

## Appendix E

**Table A: High level status of all service plan actions tracked on Pentana**

|  | <b>Completed</b> | <b>Overdue</b> | <b>Cancelled</b> | <b>Not due</b> | <b>Total</b> |
|--|------------------|----------------|------------------|----------------|--------------|
| <b>Totals</b>                                      | <b>418</b>       | <b>4</b>       | <b>50</b>        | <b>70</b>      | <b>542</b>   |
| <b>Since the last report included in the total</b> | <b>24</b>        |                |                  |                |              |

**Table B: Service plan actions that have been cancelled authorised by SMT**

| Action  | Reason   |
|---|--|
| P PBP 12 19/20 Viable and sustainable Barnstaple Pannier Market | This action duplicates CE PM 01 17/18.<br><b>Deletion requested.</b> |

**Table C: Service Plan Actions (24) completed**

| Action   | Closure Note   | Due Date    | Completed Date |
|--|--|-------------|----------------|
| C&C C&C 03 18/19 New contact centre system   | New Contact Centre successfully implemented January 2020   | 31-Mar-2020 | 08-Jul-2020    |
| C&C C&CS 06 17/18 A review of governance and democratic arrangements   | Council on 15th April 2019 adopted a new committee structure and new constitution with effect from 1st May 2019. The revised constitution will be reviewed in April 2020.  | 31-Mar-2021 | 07-Jul-2020    |
| C&C L 01 18/19 Implementation of GDPR (training, on-going advice, updating policies, procedures and guidance notes). | Implementation of GDPR successfully completed  | 30-Apr-2020 | 17-July-2020   |
| C&C L 01 19/20 Facilitate half-yearly workshop sessions for colleagues   | This training is on-going and now incorporated into business as usual  | 30-Apr-2020 | 17-July-2020   |
| C&C L 02 17/18 Increase income from external clients   | Updated Action 'to obtain income from external clients' incorporated into 2020/21 Service Plan   | 30-Apr-2020 | 28-July-2020   |
| C&C L 02 19/20 Production of dedicated templates for s106 agreements   | Suite of Section 106 Agreement templates has been agreed and these are accessible through Insite   | 31-Oct-2019 | 17-July-2020   |
| CE ED 02 18/19 Participate in Devon One Public Estate surplus public land regeneration programme                     | <b>Additional information:</b> Led by DCC accountable body. Programme has secured £265k. Programme management £60k. Chivenor £150k. Barnstaple and Ilfracombe £75k. Paignton £100k. Once project underway and development schemes identified and agreed may be requirement for further revenue | 31-Mar-2023 | 20-Jul-2020    |

**Table C: Service Plan Actions (24) completed**

|  |  |             |             |
|--|--|-------------|-------------|
|  | and/or capital funds (e.g. for geotech, flood, archeol, CPO etc etc). LEP funding for Chivenor economic study £40k. Somerset CC are accountable body.  |             |             |
| CE ED 03 18/19 Barnstaple Town Centre Improvement Projects   | Replaced by Barnstaple Town Centre Vision and Future High Streets Fund programme.  | 31-Mar-2021 | 20-Jul-2020 |
| CE ED 05 18/19 Up to date Strategic Economic Framework   | It has been agreed with the Innovation Board that an Inward Investment Strategy is not necessary at this time – they want to focus on supporting our existing business stock and start-ups.                            | 31-Mar-2020 | 17-Jul-2020 |
| CE P 05 17/18 Replace the existing planning ICT database (FastPlanning) to provide a fit for purpose system. | Main system implemented May 2019   | 31-Jan-2020 | 20-Jul-2020 |
| E&LC 02 19/20 Household Canvass 2018   | Canvass successfully completed   | 30-Nov-2019 | 09-Jul-2020 |
| H 02 15/16 Homeless prevention   | JT and JM now content that arrangements for monitoring recovery rates are fully embedded.  | 31-Mar-2020 | 22-Jul-2020 |
| HR 05 16/17 Explore joint HR and Payroll   | <b>Closure Note:</b> The system has been specified, procured and now live.   | 31-Mar-2020 | 20-Jul-2020 |
| ICT 01 20/21 Contract with free sustainable ICT Asset Disposal Company                                       | <b>Closure Note:</b> We have commissioned Stone to manage our ICT asset disposals.   | 31-Mar-2022 | 06-Jul-2020 |
| ICT 07 20/21 Co-ordinate Digital Peer Review & Full Peer Review  | <b>Closure Note:</b> Both LGA Reviews organised and delivered without a hitch. Now await reports to be taken to Strategy and Resources Committee to determine their appetite to move forward with the recommendations. | 31-Mar-2022 | 06-Jul-2020 |
| OS CREM 02 19/20 Stop flooding of summerhouse area in memorial gardens                                       | Awaiting resin bonding layer. Delayed due to COVID<br><br>Flood works are complete   | 30-Apr-2020 | 15-Jul-2020 |
| OS PARK 03 19/20 Install a virtual permit option for customers   | Went Live June 2020  | 31-Mar-2020 | 02-Jul-2020 |

**Table C: Service Plan Actions (24) completed**

|  |   |             |             |
|--|---|-------------|-------------|
| P 07c 15/16 To implement the Community Infrastructure Levy charging schedule | There are no plans to implement a CIL regime with government having removed some of the barriers that were applied to the S106 process. This may be reviewed once the government has reviewed the planning system - outcome to be known late 2020 - and in light of the local plan review.  | 30-Jun-2020 | 01-Apr-2020 |
| P PBP 11 19/20 Yelland Economic Plan   | This action is no longer required - it has been incorporated into another strand of work - to refresh the Coastal Community Economic Plan for the Tarka Trail.  | 30-Apr-2020 | 10-Jul-2020 |
| P SS 03 19/20 Innovation Strategy - North Devon and Torridge                 | The Innovation Strategy has been published and the Innovation Board continue to discuss interventions and actions to further innovation in northern Devon.  | 30-Apr-2020 | 10-Jul-2020 |
| P SS 04 19/20 Inward Investment Strategy                                     | Discussions with partners, TDC and Innovation Board members have identified the lack of need for a 'Strategy' on Inward Investment. It was felt this work is being picked up with NDC ED Officer contact with colleagues in DTI and that a focus on internal investment and supporting existing business growth and start-ups should be the priority. | 30-Apr-2020 | 10-Jul-2020 |
| P SS 05 19/20 Sector Profiles  | It has been recognised that the 'sector profiles' are not a separate piece of work but are incorporated into the development of the Northern Devon Economic Strategy - which itself is currently on hold. This action therefore is not needed now.  | 30-Apr-2020 | 10-Jul-2020 |
| R 03 19/20 Review of Council Tax support scheme                              | The new scheme for 2020-21 was approved by members  | 28-Feb-2020 | 07-Jul-2020 |
| R 04 20/21 Introducing payrolling benefits with HMRC                         | We have registered for Payrolling benefits and the new Itrent payroll system is paying over the tax monthly.  | 30-Apr-2020 | 08-Jul-2020 |

**Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT**

| HoS              | Code               | Description  | Current due date | Revised due date request | Reason & (if applicable Officer) requesting this change   |
|------------------|--------------------|--|------------------|--------------------------|---|
| <b>KEN MILES</b> | CE ICT 02<br>19/20 | Upgrade all 2008 R2 servers to 2012 or 2016                            | 30-Jun-2020      | <b>31-Dec-2020</b>       | <b>Further Extension of Time Requests:</b> Those servers that have not yet been migrated due to COVID-19 works taking priority have been covered by a Support and Maintenance contract. An extension of time is requested until December 2020 to ensure all are migrated.   |
| <b>KEN MILES</b> | CE ICT 03          | Upgrade the Website and get external bodies to test our accessibility. | 30-Jun-2020      | <b>31-Dec-2020</b>       | <b>Extension of Time Request:</b> This element of work has been taken into the scope of the approved Customer Focus project. Accountability and responsibility for this task has been reassigned. New due date requested December 2020.   |
| <b>KEN MILES</b> | CE ICT 04          | Determine costs and benefits of moving our back-ups to the cloud.      | 30-Jun-2020      | <b>31-Mar-2021</b>       | <b>Extension of Time Request:</b> COVID-19 has yet again pushed this vital piece of work down the priority list, capital funds have been allocation (although depending on the solution we won't know if these are sufficient. We have also sought guidance from our new Internal Audit suppliers to help ensure we select the right back-up / DR solution. We request an EoT of March 2021 |
| <b>KEN MILES</b> | CREM 02 16/17      | Address H&S concerns in crematorium gardens                            | 30-Apr-2020      | <b>28-Feb-2021</b>       | This is a rolling project which will be extended once 5-years complete. Request extend to February 2021 to allow COVID delayed work to complete, then review.<br><br><b>Request revised due date: 28th February 2021</b>  |

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|                         |                |   |             |                    |   |
|-------------------------|----------------|---|-------------|--------------------|---|
| <b>KEN MILES</b>        | OS CREM 01     | Improve flower tribute area - Aspen and Rowan   | 30-Apr-2020 | <b>31-May-2021</b> | Aspen works complete. Rowan delayed as in continual use (COVID). Delay until May 2021 unless weekend works agreed at same cost.<br><br><b>Request revised due date: 31st May 2021</b>   |
| <b>JEREMY MANN</b>      | EH&H 02 20/21  | NDC use of drones (unmanned aerial vehicles)  | 30-Jun-2020 | <b>31-Dec-2020</b> | No progress made due to Covid-19<br><br><b>Request revised due date: 31 December 2020</b>   |
| <b>JEREMY MANN</b>      | H 10 16/17     | Discounted sale processes   | 30-Jun-2020 | <b>31-Dec-2020</b> | AH SPD - Sickness absence at TDC meant 1st consultation response received from planning policy end March 20 instead of Nov 19. Covid-19 lockdown delays - TDC staff diverted to other roles. NDC Planning policy now incorporating feedback into tracked changes and not yet finished (July 20). Aim for Full Council Dec 20. |
| <b>JEREMY MANN</b>      | H 13 16/17     | Off-site contributions process  | 30-Jun-2020 | <b>31-Dec-2020</b> | AH SPD - Sickness absence at TDC meant 1st consultation response received from planning policy end March 20 instead of Nov 19. Covid-19 lockdown delays - TDC staff diverted to other roles. NDC Planning policy now incorporating feedback into tracked changes and not yet finished (July 20). Aim for Full Council Dec 20. |
| <b>MICHAEL TICHFORD</b> | Place 03 20/21 | Develop a Climate Change and Biodiversity Action Plan   | 31-May-2020 | <b>31-Mar-2021</b> | Climate Action Team work has been delayed due to focus being given to Covid19 response and recovery work. Environmental Policy has been developed by the CAT and was approved by Policy Development Committee on 16 July 2020.<br><br><b>Revised due date requested: 31 March 2021</b>  |
| <b>KEN MILES</b>        | PRO 01 16/17   | To continue to provide support and guidance on the procurement process. From the business planning it will be | 30-Apr-2020 | <b>31-Jan-2021</b> | Due to staff shortage & Covid-19, an extension of time is requested.<br><br><b>Request revised due date: 31st January 2021</b>  |



**Table D: Actions where Heads of Service have requested a revision to the due date and these have been approved by SMT**

|                  |                 |   |             |                      |   |
|------------------|-----------------|---|-------------|----------------------|---|
|                  |                 | clear how much procurement is needed over the authority and relevant support provided |             |                      |   |
| <b>KEN MILES</b> | C&C L 01 17/18  | No BC or PID required   | 30-Apr-2020 | <b>30-Apr-2021</b>   | This action is on-going. Full engagement by team delayed by Covid-19.<br><br><b>Request revised due date: 30th April 2021</b>   |
| <b>KEN MILES</b> | C&C L 02 17/18  | Increase income from external clients   | 30-Apr-2020 | <b>30-Apr-2021</b>   | Delays due to Covid-19 - new instructions now being received from parish councils.<br><br><b>Request revised due date: 30th April 2021</b>  |
| <b>KEN MILES</b> | OS W&R 02 18/19 | Recycle More Project  | 30-Apr-2020 | <b>31-Mar-2021</b>   | Due to Covid-19, We haven't had enough resources to complete this action. Work pressures have prioritised day to day operational issues.<br><br><b>Request revised due date: 31<sup>st</sup> March 2021</b>   |
| <b>KEN MILES</b> | OS W&R 03 19/20 | Remodel Residual Domestic Collection Rounds.  | 30-Apr-2020 | <b>31-Mar-2021</b>   | Due to Covid-19, We haven't had enough resources to complete this action. Work pressures have prioritised day to day operational issues.<br><br><b>Request revised due date: 31<sup>st</sup> March 2021</b>   |
| <b>KEN MILES</b> | OS W&R 05 17/18 | Review Trade Waste Service  | 30-Apr-2020 | <b>31-March-2021</b> | Admin staff have been furloughed and a trade admin vacancy has not been filled yet. We haven't had enough resources to complete this action.<br><br>Now that businesses are re-opening it is an ideal opportunity to ensure all trade details are correct.<br><br><b>Request revised due date: 31<sup>st</sup> March 2021</b> |

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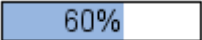
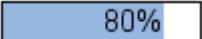
|                   |              |   |             |                    |  |
|-------------------|--------------|---|-------------|--------------------|--|
|                   |              |   |             |                    |  |
| <b>KEN MILES</b>  | W&R 02 16/17 | Improve Recycling Rates   | 30-Apr-2020 | <b>31-Mar-2021</b> | Due to having no HoS in place and current Covid-19 pandemic in process an extension is requested.<br><br><b>Request revised due date: 31st March 2021</b>  |
| <b>JON TRIGGS</b> | R 01 20/21   | Develop a Commercialisation Strategy that enables the Council to become more enterprising and financially sustainable | 30-Apr-2020 | <b>31-Oct-2020</b> | Lead Member Councillor Roome and Head of Resources met with Cheltenham BC in March 2020 to discuss their commercial activity and achievements. Preparation of Strategy document delayed due to Covid 19.<br><br><b>Revised due date request: 31 October 2020</b> |
| <b>JON TRIGGS</b> | R 03 18/19   | Upgrade of R&B ICT Software to improve customer experience  | 30-Jun-2020 | <b>31-Dec-2020</b> | The full roll out has been delayed due to Covid-19.<br><br><b>Revised due date requested: 31 December 2020</b>   |

**Table E: Outstanding Service Plan Actions (4)**

| Code          | Description   | Progress Bar   | Latest Note  | Original Due Date | Due Date    |
|---------------|---|--|--|-------------------|-------------|
| PARK 06 16/17 | To take operational control and enforcement of the Park & Change site at Chivenor |  | No progress has been made on this - the car park is not in a condition suitable for adoption by the council. | 30-Apr-2016       | 30-Apr-2020 |
| P 01 20/21    | Procurement of new cashless parking provider                                      |  | The procurement exercise has been completed and the contracts are due to be signed by the end of July        | 30-Jun-2020       | 30-Jun-2020 |



**Table E: Outstanding Service Plan Actions (4)**

|                |  |  |   |             |             |
|----------------|--|--|---|-------------|-------------|
| L 01 20/21     | Review charge out rates.<br>Enhance integration with financial systems |  | Delayed due to Covid-19, discussions with Accountancy are recommencing.   | 31-Jul 2020 | 31-Jul-2020 |
| Place 01 20/21 | Future High Streets Fund Delivery - Barnstaple                         |  | The Expression of Interest was submitted to MHCLG in March (as per their set deadline). Feedback on this was received in April 2020 and the team together with consultants have been incorporating the feedback into a final submission of the business case by the MHCLG deadline of July 31st 2020. | 31-Jul-2020 | 31-Jul-2020 |

**Table F: Key Performance Indicators : Last year's data + this year's results**

| PI Code & Short Name  | Performance Data Q1 2019/20 & 2020/21 | Performance Data Q2 2019/20 & 2020/21 | Performance Data Q3 2019/20 & 2020/21 | Performance Data Q4 2019/20 & 2020/21 | Year End Target | Year End Result | Current Target | Latest Note & History |
|---|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|-----------------|-----------------|----------------|-----------------------|
| <b>Planning</b>   |                                       |                                       |                                       |                                       |                 |                 |                |                       |
| NI 155 <b>Number</b> of affordable homes delivered (cumulative <sup>1</sup> ) | 28                                    | 45                                    | 74                                    | 178                                   |                 | 178             |                |                       |
|   | 5                                     |                                       |                                       |                                       |                 |                 |                |                       |
| NI 157a <b>Percentage</b> of major applications processed within 13 weeks     | 83%                                   | 90%                                   | 100%                                  | 100%                                  | 45%             | 93.25%          | 45%            |                       |
|   | 100%                                  |                                       |                                       |                                       |                 |                 |                |                       |
|   | 9%1                                   | 95.19%                                | 96.6%                                 | 95%                                   |                 | 94.45%          | 75%            |                       |

<sup>1</sup> NI 155 changed from Gross to Cumulative

|   |        |        |        |        |        |        |        |  |
|---|--------|--------|--------|--------|--------|--------|--------|--|
| NI 157b <b>Percentage</b> of minor planning applications processed within 8 weeks     | 97%    |        |        |        |        |        |        |  |
| NI 157c <b>Percentage</b> of other applications processed within 8 weeks              | 95%    | 95.68% | 94.1%  | 96%    | 85%    | 95.2%  | 85.00% |  |
|   | 91%    |        |        |        | 85%    |        |        |  |
| <b>Waste &amp; Recycling</b>  |        |        |        |        |        |        |        |  |
| L82(i) Total <b>percentage</b> domestic waste recycled                                | 50.91% | 50.77% | 47.78% | 46.07% |        |        | 46.00% | * this is a provisional figure and may increase very slightly. |
|   | 52.1%* |        |        |        |        |        |        |  |
| <b>Finance</b>  |        |        |        |        |        |        |        |  |
| BV8 <b>Percentage</b> of invoices paid on time  | 96.52% | 95.76% | 95.7%  | 95.7%  | 97.00% | 95.92% | 97.00% |  |
|   | 96.20% |        |        |        | 97.00% |        |        |  |
| BV9 <b>Percentage</b> of Council Tax collected  | 28.59% | 55.63% | 82.33% | 96.81% | 98.00% |        | 98.00% |  |
|   | 27.47% |        |        |        | 98.00% |        |        |  |
| BV78a (M) <b>Speed</b> of processing - new Housing Benefit/Council Tax Benefit claims | 21.5%  | 17.3%  | 17.8%  | 21.3%  | 28.00% |        | 28.0%  |  |
|   | 27.3%  |        |        |        | 28.00% |        |        |  |
| BV10 <b>Percentage</b> of Non-domestic Rates Collected                                | 31.96% | 57.45% | 81.30% | 97.07% | 99.05% |        | 99.05% |  |
|   | 21.07% |        |        |        | 99.05% |        |        |  |

| PI Code & Short Name            | Performance Data Q1 2019/20 & 2020/21 | Performance Data Q2 2019/20 & 2020/21 | Performance Data Q3 2019/20 & 2020/21 | Performance Data Q4 2019/20 & 2020/21 | Year End Target | Year End Result | Current Target | Latest Note & History |
|---------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|-----------------|-----------------|----------------|-----------------------|
| <b>Property &amp; Technical</b> |                                       |                                       |                                       |                                       |                 |                 |                |                       |
|                                 | 95.21%                                | 98.26%                                | 98.28%                                | 98.26%                                |                 |                 |                |                       |

|  |            |            |           |             |  |  |       |  |
|--|------------|------------|-----------|-------------|--|--|-------|--|
| L728 <b>Percentage</b> of the gross internal area of the investment estate currently let | 98.16%     |            |           |             |  |  |       |  |
| L168 <b>Income</b> per car park P&D ticket   | June £1.69 | Sept £1.74 | Dec £1.62 | March £1.41 |  |  | £1.76 |  |
|  | July £1.79 |            |           |             |  |  |       |  |

| PI Code & Short Name   | Performance Data Q | Performance Data Q2 | Performance Data Q3 | Performance Data Q4 | Year End Target | Year End Result | Current Target | Latest Note & History   |
|--|--------------------|---------------------|---------------------|---------------------|-----------------|-----------------|----------------|---|
|  | 2019/20 & 2020/21  | 2019/20 & 2020/21   | 2019/20 & 2020/21   | 2019/20 & 2020/21   |                 |                 |                |   |
| <b>Building Control</b>  |                    |                     |                     |                     |                 |                 |                |   |
| L300 Building Regulation Full Plan applications determined in 2 months | 99%                | 96%                 | 100%                | 100%                | 95%             | 98.75%          | 95%            |   |
|  | 98%                |                     |                     |                     | 95%             | 98.75%          |                |   |
| L301 Building Regulation Applications examined within 3 weeks          | 84%                | 90%                 | 98%                 | 99%                 | 95%             | 92.75%          | 95%            |   |
|  | 99%                |                     |                     |                     | 95%             |                 |                |   |
| L302 Average time to first response (Days)                             | 12                 | 10                  | 8                   | 7                   | 10              |                 | 10             |   |
|  | 5                  |                     |                     |                     | 10              |                 |                |   |
| <b>Customer Services &amp; Communications</b>                          |                    |                     |                     |                     |                 |                 |                |   |
| L999 Feedback Customer Satisfaction %                                  | 57%                | 49%                 | 40%                 | 59%                 | 50%             |                 | 50%            | Due to Covid-19 Feedback was not logged for Qtr 1 and we responded to all |
|  | N/A                |                     |                     |                     |                 |                 |                |   |

| PI Code & Short Name                 | Performance Data Q<br>2019/20 &<br>2020/21 | Performance Data Q2<br>2019/20 &<br>2020/21 | Performance Data Q3<br>2019/20 &<br>2020/21 | Performance Data Q4<br>2019/20 &<br>2020/21 | Year End Target | Year End Result | Current Target | Latest Note & History  |
|--------------------------------------|--|---|---|---|-----------------|-----------------|----------------|--|
|                                      |  |   |   |   |                 |                 |                | customers explaining why we were not logging feedback at that time |
| L997 Customer Service Satisfaction % | 95%  | 92%   | 93%   | 93%   | 90%             | 93%             | 90%            |  |
|                                      | 83%  |   |   |   | 90%             |                 |                |  |
| L998 Media Satisfaction % Annual     |  |   |   |   |                 |                 |                |  |
|                                      | Annual                                     |   |   |   | 90%             | 100%            | 90%            |  |

| Environmental Health & Housing  |       |       |       |       |      |       |     |   |
|---|-------|-------|-------|-------|------|-------|-----|---|
| LEHH014 Food Hygiene Interventions <b>Completed</b>                   | 91    | 301   | 457   | 796   | 646  | 796   | 100 | ALL AES interventions. Covid-19 prevented the completion of any onsite food inspections as per best advice. |
|   | 16    |       |       |       | 892  |       |     |   |
| LEHH015 <b>Percentage</b> of Food Hygiene Due Interventions Completed | 10.2% | 43.8% | 66.3% | 88.7% | 100% | 88.7% | 100 | 16/646=2.5%   |
|   | 2.5%  |       |       |       | 100% |       |     |   |
|   | 162   | 165   | 113   | 166   |      | 606   |     |   |

|   |          |         |         |         |  |     |           |                           |
|---|----------|---------|---------|---------|--|-----|-----------|---------------------------|
| LEHH016 Housing Options - <b>Number</b> of Homelessness Prevented & Relieved                  | 102      |         |         |         |  |     | Data only | 50 Relief, 52 Prevention  |
| LEHH017 Housing Options - <b>Number</b> of Households Accommodated in Temporary Accommodation | 24       | 37      | 29      | 30      |  | 121 | Data Only | 50 Relief, 52 Prevention  |
|   | 36       |         |         |         |  |     |           |                           |
| LEHH019 Housing Standards - <b>Number</b> of DFG's Completed & <b>Monies Paid</b>             | 20       | 68      | 104     | 167     |  | 167 | Data only | Total value - £147,988.09 |
|   | 30       |         |         |         |  |     |           |                           |
| LEHH026 <b>Number</b> of NDC Lets Through DHC   | 70       | 71      | 87      | 88      |  |     | Data only |                           |
|   | 48       |         |         |         |  |     |           |                           |
| LEHH020 Housing Standards – the <b>level</b> of unmet demand for DFGs                         | 269,616  | 163,468 | 293,164 | 361,260 |  |     | Data only |                           |
|   | £366,156 |         |         |         |  |     | Data only |                           |

## 2. Constitution Context

|                        |                              |
|------------------------|------------------------------|
| Appendix and paragraph | Referred or delegated power? |
| 5.5                    | Delegated                    |

## 3. Statement of Internal Advice

3.1 The author (below) confirms that advice has been taken from all appropriate Councillors and officers.

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Author: Sarah Higgins Date: 13<sup>th</sup> August 2020 Reference: Executive Performance Report September 2020