

Quarterly Business Report (QBR4)



Contents

Description	Page
Highlights	2
Income & Salaries Monitoring	3
Budget Monitoring	4 to 8
Theme 1 – Local Economy	9 to 12
Theme 2 – Communities, Health and Housing	13 to 17
Theme 3 – Our Environment Our Future	18 to 21
Theme 4 – Our Council	22 to 27

To End of March 2023

Theme 1 – Local Economy

- Torridge District Council's proposed Appledore Clean Maritime Innovation Centre at Middle Dock was given a massive boost with £15.6m of funding from the Levelling Up Fund issued by the Department for Levelling Up, Housing and Communities.
- Torridge District Council and North Devon Biosphere offered tourism businesses the opportunity to take part in free 'How to' workshops or webinars, to help market and reach new markets and audiences.

Theme 2 – Communities, Health and Housing

- Household Support Fund 4 launched to help residents struggling with the cost-of-living crisis.
- Modular Housing units arrived at the Sully House site in Bideford as part of a scheme to expand temporary accommodation provision in Torridge to meet demand from residents who find themselves homeless.

Theme 3 – Our Environment Our Future

- Works commenced at Northam Burrows for the annual repair to the roads, car park and footpaths damaged by the winter storms.
- Competition opened to name Torridge's new waste and sweeper lorries.
- The Northam Burrows Rangers organised a beach clean at the award-winning beach at Westward Ho!

Theme 4 - Our Council

- Torridge Councillors pledge their support to UK Armed Forces by signing new Covenant.
- Torridge supported work experience for students from local schools.
- Prospective candidate evening held to provide an opportunity to find out more about standing for election in the upcoming District, Town, and Parish elections including the Election timetable details and Nomination paper help.

Performance Highlights Q4

March 2023

Description	Service Manager	Actual Year to Date	YTD Budget	Actual Same Time Last year	Notes on Income
Car Parking Income (including Season Tickets)	Jon Wynne	£1,583,232	£1,567,878	£1,430,974	Increased charges 22/23
Car Parking Penalty Notice Income	Jon Wynne	£62,161	£55,000	£47,188	Enforcement up as the parking activity increases
Northam Burrows	Jon Wynne	£307,909	£240,209	£300,679	increased charges 22/23 – 22/23 was an exceptional summer season
Rental Income (Corporate Property & Caddstown)	Jon Wynne	£907,927	£619,047	£718,237	Timing of Payment Plans and uplift in lease renewal income
Planning	Helen Smith	£1,029,995	£837,500	£1,274,021	£192k up on 22/23 budget which was increased by £250k but showing signs of slowing down. 21/22 was an exceptional year for planning applications
Garden Waste	Richard Haste	£577,944	£576,000	£524,293	Increased charges 22/23
Harbour & Pilotage	Richard Haste	£69,075	£58,142	£65,871	
Building Control	Helen Smith	£270,610	£23,500	£251,818	£29k relates to enforcement cost recovery; underlying net income is up £10k
Licensing	Staci Dorey	£126,969	£129,806	£133,583	Close to budget
Hostel Income	Staci Dorey	£330,720	£335,387	£318,482	Close to Budget
Land Charges	Staci Dorey	£101,053	£112,000	£119,804	Slight cooling off in property market
Total Receipts from above		£5,367,596	£4,956,814	£5,293,536	

Salaries Monitoring (Variance to Budget)

March 2023

Salary Related Expenditure	Expenditure to Date	Budget to Date	Total budget (current year)	Funded Establishment	Vacancies (excluding refuse)
Salaries, overtime, NI, Pension, Agency costs	£10,205,322	£9,896,217	£9,896,217	266	19

Budget Monitoring - Revenue

March 2023

Profiled Budget £	Actual To Date £	Service Responsibility Centre	Full Year Budget £	Projection to Year end £	Worse than budget £	Better than budget £	Net Variance £
1,728,255	1,674,419	Chief Executive	1,728,255	1,674,419	0	(53,836)	
2,510,343	2,827,397	Head of Legal & Governance	2,510,343	2,827,397	317,054		
(1,196,792)	(1,786,244)	Finance Manager (S151)	(1,196,792)	(1,786,244)	0	(589,452)	
4,294,408	3,995,349	Head of Communities & Place	4,294,408	3,995,349	0	(299,059)	
(7,336,214)	7,544,540	Funding	(7,336,214)	(7,544,540)	0	(208,326)	
(0)	(833,618)	Total	(0)	(833,618)	317,054	(1,150,673)	(833,618)

Highlights

Overspends (in £'000)	over budget	% of budget
Homelessness – Temp Accommodation (includes Housing Benefit subsidy shortfall)	821	222%
Staff costs – primarily anticipated additional costs of pay award (above budgetary provision -£375k) Includes agency costs	421	4%
Premises costs (Contract cleaning, security)	250	32%
Transport Costs (fuel, tyres, parts etc)	142	27%
Utilities (Gas, Electricity)	61	21%
Funding -NNDR Covid19 additional restrictions reliefs	244	6%
Insurance	32	14%
Software	47	7%
Subtotal Overspends	2,018	

Underspends (in £1000's)	Under budget	% of Budget
Re-purposing or reserves	(553)	n/a
Interest receivable	(523)	1538%
Grant income – Energy Rebate, Hardship Support Administration etc.	(464)	n/a
Council Tax Grant Income – previously accounted for via the Council Tax Collection Fund	(396)	n/a
Planning Income	(200)	14%
Vacancy savings above £400k budget	(139)	35%
Rental and other income	(135)	14%
Car Parking and Vehicular Access to Burrows	(114)	6%
Bad Debt – provision (HB overpayments)	(85)	n/a
Settlement of outstanding Leisure (1610)	(59)	n/a
Land Charges Grant Income – movement offunctions to VOA	(57)	n/a
Other underspends	(40)	n/a
Green Waste Subscriptions	(30)	6%
Other Local Authority Contributions	(21)	7%
Crematoria Income	(22)	15%
Building Control Income	(13)	14%
Subtotal underspends	(2,851)	

Budget Narrative

March 2023

The headline figure is a projected surplus for the financial year 22/23 of **£833k**, however to put this figure in to context it should be noted that this is after repurposing reserves to the value of **£552k** and the budgeted use of the Transition in Government Funding Reserve of **£373k**. In the absence of these two mitigating actions the 22/23 budgets would be projecting a **deficit of circa £93k**.

Key significant **adverse** variances

A projected overspend of £821k with regards to the Council undertaking its statutory homelessness responsibilities. The overspend is a combination of temporary accommodation costs and housing benefit subsidy shortfall.	£821k
The Council is incurring inflationary pressures across the delivery of its services, in particular Fuel, Utilities, Contract Cleaning and insurance (premiums being linked to inflation and costs of rebuilding premises)	£453k
Staff costs - the prime driver behind the overspend is the costs of meeting the 2022/23 pay award. A budgetary provision of 2% was included within the 2022/23 budgets but the 2022/23 pay award added 7% to the Council's pay bill. Additionally the cost of backfilling posts via agency have also increased.	£421k
Timing issues pertaining to the awarding of Covid19 additional restrictions business rate relief, and payments in/out of the Devon Business Rate Pool	£244k

Key significant **favourable** variances

In light of the projected 2022/23 deficit reported to Full Council on the 5 th September 2022, monies held in reserve which were not deemed critical to on-going / future service delivery were released to mitigate the projected 2022/23 deficit	£552k
Recent rises in interest rates have increased markedly the return the Council can make on its short term treasury deposits	£523k
In previous financial years Council Tax Annex Grant (CTAG) funding of circa £95k per annum was accounted for via the Council Tax Collection Fund. This funding has now been incorporated into the Council's Revenue Support Grant funding from 2023/24. Consequently the accounting for CTAG funding within the Collection Fund has been reversed resulting a significant financial benefit to the Council in 22/23. It is to be noted this is a non recurrent savings	£396k
The Council has in previous year been tasked with undertaking additional duties on behalf of Central Government. These have included amongst others delivery of the energy rebate scheme and Hardship Support. Whilst there has been additional costs associated with these additional burdens the actual grants received has exceeded the direct costs incurred. Whilst it is anticipated some Central Government funding will be received in 2023/24 to compensate the Council for undertaking additional duties on behalf of the Government, it is not possible to estimate the value of funding to be received.	£464k
Planning income continues to be at historic levels, with planning income for the year being circa £1m for the third consecutive year	£200k
Vacancies savings have exceeded the annual target of £400k reflecting the issues the Council continues to experience with regards to recruitment and retention	£139k
Car Parking and Vehicular Access to Northam Burrows	£114k

Investments

March 2023

Short Term Treasury Deposits	Amount	Trade	Dates	Ethical Investment	
				Y/N	Notional Cost
Yorkshire Building Society	5,000,000	1 Year @ 2.46%	05/07/2022 - 05/07/2023	N	-
Yorkshire Building Society	5,000,000	6 months @ 3.97%	12/12/2022 – 21/06/2023	N	-
Goldman Sachs International Bank	2,000,000	1 Year @ 2.73%	08/07/2022 – 10/07/2023	N	-
Goldman Sachs International Bank	3,000,000	1 Year @ 5.71%	28/09/2022 – 28/09/2023	N	-
Subtotal - Short Term Treasury Deposits	15,000,000				-
Deposit A/C	6,110,000			N	-
Total on deposit	21,140,000				-

There are currently no "green/ethical" investments, as there are few providers in the market, and those that are do not currently offer the rates required by the Council's Treasury Management Policy.

Programme Area	Net Capital Programme Budget 2022/23 £	Spent to 31 Dec £	Net Capital Budget Programme c/f £	Gross Capital Programme Budget 2022/23 £	Gross Capital Programme Budget 23/24 – 26/27 £	Total Capital Programme Budget 22/23 – 26/27 £
ICT Related	255,307	159,634	96,208	255,307	260,000	515,307
Vehicles	1,199,504	738,514	428,990	1,199,504	3,896,465	5,095,969
Property/Infrastructure	10,338,703	337,275	10,033,429	10,338,703	1,331,929	11,670,633
Regeneration	134,270	15,631	118,639	134,270	4,060,608	4,194,878
Culture & Sport	369,001	162,492	206,509	369,001	4,999	374,000
Community	736,918	1,561,914	(60,559)	1,492,355	2,000,000	3,492,355
Environment	487,809	0	487,809	487,809	0	487,809
Total	13,521,513	2,974,926	11,302,024	14,276,950	11,554,000	25,830,950

Vehicles	The budget of £1.2m includes provision of an additional recycling vehicle (£140k) which will be purchased when recycling volumes reach a point at which an additional collection round will need to be introduced, this point has not been reached yet, and will be impacted by the future delivery of an Environmental Centre. This year £322k has been spent on two refuse vehicles. The Council has also purchased 2 car park vans, 2 transit vans, a replacement recycling vehicle, and £110k of Grounds Maintenance Equipment.
Property/Infrastructure	The budget includes £7m for a new Environmental Centre, this project is expected to start in this financial year. The budget also includes £710k for Strategic Property Acquisition.
Regeneration	The Budget includes several smaller projects and includes the retention on the Burrows Centre.
Culture & Sport	The budget includes £350k for Leisure, of which £95k has been spent on gym equipment and £65k on refurbishment work.
Community	The Budget includes the Disabled Facilities Grants of £755k, of the remainder, £610k relates to homelessness accommodation and remodelling Barton House Homelessness Hostel.
Environment	The Budget includes £157k for Torrington Cemetery Extension, and £157k for Northam Burrows estuary work.

Budget Monitoring – Earmarked Reserves

March 2023

Reserves	Balance on April 1	Receipts to date	Spend to date	Transfer +/-	Commitments	Balance	
Backlog Maintenance	432,557	75,000	(78,185)	0	(429,372)	0	
Section 215 Notices	110,609	0	0	(110,609)	0	0	
Appeals	137,646	20,000	0	(50,000)	0	107,646	
Apprentices	146,510	0	(106,256)	0	0	40,254	
Business Support	194,270	0	0	0	(194,270)	0	
Economic Regeneration	144,750	0	(6,850)	23,792	(21,850)	139,842	
Transitional Government Funding	2,386,732	0	(926,417)	552,927	0	2,013,242	
Project	153,792	0	0	(153,792)	0	0	
Homelessness	145,629	0	(38,642)	0	0	106,987	
Leisure reserve	697,738	58,610	(57,688)	(176,947)	0	521,714	
Various Future Commitment Reserves (<£100k)	621,473	37,809	(304,411)	(85,371)	(20,000)	249,449	
Succession planning & retention reserve	153,000	0	(25,486)	0	(85,000)	42,514	
Local Plans Inquiry Reserve	295,731	0	0	0	0	295,731	
Earmarked Revenue Reserves	5,620,437	191,419	(1,543,935)	0	(750,492)	3,517,429	***
TDC NNDR Coll Fund Surplus/Deficit	2,561,482	0	(2,550,121)	0	(11,361)	0	
Covid 19 grants receipted in advance	260,884	34,910	(143,594)	0	(117,290)	(34,900)	
Subtotal Other Revenue Reserves	2,822,366	34,910	(2,693,715)	0	(128,651)	0	+++
Total revenue earmarked reserves	8,442,803	226,319	(4,237,650)	0	(879,143)	3,517,429	
Earmarked Capital Reserves	7,648,680	994,014	(788,880)	0	(7,751,940)	101,875	
Total Earmarked Revenue & Capital Reserves	16,091,483	1,220,333	(5,026,529)	0	8,631,082	3,654,204	

*****Earmarked Revenue Reserves include:**

Business support Reserve	£194,270	Homelessness Reserve	£106,987
Transition in Government Funding Reserve	£2,013,242	Appeals Reserve	£107,646
Local Plan Enquiry Reserve	£295,731	Leisure Reserve	£521,714
Backlog Maintenance Reserve	£429,372		

+++Other Revenue Reserves

The Collection Fund Reserve relates to setting aside monies to meet the shortfall on the Business Rate Collection Fund in 2021/22 which by statute can only be realised in the following financial year (2022/23). The £11k is not available to the Council.
The Covid-19 grants reserve of £117k relates to grants received from Government in advance of spend.

Strategic Priorities	Actions	Progress	Overall Position
<p>Promote aspiration and growth to create a vibrant culture & thriving economy with quality jobs.</p>	<p>Develop a long-term vision for the future of Northern Devon with all relevant partners</p>	<p>Chief Executive</p> <ul style="list-style-type: none"> • A draft document outlining what is the North Devon Futures Strategic Partnership and Membership was developed collaboratively between Petroc, TDC & NDDC. • A consultation exercise took place to engage with and gain comments from all the organisations who will form the partnership. • The vision and documents were approved by Full Council on 5th Oct and Leader appointed to the Strategic Board. • Inaugural Board Meeting for the Partnership was held on 25 October. • A Housing Summit took place in January to look at priority in detail and develop an action plan. • Meetings are now regularly taking place 	<p>Action Complete</p>
	<p>Promote the District to attract inward investment.</p>	<p>Economic Development Team</p> <ul style="list-style-type: none"> • The Discover Bideford website has become a flagship / quick win project for the Bideford Regeneration Board. The website plays a functional role in creating the image and identity for Bideford and helping to promote the towns event programme. • New pages on the website have been created to assist with navigation: Annual Events and Festivals, Regular events & activities. New pages to promote the Bideford Regeneration Board and Bideford Business support are currently underway. • Facebook & Instagram social pages have been created for additional promotion. • To increase awareness and drive visitors to the website, the team have currently been working on a intown marking promotion which includes In town' temporary signage including bollard covers, flags, bus stop advertising, posters, flyers, PVC banners and swing signs. • Appledore Clean Maritime Innovation Centre continues to attract strong interest both to take up space within the centre itself and to locate within the local Bideford Bay economy. 	<p>Inward investment is never an action which can be completed.</p> <p>Current Position - On Target</p>

		<ul style="list-style-type: none"> The announcement of a Levelling Up Partnership in the March budget will now require significant understanding in order to establish how this could impact on local growth and attract additional inward investment. 		
	Produce a Northern Devon Economic Strategy maximising opportunities through the LEP.	<p>Economic Development Team</p> <ul style="list-style-type: none"> The Economy, Innovation and Skills (EIS) Action group, sitting underneath the Northern Devon Futures Board, has produced an early action plan. The direction of travel was approved by Members in a Members' consultation event in March 2023 and will now be progressed for a larger Members briefing in May 2023, post elections. 		Current Position – On Target
Develop town centres and the rural offering; recognised as great places to live, visit, and invest into.	Deliver the Northam Burrows Visitor Centre as a quality workspace, visitor, tourism, and education destination.	<p>Major Projects & Estates Manager</p> <p>The new centre was officially opened on 23 July 2021, providing a new environmental education facility, café, and enhanced accessibility facilities. The new centre welcomed 8,665 visitors and it led to the creation of a number of new jobs: an increase of 1.5FTE for the Northam Burrows Team, plus a new Nature Tourism Officer for Torridge, plus the café employed 14 people in 2021. The Visitor Centre also provided a base for public events – in 2021 there were 26 ranger led public events and 20 workshops run by private organisations.</p>		Action Complete
	Progress and accelerate, where possible, opportunities for economic regeneration in the district's main tourism and employment areas.	<p>Economic Development Team</p> <ul style="list-style-type: none"> Bideford Regeneration Strategy has been approved by the Communities and Resources Committee. Additional government and business engagement has been undertaken since the successful funding award for the Appledore Clean Maritime Innovation Centre. This will progress as more funder details become known. Levelling Up Partnership announced, although limited details are currently available. 		Current Position - On Target
		<p>Economic Development Team (Tourism)</p> <ul style="list-style-type: none"> Two further Nature Tourism support events held titled 'Helping Your Business to Grow Through All Seasons'. Guest speakers included representatives from South West Coast Path, Sleepy Owl Devon, Northam Burrows Country Park, Burton at Bideford and Pebbleridge Sketch Walks. 24 x Torridge businesses attended across both events. 		Current Position - On Target

		<ul style="list-style-type: none"> • North Devon Marine Wildlife Aware Accreditation Scheme Training – 10 x Torrridge Tourism Businesses in attendance • 2 x workshops delivered with Unmissable England titled 'How to Market Your Tourism Business' and 'How to Reach New Markets & Audiences – A guide to Travel Trade'. 9 x Torrridge businesses attended across both workshops. • 5 x 1:1 Tourism Business Support sessions undertaken within Torrridge • 5 x new Torrridge-based tourism businesses signed up to be Biosphere Business Partners • 6 new business subscribers to the nature tourism mailing list for access to resources for incorporation in websites and marketing materials and updates on future events. 		
Create access to good quality jobs and employment.	Lobby and strive for improved digital connectivity.	<p>Economic Development Team</p> <ul style="list-style-type: none"> • Wider scale rollout and availability has happened across the district, with a large number of areas now able to access fibre from a range of providers. 		<p>95%+ households in Torrridge will be connected to superfast broadband by March 2024.</p> <p>Current Position - On Target</p>
Support businesses and the local economy	Encourage business and enterprise through investment and business support.	<p>Economic Development Team</p> <ul style="list-style-type: none"> • £15.6m funding awarded to the Appledore Clean Maritime Innovation Centre has stimulated significant business interest, both in taking up space within the centre and future manufacturing opportunities within the close vicinity. • Castle Hill Work Hub now have 35 ad-hoc users signed up, 4 of these are for the meeting room. There are now 2 users on a monthly membership for 5 days use, 6 users on a monthly membership for 3 days use and 1 user on a monthly membership for 1 days use. • Shared Prosperity Fund investment plan approved by DLUHC and early-stage delivery is now underway. This will also enable additional recruitment of a Cultural Development Officer to deliver on the Northern Devon Culture Strategy and to work with local creatives businesses. • Levelling Up Partnership announced in the March budget. No additional details have been released yet. 		<p>Current Position – Behind target but actions in place</p>

Theme 1 Local Economy

Performance Measures March 2023

Finance

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
BV008	Percentage of invoices paid within terms	99.6%	99.8%	99.0%	

Economic Development

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
New	Number of people who are <u>not</u> in employment and claiming Universal Credit	Jan 2023 Torridge 2953 Southwest 246,245 UK 3,567,248	Mar 2021 Torridge 3234 Southwest 266,365 UK 4,689,079	-	
New	Number of people who are <u>in</u> employment and claiming Universal Credit	Jan 2023 Torridge 2083 Southwest 175,641 UK 2,228,733	Mar 2021 Torridge 2,102 Southwest 178,453 UK 2,797,177	-	
LE236b	Earnings by Place of Work - Gross Weekly Pay	2022 £569.9 SW £611.3 GB £642	2020 £440 SW £550 GB £587	-	

Land Charges

Measure	Description	Average Year to Date	Average Same Time Last year	Year to date target	Notes
LE701	End to End time for Searches (Days)	10.2	14.4	15.0	

Strategic Priorities	Actions	Progress	Overall Position
<p>Increase the availability of quality homes that meet local needs.</p>	<p>Implement a Housing Delivery Strategy that provides creative solutions to meet the housing need of the district.</p>	<p>Planning Manager Develop a Strategic Housing Delivery Plan</p> <ul style="list-style-type: none"> The Affordable Housing SPD is now adopted and has been published on the Council’s website. It is being used by the Strategic Enabling and Development Management Officers when considering housing proposals. 	<p>Current Position – This part of the action is complete</p>
		<p>Planning Manager</p> <ul style="list-style-type: none"> The HELAA stakeholder panel members have been agreed in consultation with the JPPC and an inception meeting took place in December 2022 with the first formal panel meeting taking place in February 2023 when sites that are subject to existing allocations, planning permissions and live planning applications were discussed. Significant work continues to take place on the HELAA, the focused five year housing land supply evidence gathering and analysis to establish whether Policy ST21 of the NDTLP (Managing the Delivery of Housing) continues to be triggered, all of which will inform a Position Statement that is being targeted for publication in April 2023. <p>Strategy, Performance & ICT Manager Following the Full Council decision on the 1 November 2021 regarding the feasibility of Torridge becoming a direct housing provider, an Action Plan has been drafted and actions commenced including obtaining TDC GIS data from Land Registry and the initial review of TDC land to establish a shortlist of potential sites.</p> <ul style="list-style-type: none"> Successful bid to the LGA Housing Advisor Programme and a £25k grant awarded to Torridge to help progress this project further. TDC Members agreed £25k match funding Further review of TDC land and a Cllr Workshop held 17 May 22 to review land options 	<p>Current Position - On going</p>

	<ul style="list-style-type: none"> • Contact made with LHA's and meetings held • Full Council 4 July 22 agreed sites to progress to full viability assessment. Consultants appointed and commenced work. • Report to Full Council 31 October 22 with independent reports. • FC approved 11 sites to go forward to full business case. 		
<p>Investigate the feasibility of becoming a direct housing provider.</p>	<p>Strategy, Performance & ICT Manager</p> <ul style="list-style-type: none"> • Work activities completed by officers and Members and an Options Report was presented to Full Council on the 1 November 2021. • Full Council unanimously agreed to instruct officers to: <ul style="list-style-type: none"> - Review the process of viability assessment at Planning stage of planning applications that are submitted with less than policy compliant affordable housing provision. - Undertake an assessment of land and buildings in the Council's ownership and score with a site assessment tool the likelihood of a site being deliverable for housing and rank sites accordingly. - Investigate funding opportunities to help with housing delivery i.e., from One Public Estate and Homes England. - Arrange a Strategic session with Councillors using the results of the above recommendations to develop a 'Strategic Housing Delivery Plan' with an agreed model for delivery and our preferred partner(s). 		<p>Decision by Full Council to progress this project further - initial action nearly complete and an additional action has been included for this strategic priority to continue the project (see previous action for details).</p> <p>Current Position – on Target</p>
<p>Deliver the Homelessness Strategy 2020-25, increase hostel capacity and utilise our existing land for homeless accommodation.</p>	<p>Public Health & Housing Manager</p> <ul style="list-style-type: none"> • Focus over the last year has been on taking opportunities across a range of measure to improve provision: • funds secured for increasing hostel provision, • external funding secured for pods, • review of land/ assets for potential sites, • increase in the number of PSL properties, • 'resonance' bid, • closer working with local agents 		<p>Plan to develop and have adoption a revised Homelessness Strategy for TDC in conjunction with partner organisations.</p> <p>Current Position - Ongoing</p>

		<ul style="list-style-type: none"> • Plan to develop and have adoption a revised Homelessness Strategy for TDC in conjunction with partner organisations has been difficult to commit to a strategy while these significant wider projects have been at exploratory stages but progress on a number of fronts means that the strategy can now be reviewed and updated to incorporate these measures. • Plans to deliver additional units of accommodation progressed well with expected implementation in Q2 2023/24 • The planned completion of the strategy has been delayed due to the PH&H Managers post being vacant and this will be progressed in 2023/24. 		
<p>Reduce health inequalities while promoting active & healthy lifestyles.</p>	<p>Implementation of a new Council Tax Support scheme</p>	<p>Revenues & Benefits Manager</p> <p>A report and presentation were taken to Full Council on 18th July 2022 to explain the current council tax support scheme & what the proposed scheme was comprised of, using the data provided by Policy in Practice's modelling. The report included a copy of the proposed bands for the change in scheme. Approval was sought & agreed to the principles of the proposed changes and the proposals were consulted on formally from 12th August 2022 to 14th October 2022.</p> <p>When the consultation closed, the responses were collated, analysed and a report prepared & presented to Full Council in December 2022 for formal approval or rejection of the proposed scheme changes.</p> <p>Full Council agreed to implementing the income banded scheme for Council Tax Support for working age customers, effective from 01.04.2023, on the basis that the software could be in place & successfully tested. If this did not occur, the agreement was to implement the Scheme from the following year (01.04.24)</p> <p>The software is within the 'live' system and the current claims should be able to be converted to the new scheme during w/c 20.02.23 when the 'end of year' process is undertaken, enabling the income banded scheme to be in place & effective from 01.04.2023</p>		<p>The implementation of a simplified scheme that is understood by customers and reduces the administration required to manage the scheme by March 2023.</p> <p>Current Position - completed and implemented from 01st April 2023</p>

		The income banded scheme was successfully implemented during the annual billing process in February 2023, effective from 01 st April 2023 .		
	Embed the principles and processes for the Protection of Children and Vulnerable Adults within the culture of the organisation.	Legal Services Manager The Council's Safeguarding policy has been updated and agreed by the Lead Member for Safeguarding. The policy was adopted by Full Council in September 2021.		Action Complete
	Adopt the Devon Joint Health and Wellbeing strategy and deliver the action plan. Work with DCC to expand cycleways and the footpath network within the District.	Public Health & Housing Manager <ul style="list-style-type: none"> Active Torridge came into operation in April 2022 and health and wellbeing will be part of the development of that new operation. Active travel group is meeting regularly to oversee local initiatives. The new Public Health & Community Safety Manager post has been recruited to following a period of vacancy with the new Manager expected to take up post in August. 		Current Position – ongoing
Maintain low levels of crime so people feel safe and secure in their communities.	Work with partner agencies to prevent, detect and reduce antisocial behaviour within our communities.	Public Health & Housing Manager <ul style="list-style-type: none"> Review of dog and drinking control provisions in force within District. Consultation on revised provisions and conversion into PSPO's; Adoption of revised provisions; Publication of revised provisions. 		Action Complete

Theme 2 Communities, Health and Housing

Performance Measures March 2023

Food & Safety

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
LE373	Number of Food Establishments poorly rated 0 to 2 compared to total rated	4/754 0.5%	6/708 0.8%	1.0%	

Housing

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
LE546	End to End time for processing Disabled Facility grants	No info	185	200	
NI156	Average Number of households living in temporary accommodation	67	43	13	Pressures on our housing services is recognised and the drivers for this are largely beyond our control – the Homelessness Reduction Act requiring LAs to accommodate those households owed an accommodation duty for longer, continuing difficulties in securing longer term housing, ongoing impacts of welfare reform, the ending of the evictions ban and cases progressing through the system, insufficient supply of social housing and affordable private rented housing, and the highly competitive private rented sector. We are seeing particular difficulties for applicants with a poor tenancy history to secure social or private rented housing, as landlords are able to be more selective due to high demand. This indicator is an inevitable consequence of what is being termed the housing crisis.
LE560	Number of approaches for Housing Advice / Homelessness (includes general advice)	761	797	n/a	
LE561	Number of Homeless Applications Triggered (Prevention or Relief Duty owed)	495	436	n/a	
LE562	% Successful Homelessness Preventions	60%	59%	n/a	
LE563	% Successful Reliefs - assistance to alternative accommodation	29%	39%	n/a	

Planning Policy

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
NI154	Net Additional Homes Provided	310	186	n/a	Draft figures (and NI 155)
NI155	Number of Affordable homes delivered (gross)	18	40	85	A number of large sites where affordable housing has been secured are now under construction and that this figure will increase over the coming quarters.

Revenues & Benefits

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
LE140	Number additional properties added to the Council Tax data base.	240	131	n/a	
BV078a	New HB Claims - Benefits Processing (Days)	24.81	48.1	20.0	
BV078b	Changes - HB Benefits Processing (Days)	9.25	14.5	8.0	
LE217	Total Number of New Benefit Claims	357	298	n/a	

Theme 3 Our Environment Our Future

Actions March 2023

Strategic Priorities	Actions	Progress	Overall Position
<p>Reduce the eco-footprint of the district to meet the Council's carbon neutral target of 2030.</p>	<p>Adopt, implement, monitor, and report against a revised carbon plan for TDC ensuring that climate change and biodiversity is at the heart of our governance and processes.</p>	<p>Public Health & Housing Manager</p> <ul style="list-style-type: none"> • A joint climate post has been established with North Devon Council. • A carbon plan has been approved by the Member Climate Working Group and was approved by Full Council in June 2021. • The appropriate measures will now be reported on as the information becomes available. 	<p>Action Complete</p>
	<p>Seek carbon reduction and energy efficiency across the existing Council asset base.</p>	<p>Estates Manager</p> <ul style="list-style-type: none"> • Viability exploration to introduce Hydrotreated Vegetable Oil (HVO) as a fuel (building / vehicular). In dialogue with National Trust who recently implemented on a nearby estate - visited the National Trust at Arlington to look at their HVO. • 5 Hubbastone Road identified as potential test site for HVO use - Options for use of 5 Hubbastone Road have determined that neither oil nor HVO are suitable for this site. • Use of HVO for TDC fleet to be picked up with consultancy support from Energy Savings Trust over winter period. To look at how TDC decarbonises the fleet and staff travel. Awaiting report (backlog of workload for LAs). • Successful grant funding bid for part-finance of inefficient Fish Dock ice-machine replacement. New ice machine has been installed. • Carbon footprint for 01/04/21-31/03/22 published October 2022. Carbon emissions from gas / oil boilers similar between 20/21 and 21/22. Carbon emissions from electricity use decreased as no emission data was available for the Burton Art Gallery in 21/22. • Energy surveys now held for TDC properties, including the three leisure centres. To determine progression of measures (no/low cost) and part inform the Strategic Asset Management Plan process. • Unsuccessful application for Low Carbon Skills Funding to prepare heat decarbonisation plans for the likely PSDS (public Sector Decarbonisation Scheme) candidates. • If further funding round announced, intend to apply again for LCSF (low Carbon Skills Fund) in April 2023. Round 4 funding window opens 2pm 26th April. 	<p>Current Position – Consideration of next steps to be core part of Strategic Asset Management Plan 2023-2028 – identifying short to long term interventions..</p>
		<p>Economic Development Team</p> <ul style="list-style-type: none"> • Designs for the Appledore Clean Maritime Innovation Centre put Net Zero operations at the heart of their concept. • Commissioning, including of branding materials and place marketing, requires green options to be incorporated. 	

<p>Deliver clean, well maintained, and managed streets, parks, and open spaces.</p>	<p>Adopt a Play Strategy and deliver the action plan.</p>	<p>Economic Development Team</p> <ul style="list-style-type: none"> • Action 1 – Still difficult to increase local enthusiasm for Parish and Town Councils taking on play areas but will keep revisiting now that more areas have been improved. • Action 2 – Confirmed funding from the RPF so able to move forward with plans to improve Victoria Park play area. • Action 3 – 5 sites away from hitting January targets but works have started on 3 of the 5. The other two being Victoria Park ‘Bidefort’ (action 2) and infants’ area also in Victoria Park. 	<p>Current Position – Slightly behind target (partially as a result of funding delays on Rural Prosperity Fund)</p>
<p>Provide high-quality planning and development services.</p>	<p>Review the North Devon and Torridge Local Plan to ensure that it remains relevant for good development that unlocks investment and opportunity, protects our important natural assets, and helps to create strong & resilient communities</p>	<p>Planning Manager</p> <ul style="list-style-type: none"> • Substantive work commenced on an update to the Local Plan, under the banner of the “People and Place” project and based on a schedule of work agreed by the Joint Planning Policy Committee in January 2022. However, in response to a range of emerging issues, including pressures on Local Government finance, challenges to updating the Local Plan in accordance with the agreed programme of work, and wider uncertainties relating to planning reforms, Officers were tasked in July 2022 with re-examining whether delivering a comprehensive update of the Local Plan remained the most appropriate course of action. • To inform decision making in respect of the scope and timeframe for updating the Local Plan, an extensive programme of work has been undertaken, which has included detailed technical assessments of the adopted Local Plan and engagement with elected Members, both of which have been guided with the benefit of external professional advice and support. • A discussion paper was presented to Joint Planning Policy Committee in November 2022 setting out the draft findings of review work carried out to that point, initial thoughts on the potential options for plan making going forward and the range of additional work that was considered necessary to enable an informed decision to be reached. • HELAA “call for sites” process received 336 site submissions, with an approximate 50/50 split between sites in North Devon and Torridge. In addition, there are approximately 370 ‘existing’ housing sites which officers are assessing. The evidence-gathering required solely for five-year housing land supply purposes is a significant part of the overall work required for the HELAA – currently working towards publication of a 5-Year Housing Land Supply Position Statement in April 2023. • The HELAA stakeholder panel members have been agreed in consultation with the JPPC and an inception meeting took place in December 2022 with the first formal meeting taking place in February 2023. 	<p>Target date 2024 for: Finalisation / Draft publication of North Devon and Torridge Local Plan to help facilitate and enable investment, development, and delivery in support of the Council and other partner's strategic priorities and objectives.</p> <p>Current Position – Project slippage and the approach and programme for the Local Plan Review is currently being reviewed. The potential scope of a partial review is being explored, as per the resolution of JPPC in January 2023. JPPC considered further scoping options in March 2023 and there is a need for the JPPC resolution to be considered by a TDC Full Council</p>

		<ul style="list-style-type: none"> JPPC meetings have taken place in January and March 2023 when resolutions were reached to pursue a partial review with a focus on specific agreed areas. 		meeting later in 2023.
Manage coastal and flood defences to meet the challenges of the changing climate.	Be responsive to erosion risks and work in partnership for the protection of our coastal assets and communities.	Major Projects Manager <ul style="list-style-type: none"> The interim measures at Westward Ho! continue to be effective. Further interim recharging work anticipated for the landfill site over the winter months were actioned. The phase 2 of the Linear Defence is being developed in conjunction with the EA who have allocated a dedicated resource to assist TDC with this project. Ongoing Work in Progress to monitor, which shows no indication of significant deterioration. 		We remain responsive to erosion risk, but equally proactively monitor and manage the risk. Current Position remains unchanged. Localised clean-up from overtopping arranged on an as needed basis.
	Lobby for funding for the delivery of Linear Defences for Westward Ho! and Landfill Site.	Major Projects Manager <ul style="list-style-type: none"> Stage One Design Options are being investigated. Design Team and Construction Team meetings have been held. Negotiations are ongoing with adjoining landowners and occupiers. Start on site will not take place until 2024 at the earliest. Formal FCRM 7 Study funding now approved, and first instalment of grant received from the EA. Consultant contracts awarded and team progressing with Option Study. Further discussions required with adjacent landowners. Estates are continuing to liaise with the Cricket Club. 		Current Position – Ongoing Work in Progress
Reduce waste and increase recycling.	Relocate all Waste and Recycling resources to one new modern Environmental Centre	Major Projects Manager Operational Services Manager <ul style="list-style-type: none"> Site acquisition process ongoing. Planning consent has been secured. Construction costs forced re-design for reduced scheme. New planning app to be submitted for reduced scheme in May 2023. Works being re-tendered in parallel with Planning App. Target completion now unlikely until early 2025. Contract for current processing of recycled materials ends in March 2024. New Planning app. being finalised. Following decision to scale back the project, redesign work now being put in hand with cost plan being developed to work within revised budget. 		Current Position – Land acquisition remains the greatest risk and concern.

Theme 3 Our Environment Our Future

Performance Measures March 2023

Carbon Neutrality

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
New Measure	Gross tCO2e Emissions from TDC operations (tonnes of CO2 equivalent)	4267	3.875.1		The increase is mainly due to increased vehicle usage compared with the baseline figure determined during the covid period, and the method of determining carbon usage in procured goods and services which is based on costs incurred – which have risen through inflation. Annual calculation, next update due September 2023
New Measure	Net tCO2e Emissions from TDC operations (tonnes of CO2 equivalent)	4267	3.875.1		As above

Waste Management

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
New Measure	Garden Waste Tonnage	4158	4,610	n/a	Q4 was disappointing as it is usually where we claw back some recycling tonnage. This hasn't been the case this year. Garden waste has also been hit by the wet start to the year. The tonnage is only just starting to hit normal levels now we are in Q1 of the new year
New Measure	Food Waste Tonnage	2500	2,748	n/a	Our food waste tonnages remain depressed and we didn't have a really big spike in recycling performance after the festive season to match previous years
NI192	Total Recycling	53.0%	53.9%	56.00%	The cost of living crisis is still impacting on what people are able to afford and hence recycle.
NI191	Residual Household Waste per Household (Kg)	334KG	349KG	320Kg	Our refuse hasn't gone up massively which is linked to the cost of living issues. It was slightly higher than the trend in January which is to be expected but it wasn't matched by a corresponding increase in recycling levels.

Theme 4 Our Council

Actions March 2023

Strategic Priorities	Actions	Progress	Overall Position
<p>Provide clear, effective communication and be easily accessible.</p>	<p>Develop a new interactive website and implement new modern ways of engaging and communicating with our communities.</p>	<p>Strategy, Performance, and ICT Manager</p> <ul style="list-style-type: none"> • Worked with the Comms team to replace the Council's existing website with a modern interactive version. • Working Group held for Cllr and Parish reps. Training for web editors held on new accessibility requirements. • Website training held prior to the transfer of data from old to new. • New website populated and go live date set for the 12 October alongside the launch of the digital newsletter subscription service. • New Website now live with more online forms and an online subscription option. 	<p>Action Complete</p>
		<p>HR & Communications Manager</p> <p>Updated and relevant communications & consultation strategy to support the Council's visions and goals:</p> <ul style="list-style-type: none"> - Gov Delivery launched offering users to sign up for updates on subject areas they choose - Focus on positive social media posts with an 8% increase in followers on Facebook in Q2. Plus, various campaigns such as 'Torrige Live' and 'Throwback Thursday' - New look internal newsletter launched - Virtual staff briefings taken place and face to face meetings with Leader and CEX - Social media review and training taken place for key staff 	<p>Action Complete</p>
<p>Deliver quality services to business and residents; understand what</p>	<p>Invest in smarter ways of working for sustainable and resilient remote access to our systems and resources.</p>	<p>Strategy, Performance, and ICT Manager</p> <p>Renew the Council's Digital by Default Strategy and embed this across the Council.</p> <ul style="list-style-type: none"> • Redesign of website forms nearly complete. 	<p>Target by March 2024 for:</p> <ul style="list-style-type: none"> - Redesign of workflow and website forms; - Commence the migration to the Cloud. <p>Current Position - On Target</p>

matters to our customers.		<ul style="list-style-type: none"> • Scoping meeting held with first Service. • Digital by Default Strategy approved by C&R 		
	Adoption and promotion of the armed forces covenant and employers' recognition scheme, integrating its aims within our council processes.	Public Health & Housing Manager Adoption of Armed Forces Covenant; Adoption of Employer Recognition Scheme; Promotion of both to local businesses; Development of a web resource for local support & information; Explore setting up an AFC forum with NDC.		Action Completed
Become a more agile and commercial council; securing our financial future while supporting "local" whenever possible.	Review our investment and income strategies to help supplement our reducing funding streams from Government.	Finance Manager A revised Treasury Management and Investment Strategy (updated to include the prioritisation of "green treasury deposits") was approved by Full Council 22 Feb 2021.		Action Completed
	Promote the spend, shop & work local values.	Economic Development Team <ul style="list-style-type: none"> • New markets have been commissioned in Bideford through the Shared Prosperity Fund and discussions are underway in other locations. • Place marketing campaigns for 22-3, led by Bideford Communications Officer and Town Centre Project Officer are ready to roll out in April 2023 thanks to funding from Devon County Council. Bus stop signs are now displaying the Discover Bideford events programme. 		Current Position - On Target
Be a great place to work and build a career	Develop work with schools & colleges to offer a range of work experience and apprenticeships.	HR & Communications Manager Offered an alternative career route for young people, keeping key skills in the local area and bringing fresh ideas to the workplace: <ul style="list-style-type: none"> - Apprenticeship recruitment campaign - 7 apprentices recruited - Bideford College and Great Torrington careers events - 6 work experience placements agreed for Spring/Summer 2022 		Action Complete
	Modernise our HR processes and review our training and career development	HR & Communications Manager Improved experience for users with employment records digitised. Accessible up		Action Complete

		to date/timely information. Full employment records available to staff and managers: <ul style="list-style-type: none"> • iTrent fully implemented. • New Appraisal process (performance management) for all staff using iTrent • iTrent Learning & Development module now used for corporate training. 		
--	--	--	--	--

Theme 4 Our Council

Performance Measures March 2023

Building Control

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
LE150	End to End time for Building Notices (Days)	2.0	1.6	2.5	
LE151	End to End time for Full Plans (Days)	5.0	5.7	10.0	
LE155	% Building Control Applications Submitted Electronically	96%	94%	85%	

Human Resources

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
BV012	Sickness - average number of days per employee	10.9	6.34	7.0	There has been an increase in the number of long term sickness absences, increasing from 30 in 2021/22 to a total of 56 for 2022/23, accounting for 56% of all absences. In order to support staff who are on long term sick, we have introduced an Employee Assistance Programme which offers employees fast access to counselling and a number support guides to help them. We actively manage all sickness cases and use an occupational health provider to give us advice of how to manage individuals health conditions in the workplace.

LE600b	Average Number of Employees (Full time equivalent)	235	226	n/a	
--------	--	------------	-----	-----	--

Licensing

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
LE300	E2E time for processing Hackney & Private Hire Licences (Days)	1.8	1.6	2.0	
LE300a	E2E time for processing Licensing Act Licences (Days)	2.5	3.5	5.0	
LE300b	E2E time for processing Other Licences (Days)	3.7	4.0	5.0	
LE306	% Licensing Applications Received online	30%	18%	33.0%	

Planning

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
LE161d	Majors % Determined in 13 Weeks - Adjusted to include extension of time agreements.	95%	88%	75%	
LE161e	Minors % Determined in 8 Weeks - Adjusted to include extension of time agreements. (<10 Dwellings)	94%	92%	85%	
LE161f	Others % Determined in 8 Weeks - Adjusted to include extension of time agreements. (Householders, C of Use, Listed, Demolition)	93%	89%	85%	
NI157	Majors - % Determined in 13 Weeks 2 Year Average	96%	94%	75%	

LE168b	E2E Pre-App's £25 Householder - Days Valid to Response	30	39	28	There has been a notable improvement in the turn around time for householder pre-application enquiries with this being close to the target.
LE168c	E2E Pre-App's £100 Small Minor Other - Days Valid to Response	55	53	28	Response times for some Pre-app responses continue to suffer due to the requirement and priority to meet nationally set planning application targets given the ongoing high level of application submissions seen within TDC. The Planning Business Plan specifies action in relation to Pre-apps and a new fee structure has been agreed to take effect from April 2023 in order to provide resource and a more efficient service. The Planning Manager is due to undertake a review of the pre-application service using the Planning Advisory Service (PAS) Pre-Application Self-Assessment Questionnaire and has attended virtual sessions run by PAS to hear and understand best practice from across the Country.
LE168d	E2E Pre-App's £300 Minor - Days Valid to Response	67	79	42	See comment for LE168c
LE168e	E2E Pre-App's £650-£1,000 Major - Days Valid to Response	116	73	42	See comment for LE168c
BV204	Number of appeals Lost / Total number of appeals	4/19 (21%)	6/13 (46%)	30%	Appeal numbers continue to be low, however the Service has seen a notable improvement in the percentage of appeals being dismissed by the Planning Inspectorate which reflects the quality of decision making at officer level.
LE178	% Planning Applications Received via Planning Portal	80%	75%	75%	

Planning Enforcement

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
EF1	Enquiries acknowledged within 3 working days of receipt - %	93%	92%	90%	
EF2	High Priority cases visited within 2 working days - %	83%	100%	90%	The Planning Manager and Enforcement Team are due to meet in mid-June to discuss what is impacting on site visit performance, in particular the % of sites visited with 14 days (EP3), and to establish a plan of action. Matters to discuss include outsourcing historic cases (to free up officer

					time), continuing to work with Environmental Protection to share site visits, a review of the Enforcement Plan to establish whether the target timescales are realistic and remain appropriate and, if after all of this, whether there is a need for additional resource to assist with certain tasks (e.g. site visits and simple reports / letters).
EF3	All other cases visited within 14 working days - %	24%	38%	80%	See comment for EF2
EF4	Complainant updated or informed of decision within 56 days - %	91%	58%	100%	

Estates

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
LE400	End to end time for responsive repairs (Days)	nr	6.3	7.0	Due to a change of contractor and process this is no longer recorded

Revenue & Benefits

Measure	Description	Total Year to Date	Total Same Time Last year	Year to date target	Notes
BV009	Council Tax Collection Rate	97.39	97.55%	85.3%	
BV010	NNDR (Business Rates) Collection Rate	98.66	98.26%	84.01%	
LE209	Debtor Collection YTD	100%	100%	98.0%	