

Place - SERVICE PLAN - 2020/21 - DRAFT - Head of Service: Michael Tichford

Team: ECONOMIC DEVELOPMENT/TOWN CENTRES/STRATEGIC PLANNING AND DEVELOPMENT Version No: 2 Date: DECEMBER 2019

Corporate Objectives

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

Business as usual core function (brief bullet points only)

To develop and grow the economy of North Devon
 To plan for the needs of North Devon including:
 1) To deliver the North Devon and Torridge Local Plan and associated policy documents as set out in LDS;
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 To deliver a Town Centre and Markets service for Barnstaple Town Centre, including CCTV

ACTIONS AND OBJECTIVES

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Action No.	Corporate Plan	What you aim to achieve				Risk	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
	Corporate Objective Number (see above)	Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial			ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
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01 (New)		Future High Streets Fund Delivery - Barnstaple	Projects being development in line with the Town Centre Vision funded by £100k from government. Initial business cases to be submitted by March 2020.	Transformational projects to increase the viability and vitality of the town centre and move it toward the future high street.	Increased viability and vitality: - footfall, - spend, - vacancy rate, - satisfaction ratings - community engagement - business confidence	No consensus on the future for the town. Lack of buy in. Project delivery fails on key initiatives Projects don't receive funding after submission of business cases	Sally Nelson	ED Team	ICT Legal Estates Procurement Comms Consultation	tbc	Underway - summer 2019	March 2020 outline business cases	tbc	tbc	tbc	tbc	tbc	tbc	Will be deliver as part of the Barnstaple Town Centre Vision programme. Spend beyond March 2020 not known. £100,000 last quarter 2019/20. Additional £40k bid for additional studies. Both sums are 100% external grant.
02 (New)		Develop a database to integrate natural capital into decision making as part of future sustainability appraisals	New database developed in liaison with partners (inc. Natural England) and populated with required baseline data and linkages relating to natural capital assets and their distribution	Integrate natural capital into decision making (in accordance with 25 year Environment Plan and Defra Pioneer projects), potentially as best practice for other LPAs to follow	Availability and operation of new sustainability appraisal database in assessing draft policies and policy options for future DPDs	1. Difficulty in identifying baseline data for the database. 2. Capacity of staff and partners to develop anticipated database requirements and baseline data. 3. Delays in preparation and testing of database before SA is required to inform Local Plan review.	Andrew Austin Paul Trodd	ICT Planning Natural England	ICT	Jan-20	Jan-20	Aug-20	N/A	N/A	N/A	N/A	N/A	N/A	Innovative database to integrate natural capital into decision making for plan preparation as recommended by the Landscape and Marine Pioneers. Natural Capital includes habitats, biodiversity, ecosystem services, their distribution and linkages between them. The Landscape Pioneer and 25 year Environment Plan may make such practice a future requirement for other authorities, so there may be opportunities for a new database to be shared/sold to other authorities.
03 (New)		Develop a Climate Change and Biodiversity Action Plan	Reduce Carbon and Increase Biodiversity - New Corporate Environment priority	Integrate climate change and biodiversity into everything that the Council does and in its work with partners and the community	Reduction in carbon footprint of NDC and the district as a whole. Increased biodiversity. Support to the community to reduce carbon usage and increase biodiversity. Community engagement		HoP / SMT	HoP / SMT	ICT HR Legal Estates Procurement Communications Consultation Other	tbc	Underway 2019	Mar-20	tbc	tbc	tbc	tbc	tbc	tbc	Member / Officer Working Group established with first meeting in November 2019.

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

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ED1 2019/20		Northern Devon Futures Objs 1, 3, 4	Support the creation of a cross sectoral partnership for Northern Devon to: - work to a common purpose on projects that require/benefit from a collaborative approach and - to give a unified voice for Northern Devon with partners. Specifically: - Create a partnership and agree appropriate governance - Develop an ambitious vision - Establish a programme/route map with defined tasks and milestones.	Creation of the Partnership - Purpose and Governance arrangements agreed Economic strategy to underpin concept (employer and workforce needs) Colaborative projects delivered. Working across short, medium and long term (up to 30 years). Partnership will determine priorities and outcomes to be achieved.	Functional partnership - collaborative projects.	Political - limited buy in Internal - limited buy in External - limited buy in Economic downturn Government policy changes Changes in local government arrangements for Northern Devon - unitary or other proposals	HoS	HoS/RM SMT internal programme board	All Sevices	Ongoing	Q 2017/18	Partnership formalised Q1 2020 then ongoing	£10k	£20k	£20k	£50k	£50k	£50k	Petroc has agreed to lead the initial stages of work to establish and consolidate the partnership which will cover Northern Devon - North Devon and Torridge Districts.
ED1a 2019/20		Northern Devon Futures - Northern Devon 2050 Objs 1, 2, 3, 4	Northern Devon 2050 - Vision	Vision Statement developed by the partnership, with the community, that captures a shared view of the place we want Northern Devon to be in 2050 and the values that it embodies.	Functional partnership - collaborative projects. Sense of common purpose identifiable across the partners. Relationships between partners.	Political - limited buy in Internal - limited buy in External - limited buy in Economic downturn Government policy changes Dependant on agreement of	HoS	SMT internal programme board	All Sevices		Q 2017/18	Vision agreed - end March 2020	£5k						This programme has been underway for some time, however, the partners have made clear, and the Council agree, that it should be a partnership and vision covering the whole of Northern Devon - North Devon and Torridge - as this is the functional geography for community, agencies, housing, and economy. Therefore, the programme is now being developed with this in mind, with the support of Torridge DC. Dependant on agreement of partners to form a Northern Devon Partnership. If not, NDC will revert to supporting the development of a North Devon DC area partnership and vision.
ED2 2019/20		One Public Estate Objs 1, 4	Central Gov Programme: - Better use of public sector assets - Housing delivery - Public service delivery transformation - Economic Development Will be delivered through the NDF programme should that proceed.	Improved public sector service delivery and release of surplus land for housing/employment. - Town Review in Barnstaple and Ilfracombe Feasibility work identified	Effective partnership, housing/employment delivered.	Lack of strategic direction/ leadership Public perceptions - comms strategy Partnership disharmony - clear ToR Politics - local or national Economic downturn	HoS	ED/Planning Teams Estates	Legal Comms Finance	Throughout	Jan-18	Ongoing						tbc as projects developed	Led by DCC as accountable body. Funding from OPE - £75k Barnstaple/Ilfracombe, Initial funding for feasibility to identify viable projects eg North Walk area/St Georges Centre/Lace Factory potential. May be requirement for further site specific work to reduce risk.

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ED3 2019/20		Barnstaple Town Centre Vision Delivery Objs 1, 3, 4	Mill Road/Pottington Car Parking Strategy Improvements to Public Realm in Town Centre Flood Defences Seven Brethren Development Potential FHSF/alternative external fund	A clear vision for the future of the commercial heart to allow funding bids and marketing. To include the town centre and historic heart around Castle Mound	Clear vision with buy in from all parties	No consensus on the future for the town lack of buy in	EGM	Estates Planning TCM Culture and Leisure	Legal Comms Finance	Throughout	Jul-20	Mar-24	£20,000						2019/20 £20,000 for phase one Conservation Statement for the Mound and surroundings to be funded by Historic England (£10,000) £140,000 development funding from FHSF £40k external funding from Coastal Revival Funding	
ED4 2019/20		Housing Infrastructure Fund Objs 1, 2, 3, 4	Funding for required access to Westacott site, allocated within LP	Roundabout access to site co-ordinated with wider NDLR scheme	Delivery of roundabout and accelerated delivery of housing on allocated site	Lack of agreement between NDC and DCC	EGM	RM Legal Finance	Developer Homes England DCC Highways	Throughout	Apr-18	Mar-20	(£2.08m)						Contracts not yet signed Issues relating to land value to be resolved with developer/HE Planning application in	
ED5 2019/20	Objective 1	Land Release Fund	Funding for required infrastructure work to facilitate delivery of Seven Brethren site	Delivery of highway improvements to junction with Long Bridge and flood mitigation in the form of raised ground levels	Delivery of both required infrastructure and housing development	Deadlines dependent on Leisure Centre delivery/demolition	EGM	RM	Homes England LGA Culture and Leisure Estates Comms Legal Finance	Throughout	Apr-18	Dec-20	(£2.2m)						Delivery dependent on demolition of LC Delivery partner to be selected using open procurement Due diligence work started; SI, Flood mitigation, EIA, TA, etc	
ED6 2019/20	Objective 1	Deliver Ilfracombe Seafront Masterplan	Delivering priorities within the Ilfracombe Masterplan	Flood Mitigation Works - range of works to reduce flood risk on the seafront/harbour area. Seafront Play Area - deliver an improved play area on the seafront. Public Realm Improvements - update and make consistent the public realm around the seafront area.	s106/CCF if future rounds	Relying on partners/developments to provide the finance for Flood Works (EA) and Play Area (S106) which may be delayed/ changed. Identifying suitable funding for public realm improvements and other projects.	EGM Culture and Leisure Planning	EDM/SRO	IRB	Throughout	Apr-19	Apr-29	£5,000						Partnership with EA leveraging in £600,000 in match for Wildersmouth Beach flood mitigation (to include public realm improvements) Play area to be funded through s106 Public realm improvements funding to be identified Community consultation imminent Some further detailed design work required	
ED7 2019/20	Objective 1	Ilfracombe Housing Infrastructure Fund	Funding for new school at Southern Urban Extension	Funding to deliver required infrastructure to accelerate housing delivery	Infrastructure and housing delivered within deadline	Agreement between developer/NDC/DCC/HE required	EGM	RM	DCC Developer Homes England		Apr-19	Apr-29	(£6.5m)							

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ED8 2019/20	Objective 1	Refresh of Coastal Communities Economic Plans	Review existing Economic Plans including membership and key priorities	7 Refreshed Economic Plans - Fremington, Ilfracombe, Barnstaple, ND Surfing Beaches, Tarka Trail, Lyn Valley, Combe Martin.	7 updated Economic Plans with relevant key priorities.	Lack of motivation from Coastal Community Teams. Opposition to key priorities.	EGM	EDM/EDO	Partners vary between Teams	Throughout	Apr-20	Apr-21	£7k						Review of existing Economic Plans which are now 2/3 years old but provide a useful network for sector profile. The Economic Plans identify priority projects for the various partnerships. Original plans were £2k ea so £1k ea estimate for refresh. In principle required for future CCF bids.	
ED9 2019/20	Objective 1	Viable and sustainable Barnstaple Pannier Market as part of Heritage Lead Regeneration scheme for the heart of the town centre.	Develop options for the sustainable future use of Barnstaple Pannier Market and the better use of the heritage core	Revised business plan for market operation and use of space for events. USP for Barnstaple Tourist attraction Economic driver for town	Market income and expenditure. Number of traders Footfall	Resistance to change	PM	HH / SC	Finance HR Estates Possible external consultants		Rolling over	Apr-20						CRF work £40k with £10k spent on GIS plans, remainder on future options		
ED10 2019/20	Objective 1	Tourism Strategy Actions - ND and Torridge	Initial works to test viability of a Tourism BID	Strategy now available	Timescales to be agreed with partners - TDC/NDMB		GM (Acting)	DD	External partners incl NDMB/TDC	Throughout	Apr-19	Dec-20	£10k					Development of L&L BID Explore potential for T Bid Future of ND Marketing Bureau		
ED11 2019/20	Objective 1	Digital Strategy - North Devon and Torridge	Action Planning to create a series of initiatives that can move us towards the digital vision for Northern Devon.	Action Plan adopted with full partner involvement.	Partner workshops and members sign-off.	Lack of partner buy-in.	HoS	EDM/EDO	External Partners Incl NDH	Throughout	Apr-19	Apr-20	£10k					Development of Action Plan and initial projects including digitising housing sector working with NDH and other external partners		
ED22 2019/20	Objective 2	CCTV	PID will be submitted. Dependant on decision by OPCC on rationalisation of CCTV provision across Northern Devon.	Up to date technology to improve monitoring and deliver better community safety and crime outcomes.			TCM	TCM			01/04/18	01/12/20								
SPD 2 2019/20	Objectives 1 & 3	Maintain a housing land supply of at least 5 years and develop a more proactive approach to facilitating development	A proactive approach to unblock development sites, being a development partner and improving effective engagement and monitoring with development industry	Supply of housing to meet community needs and ability to demonstrate a 5 year housing land supply	Published Housing Delivery Test results and position identified through annual housing land supply statements	1. Development industry unwilling to engage effectively. 2. Downturn in the economy or local housing market. 3. Increased uncertainty through further	Planning Policy Manager	Planning Policy	Planning Estates		01/04/19	Ongoing						Historically developers have been unwilling to engage proactively but national policy requires their engagement if a site is to be identified as deliverable. Unlockign of stalled sites has been undertaken before but can be resource intensive.		

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SPD 3 2019/20	Objectives 1 & 4	Review Local Development Scheme (LDS)	Prioritisation of which DPDs to prepare and to project plan the timetable for key stages in DPD preparation	Sets out the programme for preparation of new development plan documents over the next 3 years focussing on	Adoption of LDS	Need for LDS to be agreed jointly with Torridge Changes in national policy and	Planning Policy Manager	Planning Policy Estates			Sep-19	Jun-20								
SPD 4 2019/20	Objectives 1 & 4	Prepare new development plan documents (DPDs) as identified in future Local Development Scheme (LDS)	Obtain required evidence documents, engage community and stakeholders (in accordance with SCI) and draft DPD for publication then submission and examination	Updated policies to guide development and help shape North Devon. Requirement of the Planning System.	Formal submission and adoption of DPD(s).	1. Unsound at examination. 2. Changes in national policy and evidence requirements as DPD progresses. 3. Divergence of priorities and direction between the Council and TDC. 4. Competing corporate priorities reducing team's capacity to deliver against timetable set out in LDS.	Planning Policy Manager	Planning Policy	Comms Legal ICT		01/10/19	Ongoing								
SPD 5 2019/20	Objectives 1 & 3	Review Statement of Community Involvement (SCI)	Public consultation and adoption	Setting out who, when and how the local community and other stakeholders will be engaged in preparation	Adoption of SCI	Results of public consultation Divergence with approach set out in Torridge SCI	Planning Policy Manager				01/09/19	01/04/20							Needs to complement SCI for Torridge to facilitate further joint working	
SPD 7 2019/20	Objectives 1 & 3	Provide new Gypsies and Travellers Transit Site	Find site, acquire site, obtain planning permission, deliver site	Frees up Seven Bretheren site Meets equalities responsibilities Meets needs of G&T community	Delivery of Transit Site	Cost of Land Lack of suitable sites Site not used by travellers Opposition to planning application	Planning Policy Manager	Finance Housing Property Legal	Budget to acquire and develop site		Jan-20	Jan-22	£50k	£40k	£40k	£250k	£25k	£10k	Dates to be confirmed by future LDS	

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SPD 8 2019/20	Objectives 1 and 3	Deliver phase 2 of the DEF database, to include modules for CIL/S106 etc.	DEF system required with regard to the s106 and local plan parts of the system	Improved information management and ability to provide more accessible and comprehensive database and ability to facilitate improved business processes.	New system and associated public access to planning information in place.	1. Funding requirement not supported. 2. Capacity for timely data capture of historic S106 agreements. 3. Other departments not participating in corporate project. 4. Inadequate data to be able to provide the infrastructure funding statement.	HoS	ICT Planning Finance Parks Legal	ICT Procurement Comms		01/05/19	01/04/21							A replacement IT system is critical to the delivery of an improved customer focused DM service; a fit for purpose system will also address customer requirements that include access to comprehensive property based information by website and associated apps. The identified Action will also address a number of Performance Indicators that include 01b 15/16 (e-consultations), L401 application registration; and NI 157a, NI 157b and NI 157c (application determination times).
SPD 9 2019/20	Objective 2	Complete the digital capture of historic planning data	Staff of two FTE in place. Project Plan to be developed based on mass scanning of records as manual extraction of data too costly/lengthy.	More efficient and cost effective business processes centred on improved customer access to planning information and communication on planning enquiries.	Historic paper based plotting sheets and other information storage replaced by electronic storage enabling web and text based customer access and 'self-service' to assist site specific and property based searches such as site constraints; application records	1. Delays in completion of first phase to Land Registry timetable 2. Deterioration in microfiche results in record being lost	Lead Officer	ICT Planning	ICT / Procurement		Started	Q1 2024/25	tba						This action has been commenced. Improved customer access to planning information will address a number of identified customer requirements; these include the ability to directly access information relating to individual property histories and planning constraints without the need for the customer to go through the Duty Officer the pre-application process or via Customer Services thereby saving time and demands on staff. Data capture would also facilitate more flexible / mobile working based on paperless systems and would recognise anticipated changes with Land Charges will require comprehensive data capture (2020).
SPD 10 2019/20	Objective 2	Complete review of business processes to ensure external customer focus	Work was substantially completed on reviewing core business activities with associated training notes. Some process improvement undertaken in 2018/19, however, a further review is now underway dealing with whole business process end to end following introduction of IT system.	Efficient and effective service that continually improves	Improved customer satisfaction; improved business end to end times.	1. Difficulty in engaging teams in the process due to: Workload Different way of working	HoS	All planning staff	ICT / Comms Facilitation support		Started	Ongoing	N/A						Subject to capacity and ICT improvements, additional fee-paying services to the customer could be offered; these include application validation, condition compliance checks and specialist service provision (as presented to O & S 20th. October 2016).