fleet. Promotion of sustainable fleets to our residents and visitors.</p> <p>Issue * Capacity of electric supply at BEC. As part of the MRFI project, Expedite are reviewing the capacity required from National Grid and building in capacity to future proof the site.</p>	<p>Delivered in this reporting period</p> <p>* The trial of the Parks Tipper vehicle has been ongoing, with positive feedback to date. Feedback will be collated and will form the evidence base for transitioning to EV. W&R also identified that a number of sweepers could be transitioned to EV for the shorter routes. Parking Vehicles (no.10) and some EHH vehicles would also be suitable for EV.</p> <p>* A RAG status of potential vehicles to move to EV has been collated. It is hoped 4 parks vehicles will be transitioned this year. The associated costs have been requested from SFS our W&R fleet supplier.</p> <p>* A payment card solution is in place with the last details been finalised imminently.</p> <p>* Communications have captured the success of EV trials through the EE bulletins.</p>

Project Description & Lead	Project Stage & Status	Latest update
	<p>Risk - EV has a higher purchase price than ICE vehicles and may need to form part of the modelling for the MTFS.</p>	<p>* HVO as an alternative fuel has been ruled out due to its sustainability and links with palm oils and other unsustainable farming, alongside the carbon reduction targets not being as favourable as originally anticipated.</p>
<p>EE2C Management of our non-built assets Richard Slaney, Andrew Moulton, Mark Saunders & Andrew Jones</p>	<p>Planning Phase</p> <p>Objectives</p> <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>Issue: Processes and procedures in place for implementation of biodiversity legislation within the planning process having sufficient training and resource to meet the requirements</p> <p>Issue: This week Government announced that they will be delaying the 'go live' date in November for BNG requirements, this has been pushed to 2024 with no absolute Go Live Date.</p>	<p>* GIS Mapping (Baseline) A specification will be prepared to baseline biodiversity position at Hillsborough and land to rear of BEC.</p> <p>* Biodiversity Secondary legislation, statutory instruments, PPG's and supporting guidance was issued at the end of December.</p> <p>We have been in discussion with Habitat Banks (Biogains and Oxygen Conservation) to understand the role they intend to play in the North Devon Market and establish what assistance they can provide to us if required.</p> <p>We continue to engage with TDC and DCC regarding the steps they are taking in terms of Biodiversity. We have part funded the DCC BNG officer using external funding from DEFRA.</p> <p>We continue to research the role we can play as a land owner and the part we can play in strategic provision of offsite contribution sites. A highlight report will be prepared for SMT and members providing the latest update on Biodiversity Net Gain.</p> <p>* Tree Strategy A draft strategy was due from DCC in December, but this is still awaited. We have appointed three contractors to assist with working through the backlog of TPO applications. This process will be embedded into the NDC Tree Strategy, which will follow once the DCC Strategy has been finalised and adopted.</p> <p>* Open Space SPD – This will now form part of the Comprehensive Local Plan review.</p>

Project Description & Lead	Project Stage & Status	Latest update
<p>EE 3B Material Recovery Facility Infrastructure (Murphy) External: Myles Clough</p> <p>Spend up to 2022/23 £0</p> <p>Budget 2023/24 £112,115</p> <p>Budget 2024/25 £3,288,495</p> <p>Total Project Cost £3,400,610</p>	<p>Planning Phase</p> <p>Objectives * To specify and deliver a fit for purpose system to allow Works & Recycling to increase recycling and respond to customer demand.</p> <p>Risk: The cost profile for these works is being kept under close review with particular focus on the baler and the fire suppression elements. The programming of this project is further complicated by our neighbouring partners and the summer break.</p> <p>Issue * Electric Capacity at BEC. Cabling may need upgrading. A new substation may be required. Update: Capacity anticipated to be adequate for the proposed changes.</p> <p>* Drainage not as mapped, a minor redesign the drainage and fire strategy is required.</p> <p>* The drainage survey indicated some damage. The cost of drainage remediation is currently unknown.</p>	<p>* The Project initiation Document was considered by SMT on 18 December and is now baselined. ✓</p> <p>* The tender for the baler contract concluded in early December. The preferred supplier solution creates a £700k budget pressure. Contract award has not been made as funds needs to be released by Council and the procurement for the construction element for the project has yet to conclude.</p> <p>* The Process Hall tender has been abandoned to allow for further re-design work. It will be re-issued by the end of January 2024.</p> <p>* The Planning Application was submitted on 21 December and is currently in the consultation period.</p> <p>* The drainage survey has found that the as built drains are different to the drawings we hold. This survey has found silt and built up in the drains, which will need cleaning. Damage to the drain has also been found, repairs will be required. Both of these come at an additional cost and are outside of the scope of the project. A tender addendum will be required and further extension of time will need to be granted to ensure the tenderers can price in accordance with the works required. Consultants will be requesting additional fees, as this re-design is outside the current scope of the contract. The costs involved in this additional work are not thought to be significant (as advised by our external, structural engineers).</p> <p>* The office layout has been agreed and forms part of the tender package. ✓</p> <p>* The ground survey has not yet been received and this is now causing delay for the project as final design cannot take place to inform whether piling is required or whether the current floor can withstand the new loadings, a key project dependency.</p>

Project Description & Lead	Project Stage & Status	Latest update
	<p>* Impact for day to day operations where drainage repairs are required across the site. Unknown at present.</p> <p>Risk * Not having a suitable drainage scheme to meet the requirements of the EA permit.</p>	<p>* Discussion with the neighbouring farmer has taken place, should we require additional space whilst the construction is underway. He is prepared to offer us the space, but we need to establish if this will incur any costs.</p>

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.

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

KR 2: Number of working days un-resourced when 'like for like' vacancies are not filled 10 weeks after the last working day of that post + number of sickness absence days resulting in planned work to do is either not being done or having to be done by agency staff.

2023/24: Q1 = 1197 days | Q2 = 1985 days | Q3 = result awaited

Reportable Key Performance Indicator

ET: Employee Turnover

2023/24: Q1 = 4.27% | Q2 = 2.59% [EE 2.42%; Place 5.6%; Planning Health & Housing; 3.49%; PMO 1 member of staff]

Q3 = Result awaited

Project Description & Lead	Project Stage & Status	Latest update
<p>OD:00 Overarching OD Improvement Plan and Workforce Planning and Retention Nikki Gordon</p>	<p>Parts in Pre-project Parts In delivery</p> <p>Objectives: To have a robust and operational staff structure in place</p>	<ul style="list-style-type: none"> * Letters were issued to employees with essential car users status, informing them of the transition to HMRC rates from April 2024. * Workforce profiling was reviewed as part of the OD Workshop at SMT. Feedback detailing the blockages and barriers now needs to be presented to help drive forward improvement. A further SMT OD workshop will be required. * The solution to the Health & Safety Officer recruitment is still outstanding. Options with officers in EH&H are still being explored. * SMT to continually review exit interview responses. * The Retention Strategy has been drafted and has been shared with Unison. * A relocation policy has been drafted to assist with recruiting key roles.

Project Description & Lead	Project Stage & Status	Latest update
OD:01 Create an Empowering Organisation Sarah Bright	In delivery Objectives: Employees understand what behaviours are expected of them. * The payroll and HR software creates a more efficient process that is less labour intense.	<ul style="list-style-type: none"> * The People Manager module of iTrent was rolled out in December 2023. Learning and Development module will follow imminently. * Multi factor Authentication is still required in iTrent. The 'Shield application' has been tested, but now an alternative in house option from iTrent needs to be tested.
OD:02 Workforce Health & Wellbeing Strategy Tracey Clapp	In delivery Objectives: *To have a healthy workforce.	<ul style="list-style-type: none"> * A range of training and educational sessions are continually offered to employees to enhance their wellbeing ✓ * Responses from the Staff Wellbeing Survey were collated and feedback provided to SMT and the wider Organisational Development Team. * The monthly 'pulse' wellbeing survey went live in September and continues to provide a snap shot of employees health and wellbeing. *We have successfully been designated a 'Caring Employer'
OD:03 Performance & Talent Management Claire Marsterson	Parts in Pre-project Parts In delivery Objectives: * To successfully recruit. * To provide training opportunities to employees. * To Monitor Performance.	<ul style="list-style-type: none"> * We have enrolled in the LGA Graduate Scheme. A Communications Plan has been developed and a marketing video is being procured to support the process. * We are working on 'supported internships' with the first post being filled at the Crematorium. * Applications have been submitted for the District Councils Network Staff Development Programme.
OD: 04 Structure Pay & Policy Nikki Gordon	Parts in Feasibility Parts In delivery Objectives: * To have a mechanism for recruiting temporary staff. * To ensure the Job Evaluation scheme is robust and comparable to other authorities.	<ul style="list-style-type: none"> * The pay award was agreed and staff received the back pay in November. We are still above minimum wage rates following the Autumn Statement. * A one year contract extension for Agency Staff contract has been agreed with Commensura. * It is likely that we will retain Inbucon as our Job Evaluation model for the time-being. Migration to the favoured Family Options model will require

Project Description & Lead	Project Stage & Status	Latest update
		<p>significant resource. In the interim, early dialogue with Unison is underway to review the Job Description template with the associated designations.</p> <p>* Periodic benchmarking of salaries and roles takes place with the LGA . Relevant Heads of Service are notified of the conclusions.</p> <p>* Agency Staff spend was presented to members and subsequent information was requested comparing employed rates against agency rates. There is an aspiration to move away from the reliance of agency staff. We have recently employed 8 members of staff in W&R.</p>
<p>OD:05 Diversity & Inclusion Nikki Gordon</p>	<p>In delivery</p> <p>Objectives: * To ensure policies are up to date * Employees are provided appropriate training. * Publication of data to comply with our legislative requirements.</p> <p>Risk: Member decisions may be challenged on the level of engagement taken to inform the report and recommendations.</p>	<p>* The Strategy has been adopted. * KPI's to be agreed.</p>
<p>OD:06 Our Brand & Recruitment Helen Owen</p>	<p>In delivery</p> <p>Objectives: To provide effective internal and external communications with our stakeholders, employees and members. * To be an employer of choice.</p>	<p>* Communications have commenced the process of procuring a formal video that can be used to promote the authority but also to use as part of our recruitment drive, specifically with the LGA Graduate Scheme.</p> <p>* There is also an ambition to update the recruitment pages on the new website making it more dynamic showcasing the authority and adding quotes from staff.</p>