

Public Document Pack



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Date:

Dear Councillor

SOUTH HAMS OVERVIEW AND SCRUTINY PANEL - THURSDAY, 5TH SEPTEMBER, 2019

I refer to the agenda for the above meeting and attach papers in connection with the following item(s).

Agenda No Item

7. **Fusion Update and Feedback on their Cashless Project (Pages 1 - 26)**

11. **Corporate Strategy Measures (Pages 27 - 46)**

12. **Climate Change and Biodiversity Emergency:**

Working Group recommendation on the setting up of a Citizens Assembly;

RECOMMENDATION

That, in considering the setting up of a Citizens' Assembly, the Climate Change and Biodiversity Working Group **RECOMMENDS** to the Overview and Scrutiny Panel to **RECOMMEND** that the Executive **RECOMMEND** to Council that:-

The Working Group be provided with full particulars of the Citizens' Assembly proposed by Devon County Council including, but not limited to, the issues and matters to be addressed, the number of assembly members and their geographic spread and means of administration / operation.

(This will inform the benefits and options of establishing a Citizens' Assembly for the South Hams.)

14. **Brexit - Main Risk Areas to the Council and Future Communication Strategy to Members**

Verbal Update

Yours sincerely

Darryl White
Senior Specialist – Democratic Services

Encs

Fusion Cashless Operations

Page 1

South Hams District Council Overview & Scrutiny

September 2019

Agenda Item 7

Cashless Overview

Agenda

- Why Cashless?
- Context: Case studies
- Impact on Target Group Users
- Fusions Track Record: Target Group Users
- How will we implement cashless?
 - Client communications
 - Customer communications
 - Business Continuity Plan
- FAQ's & Key issues
- Moving forwards

Cashless Overview

Why Cashless?

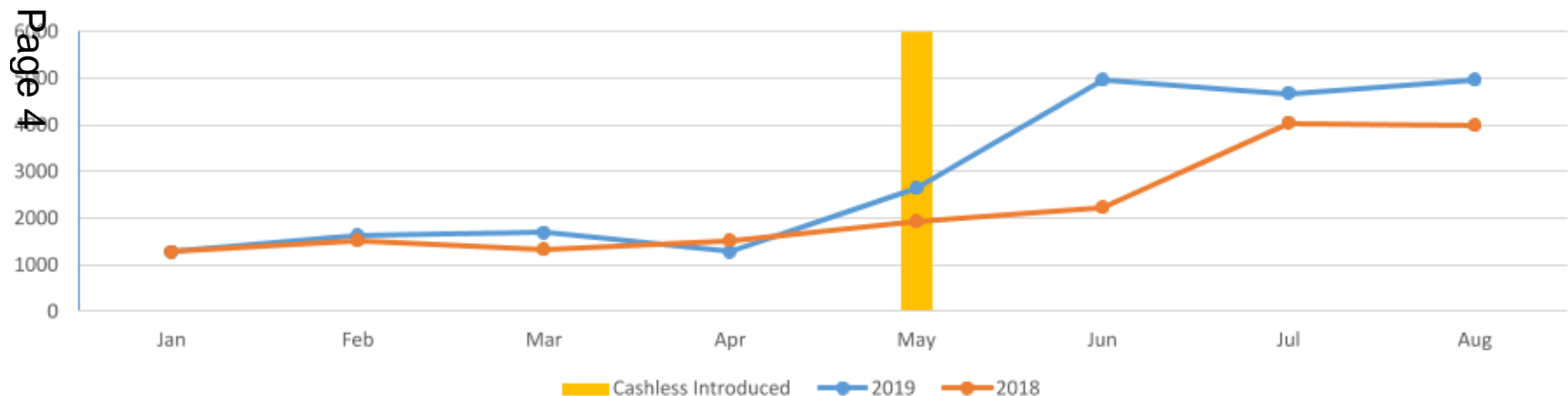
- Benefits to our customers:
 - to ensure a much safer system for both adults and children
 - New system follows most schools' lunch payment system by using pre-paid methods
 - to encourage faster entry into the centres with less queuing time
 - increased customer service levels
 - Allowing better marketing through accurate customer profiling
 - relevant offers, discounts, services can be shared with individuals
 - to move to a system in line with the way modern society is moving
- Benefits to Fusion:
 - Revenue protection
 - to reduce cash management handling costs
 - offers the potential for a flexible reception/concierge service

Cashless Overview

Context: Fusion Case Studies

- Fusion Case Studies:
 - Wycombe Rye:
 - Went cashless 1st May 2019
 - No negative impact of cashless introduction: 2018 V 2019

U16 Participation



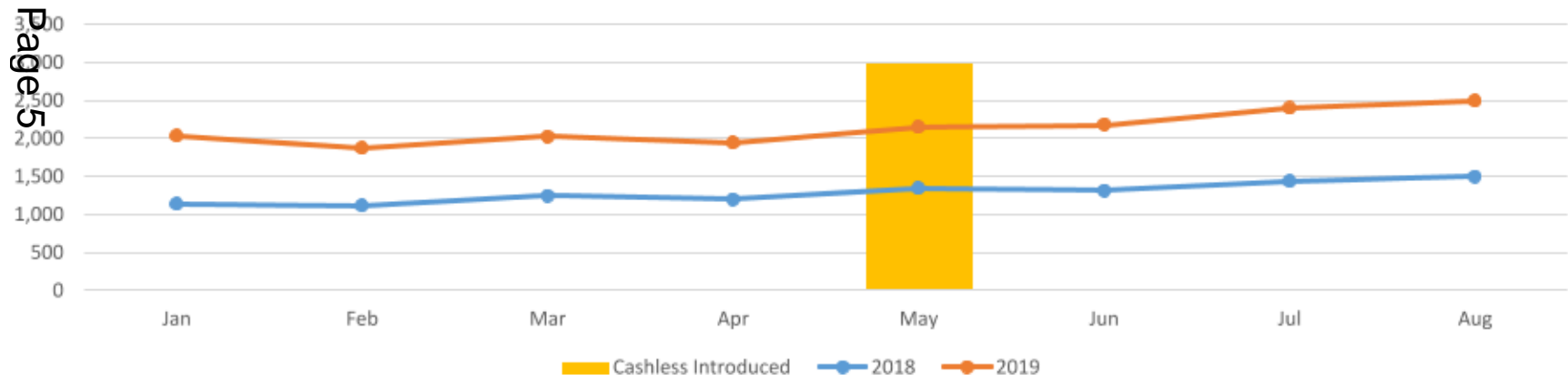
- Similar trends at New River, Saltdean, and Oxford Spires

Cashless Overview

Context: Fusion Case Studies

- Fusion Case Studies:
 - Wycombe Rye:
 - Went cashless 1st May 2019
 - No negative impact of cashless introduction: 2018 V 2019

60+ Participation



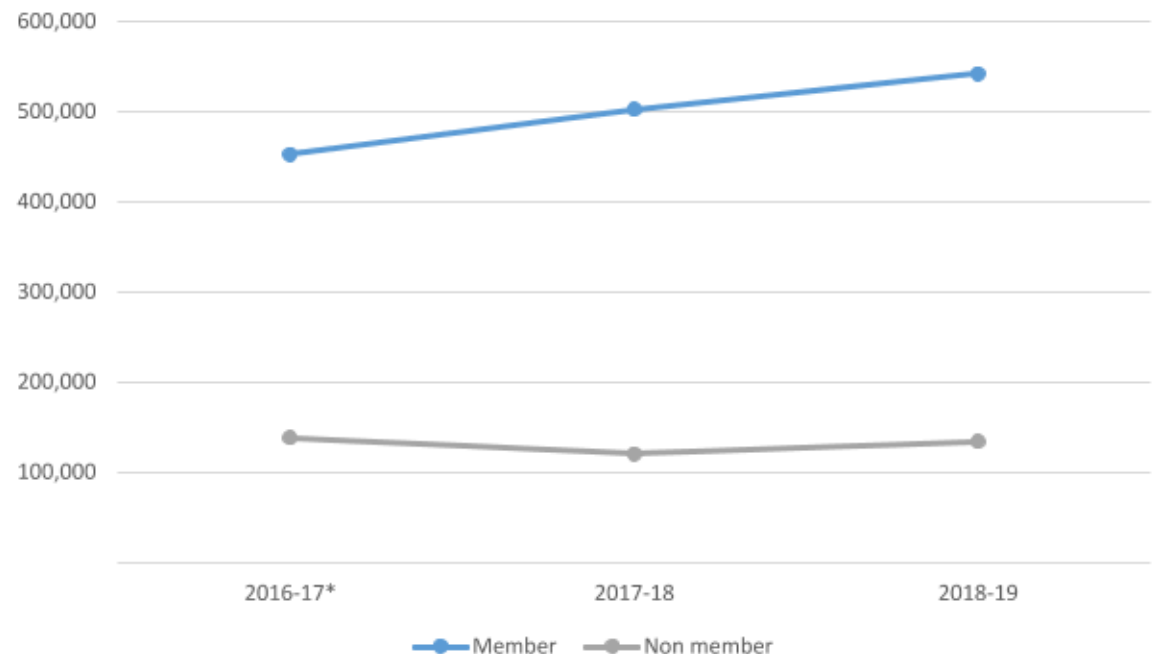
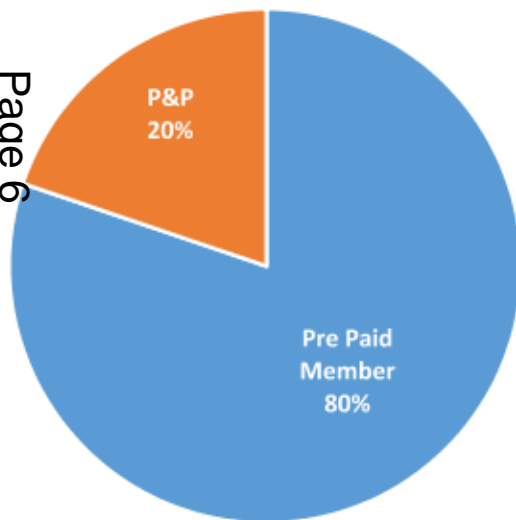
- Similar trends at New River, Saltdean, and Oxford Spires

Cashless Overview

Context: Fusion Case Studies

- Pay and play v prepaid membership for bookings
 - Therefore, 80% of our users are already cashless

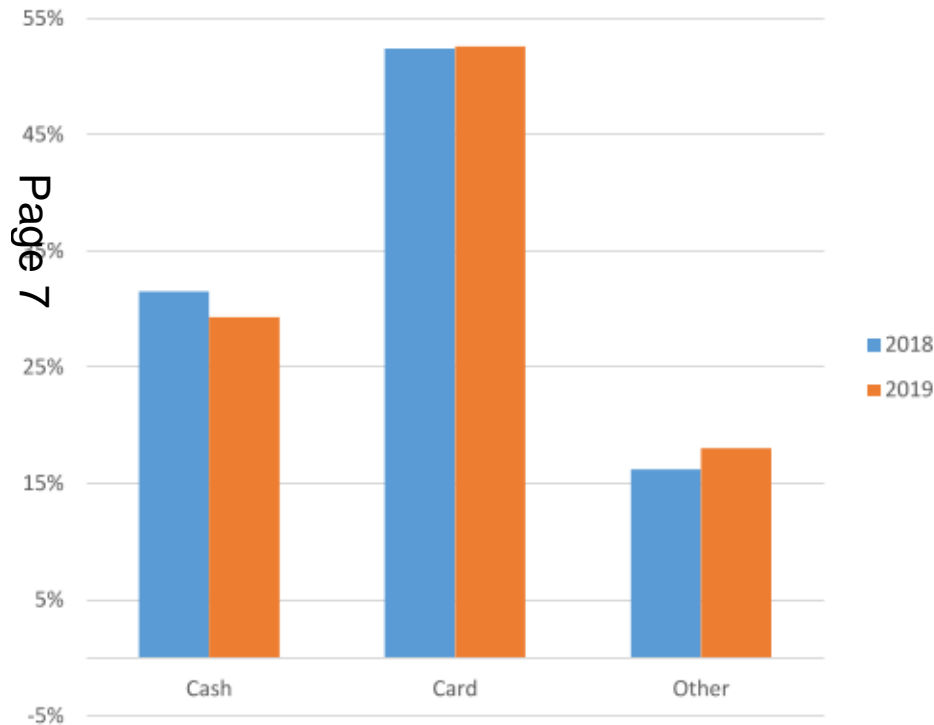
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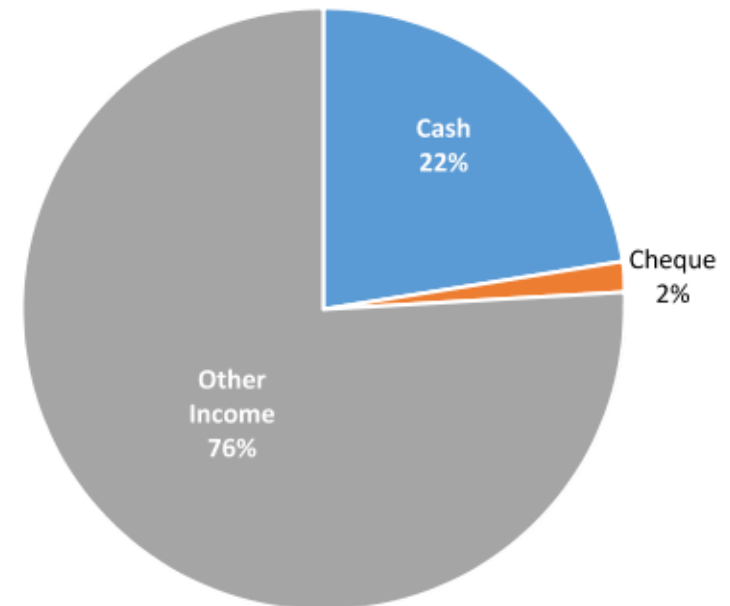
Cashless Overview

Context: Fusion Case Studies

- Decline in cash payments YTD across SHWD versus the same period in 2018 by 2.2%



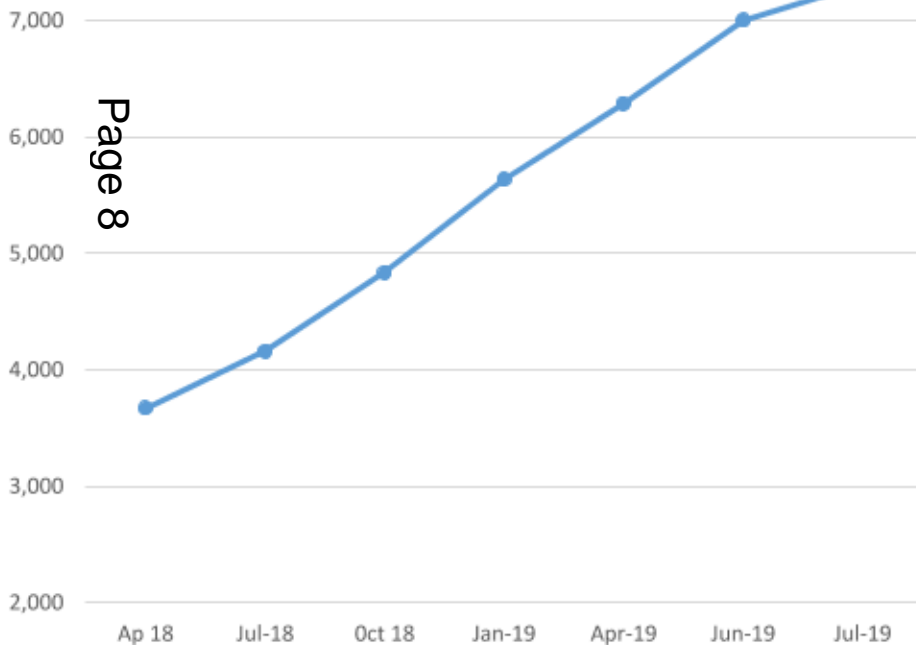
Income Breakdown: 2019 YTD



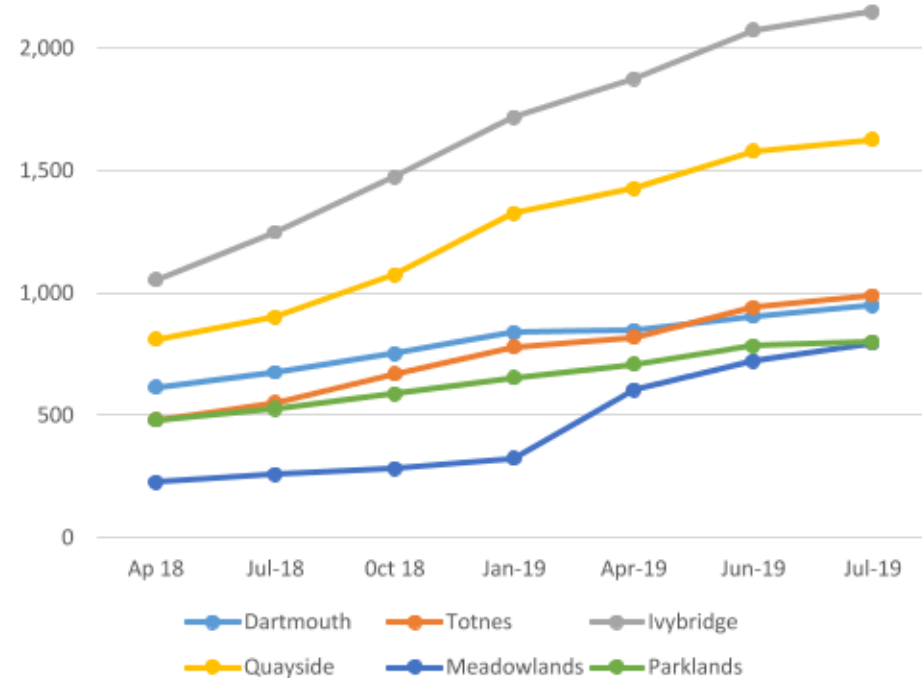
Cashless Overview

Context: Fusion Case Studies

- Increase in online usage by customers
- App growth total:



App growth by centre:



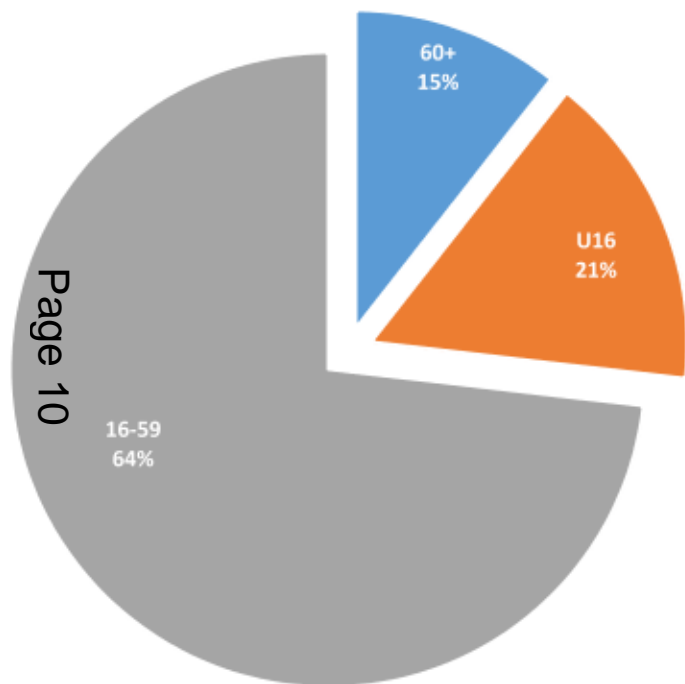
Cashless Overview

Wider Context

- Wider Context
 - SHWD Council operate a cashless system
 - Local school's operate cashless systems
 - Many (local) competitors moving to cashless operations:
 - GLL Leisure facilities in Cornwall are either cashless, or moving to cashless
 - 1060 leisure facilities are cashless across the South West
- Fusions technical lead on cashless implemented cashless company wide for Active Newham
 - Saw participation increase by 8%
 - Article titles 'Easy Money', published in July 2017 edition of '*Health Club Management*' magazine
<https://www.leisuremanagement.co.uk/digital/index1.cfm?mag=Health%20Club%20Management&codeid=31959&linktype=story&ref=n&issue=2019%20issue%208>

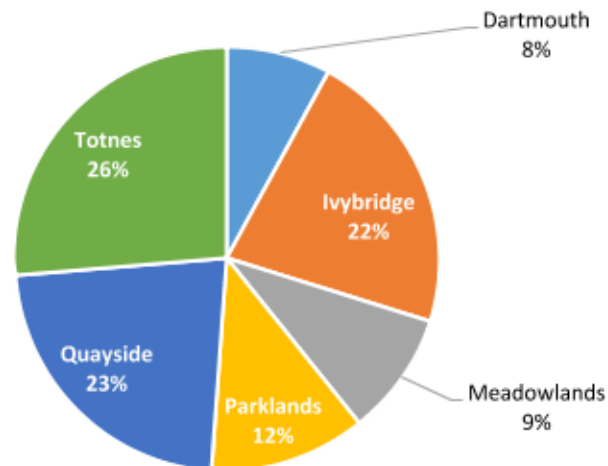
Cashless Overview

Impact on Target Group Users

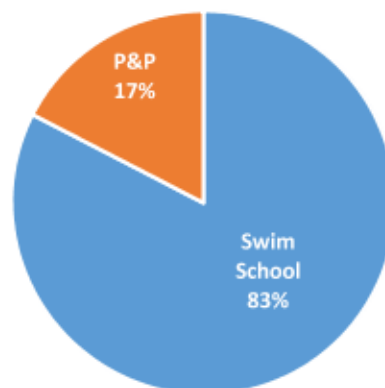


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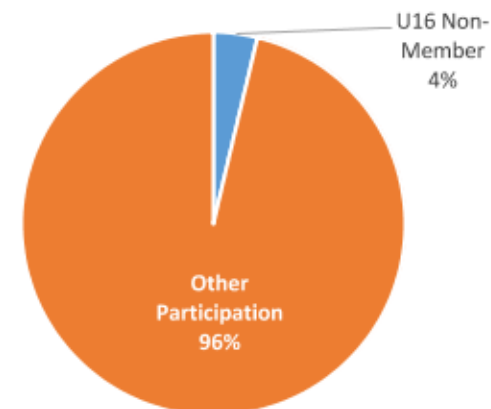
60+ Usage per Centre



U16 Breakdown



U16 P&P V Total Participation



Cashless Overview

Impact on Target Group Users

- Junior Users:
 - Feedback from parents using cashless at our other sites is they prefer the security of children not carrying cash, safe in the knowledge that their money is being spent as intended.
 - Those who do not have access to bank cards or have children coming into the centre who currently pay with cash: the preferred option will be to load prepaid sessions/cash onto one of our Rewards cards to use as and when required. Rewards cards are available on request and are free of charge.
 - Alternatively, we intend to advise our customers on the benefits of using nimbl, a pre-paid debit card and smartphone app with unique parental controls, helping children aged 8-18 learn how to spend and save responsibly. More information can be found by visiting: <https://nimbl.com/how-it-works>
 - Common sense approach will be had
 - All Learn to swim pupils receive free swimming as part of their package

Cashless Overview

Impact on Target Group Users

- Elderly Users:
 - Several schemes are externally funded – meaning cash is not required
 - Working with a number of disability groups who fund activities and pay through invoice
 - Offer and promote group usage through value in kind

Other Users, including Rural and the Elderly:

- For centre users, there are multiple alternative ways to pay:
 - users can book online before visiting or preload a 'Rewards card' with money. These are free to get from the centres and can be used by adults and children alike.
 - Users can use credit or debit cards - or Apple pay.
 - Users can option to obtain a pre-paid MasterCard from the Post Office – free of charge, with cash top up available at Post office branches.

Cashless Overview

Increasing Target Group Participation

- To deliver an increase in participation by young people:
 - The Friday night Youth Leisure Nights (YLN) average Monthly attendances this quarter are as follows.
 - Totnes 40, Quayside 24, Ivybridge 11, Dartmouth 16.
 - Dartmouth YLNs funding has come to end and sessions have stopped over the summer to review the programme.
 - A free volunteer 6 week Youth Worker training course took place in May & June in Totnes with 5 volunteers. Planning for 2 of these to support the YLN in September.
- **Swim School:**
 - Special disability training took place at Ivybridge on 22nd May for the swim teachers who will be delivering the new SEN lessons due to launch this summer.
 - Swim England Disney Inspired swim sessions have launched at Quayside, Ivybridge, Dartmouth and Meadowlands.

Cashless Overview

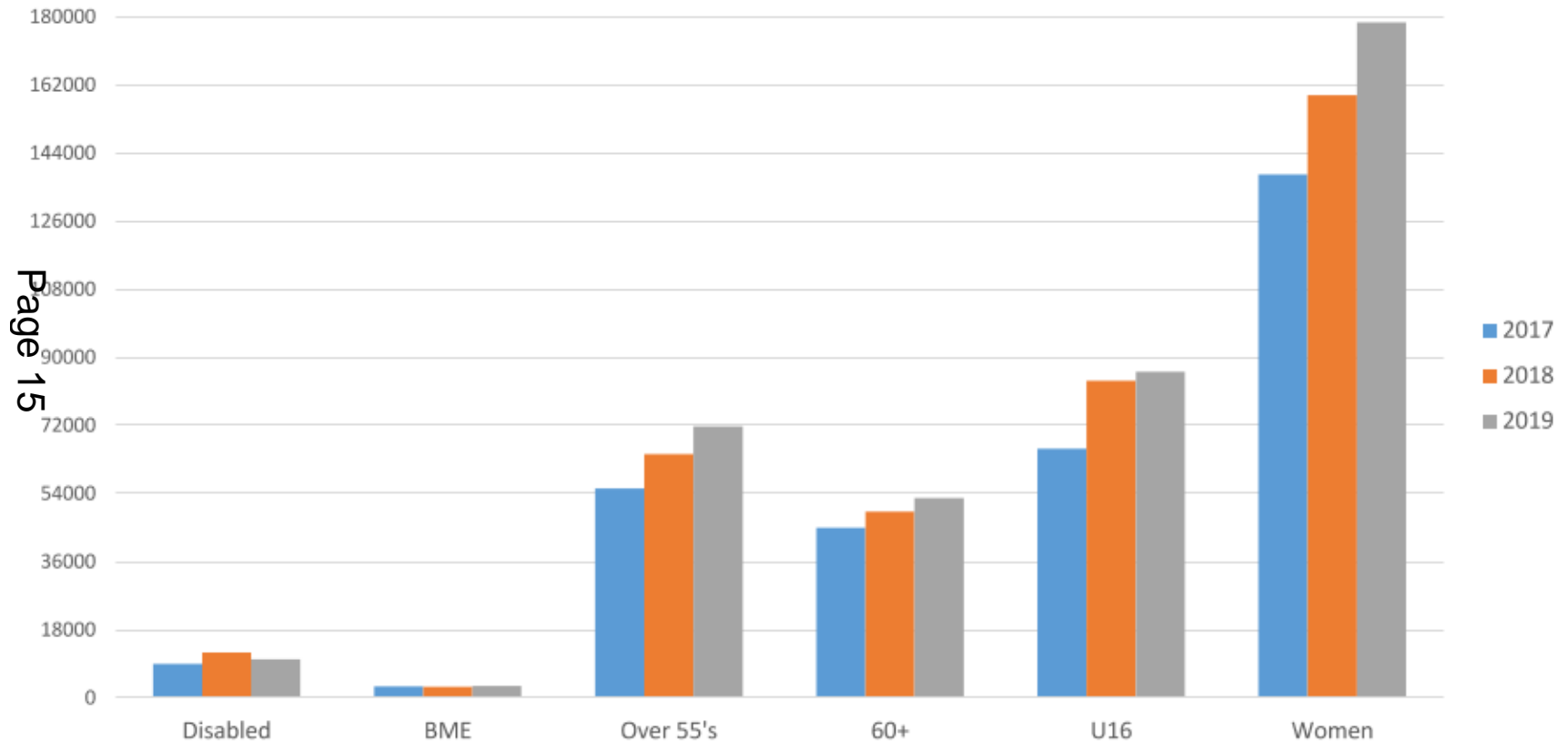
Increasing Target Group Participation

- To deliver an increase in Participation from older people:
Kingsbridge Dementia friendly sports community project
 - This project is funded by a Sport England grant of £9600 to Kingsbridge Dementia Friends Community for the delivery of activities in and around the Kingsbridge area for people living with dementia and their carers.
 - Fusion SCD will deliver the coordination role for this project which will run from May 2019 to March 2020
 - The target is that 100 individuals take part in the programme of physical activity and sports. Activities will be delivered across a range of settings to include residential care homes, outdoor spaces, community settings, leisure facilities and although focused predominantly in Kingsbridge itself some of the activities will be to be located in Salcombe and at least one village in the District.

Cashless Overview

Participation in Target Groups: Track Record

- YTD 2017 v YTD 2018 v YTD 2019 by group:



Cashless Overview

How: Client Communications Plan

- Lessons learned:
 - Lack of early engagement with Members and Officers
- Operational decision within these parameters of the Leisure Management Contract

Still multiple way to pay:

- book online before visiting
- preload a 'Rewards card' with money
 - These are free to get from the centres and can be used by adults and children alike – currently 11,858 Rewards Card holders in the contract
 - Users can use credit or debit cards - or Apple pay
 - Pre loaded MasterCard's available from post offices to use as an alternative

Cashless Overview

How: Customer Communications Plan

- 8 week lead in
- Communication through:
 - Social Media Posts
 - Social Imagery
 - Customer emails
 - Push Notifications
 - Website news flash
 - In centre displays
 - Leaflets on reception with cashless message
 - Verbal message to cash payers in 2 week lead up to go live date



Cashless Overview

How: Customer Communications Plan

- Regular posts on social media:
 - 29/08/19
 - 12/09/19
 - 24/09/19
 - 31/09/19



Cashless Overview

How: Customer Communications Plan

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The screenshot shows the Parklands Leisure Centre website. At the top left is the logo for Parklands Leisure Centre. To the right of the logo are links for LEAVE FEEDBACK, LOGIN/REGISTER, JOIN NOW, and BOOK NOW. Below these are navigation links for HOME, TIMETABLES, ACTIVITIES, DISCOVER, NEWS, and CONTACT US. A news flash banner reads: "NEWS FLASH Customer Notice: We are going cashless! From Tuesday 1st October 2019 we will no longer be taking cash payments. [Find out more](#)". The main content area features a large image of a man smiling, with the text "WE'RE GOING CASHLESS!" in large white letters and "FROM THE 1ST OCTOBER 2019" in smaller yellow letters below it. A "SHARE" button is visible on the right side of the image. At the bottom left of the image, there is a small text box that says "Waiting for macie.msc.com..."

South Hams / West Devon & Fusion Lifestyle

Cashless Overview

How: Customer Communications Plan

- In centre display
 - Each centre will display posters outlining the change, frequently asked questions are incorporated into the artwork to assist with any customer queries. These will be on display from 05/08/2019.

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From 1st October 2019 we will no longer take cash payments
At Parklands Leisure Centre

There are now more convenient and secure ways to make your payments to enable a much faster entry process and avoid those reception queues.

To pay, you will need to do one of the following:

- Take out one of our attractive membership options.
- Pay-as-you-go using a debit or credit card (chip and pin or contactless) or Apple Pay.
- Ask for one of our free Rewards card, with which you can book and pay for sessions on-line.

FAQs:

What if I'm not a member and don't have a Rewards card?
Pay at site with credit or debit card or by pre-paid MasterCard (available at Post Offices).

What if I want my children to attend without me and they don't have their own payment card?
They can either have their own Rewards card that you can top up, or they can use your Rewards card.

What if I'm booked in and a friend wants to join me?
Your friend can make their own cashless payment or you can put additional sessions on your Rewards card.

What if I want change for lockers/car park?
There will be no cash available at reception so please bring £1 for your locker and enough change for the car park.

For more details, or to get your Rewards card, please ask at reception.
To see full terms and conditions please visit our website.

Parklands Leisure Centre
Simmons Park, Cleehampton
Devon EX20 1EP
01837 659154
www.fusion-lifestyle.com



Cashless Overview

How: Business Continuity Plan

- Wired connection of payment machines:
 - increases reliability
 - removes dependence on Wi-Fi signal
- Triple pronged approach in the instance of failure:
 - SLA – industry leading– 48 hour turn around
 - Additional 3G units for back up
 - Traditional transaction manual machines to be held at each site
- Additional staff training and senior manager support to be provided

Cashless Overview

FAQ's & Key Issues

- What if I'm not a member and don't have a Rewards card?
 - Pay at site with credit or debit card or by pre-paid MasterCard (available at Post Offices)
- What if I want my children to attend without me and they don't have their own payment card?
 - They can either have their own Rewards card that you can top up, or they can use your Rewards card.
- I've lost my Rewards card with credit on it
 - Credit linked to Member profile, not the card
 - New card issued, linked to account with credit applied
 - Old card cancelled and unlinked from account
- What if I want change for lockers/car park?
 - There will be no cash available at reception
 - Locker Token Keyrings will be available to purchase from reception
- Will cheques be accepted still?
 - No

Cashless Overview

Moving Forwards

- Cashless operation implementation on 1st October 2019
 - Customer communications will continue to take place during the lead in, and during the immediate time following implementation
- Proposal to create a Working Group
 - To demonstrate how the leisure centres work with the community
 - Meeting to be arranged with Business Manager and SCD Manager
 - Including site tours
 - Delivering on key objectives and outcomes

Fusion Cashless Operations

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South Hams District Council Overview & Scrutiny

September 2019

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Report to: **Overview and Scrutiny Panel**

Date: **5 September 2019**

Title: **Corporate Strategy**

Portfolio Area: **Leader of the Council**

Wards Affected: **All Wards**

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken:
(e.g. referral on of recommendation or implementation of substantive decision) **Executive and Council**

Author: **Nadine Trout** Role: **Commissioning Manager**

Contact: Nadine.Trout@swdevon.gov.uk or **01803 861234**

RECOMMENDATION

That the Overview and Scrutiny Panel

- 1. Acknowledge the progress made to date on refining the Council's Corporate Strategy.**
- 2. Comment on the proposed targets for each theme and makes recommendations to the Executive accordingly.**

1 Executive summary

- 1.1 This report is presented by the Leader of the Council and reviews the Council's progress in refining the Council's service offering under each of the Council's six corporate themes, namely: Efficient and Effective Council, Communities, Enterprise, Environment, Home and Wellbeing.

2 Background

- 2.1 In May 2018 Council adopted a new Corporate Strategy including a core purpose, guiding principles and five high level themes to guide Council delivery over the next 5 years, see Appendix A.
- 2.2 Throughout the summer of 2018 the Corporate Strategy themes were promoted by officers to local residents via roadshows and an online engagement portal where residents were encouraged to share their views and highlight the things most important to them under each theme. Responses, although only few in number (141) were varied but common responses focused on the need for truly affordable local housing and the importance of keeping the District clean and tidy.

- 2.3 In November 2018 the Local Government Association Peer Review team noted more work was needed by both Members and officers, to set a powerful vision for the next 5-10 years, and develop clearer strategies aligned to each corporate theme and that articulate desired outcomes for local residents.
- 2.4 With a view to more clearly articulate the service offering/functions under each theme officers earlier this year devised draft background documents on each of the corporate themes which are summarised in a one page visual in Appendix B of this report.

3 Outcomes/outputs

- 3.1 An all Member workshop was held in February 2019 to review key performance indicators and service offering per theme. Appendix C of this report provides a summary of feedback collected at the event and demonstrates the significant input provided by Members.
- 3.2 An introductory session on the Corporate Strategy was held on 10 May 2019 as part of the Member induction process. Appendix D of this report provides information used at the induction session and highlights achievements per corporate theme for 2018/19.
- 3.3 The Executive have started to devise a list of **draft** desired outcomes for delivery during the life of this Council i.e. up until 2023. These outcomes are very much work in progress and will be honed over the coming weeks and presented to the Executive Committee on 19 September 2019. It is anticipated that there will be approximately two to three desired outcomes per theme, which are readily understood and resonate with local residents:

Homes

*Enable the delivery of x affordable homes
Improve the quality of local housing stock*

Communities

Fund over x grass root initiatives to support local communities

Environment

*Increase recycling by x
Reduce complaints about overflowing litter bins by x*

Enterprise

*Provide access to free, professional and impartial business advice
Continue to build business units and maintain over x% occupancy rates*

Wellbeing

*Increase leisure centre usage by x
Invest £x in local play parks and replacement equipment*

Efficient and Effective Council

*Reduce the need for customers to call by delivering right first time services
Reduce call volumes by x and increase online transactions by y*

4 Options available and consideration of risk

4.1 Do nothing further

It is recognised that significant work has been undertaken to date to pull together a service offering aligned to each theme. However, to fully meet with the Local Government Peer Review recommendations and the views of newly elected Members it is felt prudent to gain the views of the Overview and Scrutiny Panel before the Executive Committee presents its desired outcomes per theme to Council.

4.2 Take action option

By setting steps as detailed in section 5 the Council is proactively responding to Peer Review feedback and providing a plan of action to articulate desired outcomes for local residents. It is therefore deemed appropriate to pursue this option.

5. Proposed Way Forward

5.1 Executive Members continue to hone the desired outcomes per corporate theme and at Executive Committee on 19 September consider the views of the Overview and Scrutiny Panel.

5.2 Council on 26 September 2019 agree a set of desired outcomes aligned to each of the Council's corporate themes based on feedback from Overview and Scrutiny Panel and the Executive Committee.

5.3 Monitor Corporate Strategy outcomes quarterly as part of the Overview and Scrutiny process.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Overview & Scrutiny Panel have a responsibility to assist the Council in identifying areas for improvement and to make any necessary recommendations to the Executive and Council.
Financial implications to include reference to value for money	N	There are no financial implications as a result of this report that have not already been budgeted for.
Risk	Y	A failure to review and act upon Peer Review feedback could lead to: Lack of coherent delivery Reputational harm Ineffective use of resources Poor quality service These risks are mitigated by: The recommendations outlined in this report.

Supporting Corporate Strategy	Y	The focus of the report is to establish desired outcomes for each of the Corporate Strategy's strategic themes.
Comprehensive Impact Assessment Implications		
Equality and Diversity		None – no policy or service change is proposed in this report.
Safeguarding		None – no policy or service change is proposed in this report.
Community Safety, Crime and Disorder		None – no policy or service change is proposed in this report.
Health, Safety and Wellbeing		None – no policy or service change is proposed in this report.
Other implications		-

Supporting Information

Appendix A South Hams Corporate Strategy

Appendix B Service Offering/Functions Per Corporate Theme

Appendix C Corporate Strategy Member Workshop Feedback 28.02.19

Appendix D Member Induction Corporate Strategy Achievements 2018/19

5 year Corporate Strategy 2018 - 2023



South Hams
District Council

Our Core Purpose

To make a positive impact on the lives of local people by providing valued and easy to use services.

Our Guiding Principles

- ▶ Provide value for money and good customer service
- ▶ Be open, honest, listening and responsive
- ▶ Work with partners and communities for mutual benefit
- ▶ Be open minded and embrace change

Our Challenges

Page 31

- ▶ Withdrawal of core central government funding
- ▶ Setting a balanced budget without cutting statutory services
- ▶ It costs more to deliver services in a rural area
- ▶ High house prices and a dwindling working age population
- ▶ Managing development without compromising our high quality natural and built environment

How we will measure success

- ▶ Provide key performance indicators for each corporate strategy theme
- ▶ Benchmark performance against national standards
- ▶ Monitor progress quarterly through our Overview & Scrutiny process
- ▶ Refine service standards through targeted annual delivery plans
- ▶ Report annually through our Annual Report process

Corporate Strategy Themes

COUNCIL

Delivering efficient and effective services



HOMES

Enabling homes that meet the needs of all



ENTERPRISE

Creating places for enterprise to thrive and business to grow



COMMUNITIES

Council and residents working together to create strong and empowered communities



ENVIRONMENT

Protecting, conserving and enhancing our built and natural environment



WELLBEING

Supporting positive, safe and healthy lifestyles and helping those most in need



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Council functions per theme*



South Hams
District Council



Delivering efficient and effective services

- ▶ Good customer service
- ▶ Value for money
- ▶ Listening & responsive
- ▶ Open minded
- ▶ Embrace change
- ▶ Transparent & accountable



Council and residents working together to create strong and empowered communities

- ▶ Neighbourhood planning
- ▶ S106 Funding
- ▶ SeaMoor Lottery
- ▶ Community Project Grants
- ▶ Crowdfunding
- ▶ Locality Fund
- ▶ Car parking
- ▶ Public conveniences



Creating places for enterprise to thrive and business to grow

- ▶ Business support
- ▶ Premises
- ▶ Lobbying & strategic working
- ▶ Research & intelligence
- ▶ Investment funding & incentives



Protecting, conserving and enhancing our built and natural environment

- ▶ Waste & Recycling collection
- ▶ Street cleansing
- ▶ Conservation
- ▶ Tree protection
- ▶ Planning advice
- ▶ Enforcement
- ▶ Fly tips
- ▶ Abandoned vehicles



Enabling homes that meet the needs of all

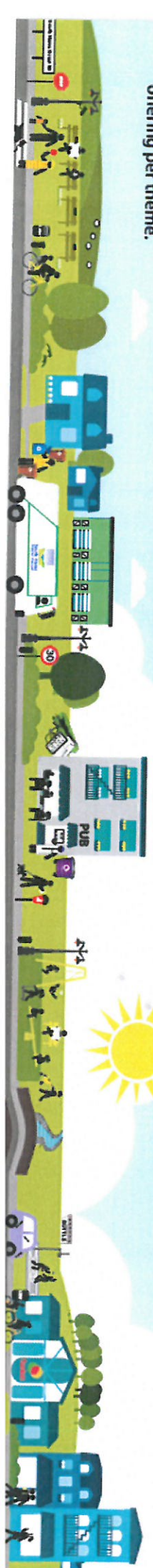
- ▶ Affordable homes
- ▶ Grants
- ▶ Lettings
- ▶ Housing register
- ▶ Housing advice
- ▶ Homelessness prevention
- ▶ Private rental enforcement



Supporting positive, safe and healthy lifestyles and helping those most in need

- ▶ Leisure centres
- ▶ Safety partnership
- ▶ Safeguarding
- ▶ Benefits advice
- ▶ Food safety inspections
- ▶ Emergency Planning
- ▶ Licensing
- ▶ Air quality

*Please note, this is a summary of Council functions and not a complete list. It is for illustrative purposes only and provides a high level overview of service offering per theme.



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Appendix C - Corporate Strategy Member Workshop Feedback

Feedback from South Hams Corporate Strategy Member Workshop 28 February 2019

Councillors Present (19)

Cllr Baldry, Cllr Bastone, Cllr Blackler, Cllr Bramble, Cllr Brazil, Cllr Brown, Cllr Cuthbert, Cllr Gilbert, Cllr Green, Cllr Hodgson, Cllr Holway, Cllr Hopwood, Cllr May, Cllr Pearce, Cllr Rowe, Cllr Saltern, Cllr Smerdon, Cllr Steer and Cllr Wright.

What promises, ambitions or aspirations would you like to recommend to the new Council? Feedback as follows:

Communities
More Neighbourhood Group meetings.
Cutting of red tape for community ownership of council owned assets.
Increase amount of funding available in Councillor's Sustainable Community Locality Fund and ensure the fund is proactively promoted and fairly awarded.
Free play park inspections whether owned by District Council or not. Unfair that some communities have to pay and others don't – either all should be charged or all should be free.
Commitment from Members to communicate with residents and to share best practice.
Review format of Cluster Meeting and consider increasing frequency and promote open to all i.e. residents not just parish/town councillors.
Improve rural transport provision.
Work with schools to use their grounds and buildings for wider community use outside of school hours. Add schools to Council partnership list.
Ensure access to internet in community buildings and support those unable to access the internet at home.
Use education vehicle more, bring it to Follaton for Members to view and ensure it is equipped with information communities need, rather than just Council literature. Have a dedicated webpage giving information on when the vehicle is going to be in a community and the types of information it will have on board. Consider cross over with mobile library van.
Don't rush consultations through, build relationship with communities in advance.
Consider reviewing the localities team – to create more mobile locality officers and just one engagement officer.
We need to be engaging with our communities, and making promises to them that we will deliver things which will make a difference to their lives.
Work with parish councils to foster better coordination and cooperation.

Council
To be engaging with the public and businesses.
Could we look to reinstate a District magazine (maybe couple of times a year to inform residents what's going on /what we do etc.)
Broad consensus that localities is working well but could be further developed.
That in the management restructure there should be consideration of growing capacity for identifying Grant Funding opportunities and for Engagement/consultation – acknowledgement that this is unlikely to be a full time role but does need a senior responsible officer to drive forward.
Customer Satisfaction must be key element of all projects within this theme – call waits are still too long.

Enterprise

Improve broadband speed and mobile coverage.
Dedicated resource to engage with businesses and chambers of commerce. Signpost a one stop shop for businesses to find information and support.
Encourage apprenticeships and skills via chambers, increase uptake and awareness.
Clear steps to tackle rural deprivation i.e. employment opportunities, access to training and transport.
Promotion of externally facing KPIs i.e. number of jobs created through Council run projects i.e. amount of spend, industries supported, use of S106 funds to deliver skills, business units, etc. Strategy at moment too inward facing.
Way to tap into bright young things - knowing career advice is poor. Look at way to retain students locally. Also look at growing talent in the Council and encourage staff to be enterprising.
Provide serviced plots or employment units for shared ownership.
Refurbishment of business units.
Provide help to farms to diversify not just change to residential use, encourage business use of buildings on farms rather than just residential.
Publicise BIP business advice services and successes.
Work with small businesses to recycling and reuse more and reduce waste.
Consider Fairtrade status for the Council and representation on Fairtrade Towns and promote local food and drink producers.
Provide a crematorium in the district.
Provide more park and ride car parking to support tourism, shopping and employment.
More join up with Plymouth to support the economy and inward investment.
Mobilise employment opportunities at Langage and Sherford.
Increase business unit availability and review rents.
Commitment from Council to use local businesses for services where possible.

Environment

Community schemes – enabling environmental activity in the district.
Join up with groups in environmental delivery.
Appropriate infrastructure for environmental needs e.g. parking/roads.
Green travel plan – environmental incentives.
Greater effort to protect and enhance natural environment through our policies and procedures.
Strategy for behavioural change, ambition to provide robust enabling and educational advice in respect of environmental work, both practical (resources) and information/signposted – e.g. beach cleaning/environmental education/environmental planning advice/ tree advice etc.
Planning – protection of trees – SHDC what has been planted/cut/designated ancient woodland review (TPOs) etc. Planning resource for backlog.
Views expressed by some, not all members for Environment as follows:
<i>Environmental ambition to be carbon neutral – look at solar gain/panels/eco design with carbon neutral – focus on how we approach this when working with developers on new builds.</i>
<i>Council assets and environmental building – do as we aspire to do (i.e. aim for carbon neutral) within our own environmental infrastructure.</i>
<i>Local procurement (environmental) strategic aim – overarching aim to be environmentally sustainable in our procurement. Target suggested by Cllr Green/Cllr Brazil - food miles reduced by 50% in 5 years for example. (Proximity principle)</i>
<i>Strategic aim to increase biodiversity within the District - Biodiversity in wider sense and in terms of planning need, how we apply 106 funding etc.</i>
<i>Recycling and waste targets – introduce other plastics by 2020.</i>
<i>Aspirational wish/resource wanted to provide a discount for less residual waste generated – financial incentive to produce less.</i>
<i>Planning enforcement – action requested to increase parking spaces built into development needs to try to reduce on street parking/environmental impact of multiple vehicles – Policy review?</i>
<i>Green travel vouchers review requested.</i>
<i>Kerbside collection of plastics – increase materials. To be introduced in 2020.</i>
<i>Single use plastics – internal policy – facilities to move on the single use cups action.</i>

Environment continued:**Views expressed by some, not all members for Environment as follows:**

Planning conditions – environmental conditions review/random sample. What’s been implemented?

Green infrastructure/carbon neutral by 2030 Electric charging points in every car park for example.

Broadband – DCC.

Car parking strategy – electric charging points.

Number of outstanding planning apps enforcements – KPI request.

Energy rating on council buildings – KPI on CO₂

AONB support – core fund ambition.

Glyphosate – promote the fact that the Council doesn’t use it.

Fly tipping enforcement – more or less? More information on cost and enabling.

Chargeable garden waste – ambition to maintain as a free service.

KPIs – aim to be carbon neutral – Action a carbon audit.

Homes

Review LHA in line with actual affordability – not controlled by the Council.

Modular construction – innovation in construction.

Facilitators of development not developers.

Tiny houses, pods, shipping container conversions for homeless people – cross ref with wellbeing theme.

Form an arms-length housing company to increase delivery.

One bed properties from HMO conversions.

Meeting needs of reconstituted families.

10% of development sites, serviced etc. for self-build. CLTs or similar.

More Private sector renewals – loans, healthy homes grants, eco top ups.

Create targets: affordable homes 550, empty homes brought back into use x.

Target housing mix based on actual need of the community.

Promote and support self/custom build.

Deliver/enable ‘genuinely’ affordable housing with links to local wages – social/affordable rent.

Garden villages – explore options and funding.

Neighbourhood plans – support where expertise and resources do not exist – possible consultancy arm.

Private sector housing, prioritise maintaining existing housing stock.

SPD for rural villages – enhance VHI, exception sites.

Bring empty homes back into use.

Views expressed by some, not all members for Homes as follows:

Whilst housing band E is ‘no housing need’, where there is a local connection, some Members felt they should be able to access some developments

Use Council land assets to deliver affordable housing without profit for us.

Set a target of e.g. 400 social rental properties over next 4 years – set our own level as to ‘affordable rent’

Single site exception policy – only to be sold at 50% of local value, local connection.

Deliver a targeted social rented house at £125k – 4.5 times income and deposit.

Work with main housing association to persuade them to do some serious stock condition improvement schemes in the District.

Wellbeing

Social prescribing joined up thinking working with leisure centre and GPs thus ensuring not duplicating effort.

Work with DCC to increase opportunities for people leaving hospital to enable them to stay in their own home by innovatively using the Better Care Fund.

Harness natural environment more to encourage healthy lifestyles through walking, cycling, etc. Signpost opportunities in our area. As well as the village halls etc. that offer wellbeing activities.

Views expressed by some, not all members for Wellbeing as follows:

Ambition to be a dementia friendly council.

Ambition to re-open public toilets to meet users' wellbeing needs.

Better publicise the Community Safety Partnership to highlight what we do for young people.

Improve our service offering for people with hidden disabilities i.e. for those suffering with mental health or a learning disability.

Emergency planning support for Parish/Town Councils run workshops to help them devise plans.

Bring forward Dartmouth Hub.

Need to use the skills of the CVS more.

Tiny houses, pods, shipping container conversions for homeless people – cross ref homes theme.

Provide support to address rural deprivation, isolation and loneliness. Develop sessions via the locality officers to provide housing advice, help with benefits claims, private sector housing improvement grants, etc. Set up a 'good neighbour' pilot so isolated people get a regular visit.

5 year Corporate Strategy 2018 - 2023



South Hams
District Council

Our Core Purpose

To make a positive impact on the lives of local people by providing valued and easy to use services.

Our Guiding Principles

- ▶ Provide value for money and good customer service
- ▶ Be open, honest, listening and responsive
- ▶ Work with partners and communities for mutual benefit
- ▶ Be open minded and embrace change

Our Challenges

- ▶ Withdrawal of core central government funding
- ▶ Setting a balanced budget without cutting statutory services
- ▶ It costs more to deliver services in a rural area
- ▶ High house prices and a dwindling working age population
- ▶ Managing development without compromising our high quality natural and built environment

How we will measure success

- ▶ Provide key performance indicators for each corporate strategy theme
- ▶ Benchmark performance against national standards
- ▶ Monitor progress quarterly through our Overview & Scrutiny process
- ▶ Refine service standards through targeted annual delivery plans
- ▶ Report annually through our Annual Report process

COUNCIL

Delivering efficient and effective services

HOMES

Enabling homes that meet the needs of all

ENTERPRISE

Creating places for enterprise to thrive and business to grow

Corporate Strategy Themes

COMMUNITIES

Council and residents working together to create strong and empowered communities

ENVIRONMENT

Protecting, conserving and enhancing our built and natural environment

WELLBEING

Supporting positive, safe and healthy lifestyles and helping those most in need

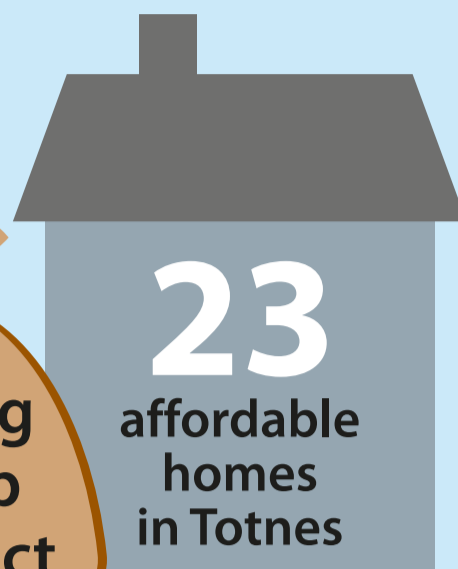
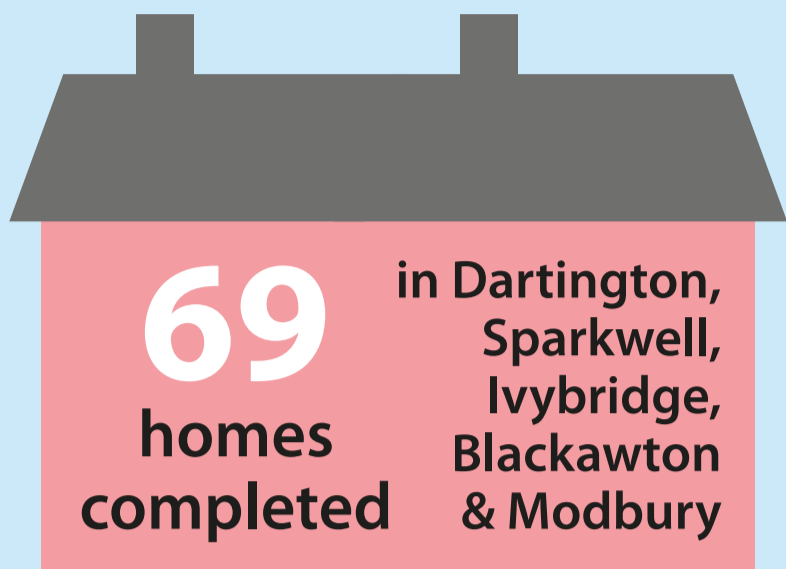


HOMES

Enabling homes that meet the needs of all



AFFORDABLE HOUSING



15	Stoke Gabriel
32	Totnes
44	Ivybridge
4	Diptford
17	Marlborough

HOUSING SUPPORT



£540,600+ awarded to **107 projects** to facilitate independent living



520 households where homelessness was prevented

COMMUNITY HOUSING INITIATIVE



Community Housing Fund targeting homes for local people

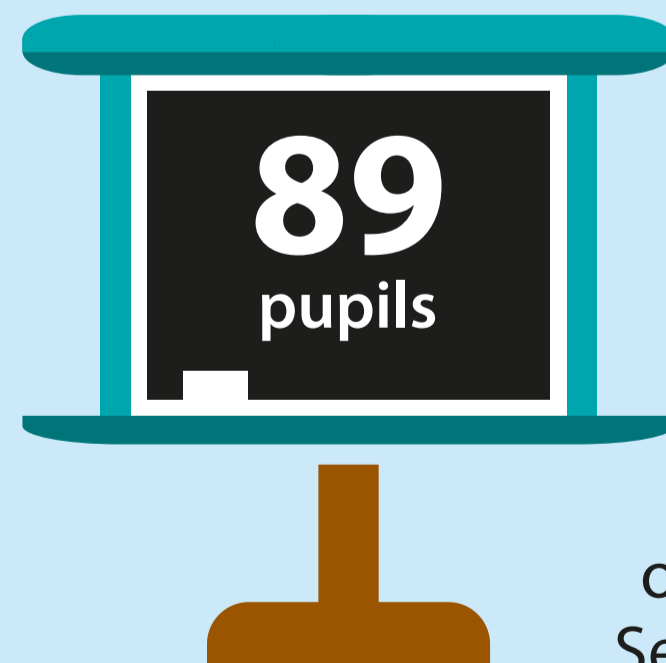


30 homes planning applications at two sites (17 & 13 homes) with construction due to start Summer 2019



projects identified for construction during 2020 with other projects under review

SHERFORD



now enrolled in the Primary School which opened in September



Making a positive impact on the lives of local people by providing valued and easy to use services

South Hams District Council

WELLBEING

Supporting positive, safe and healthy lifestyles and helping those most in need



COMMUNITY SAFETY

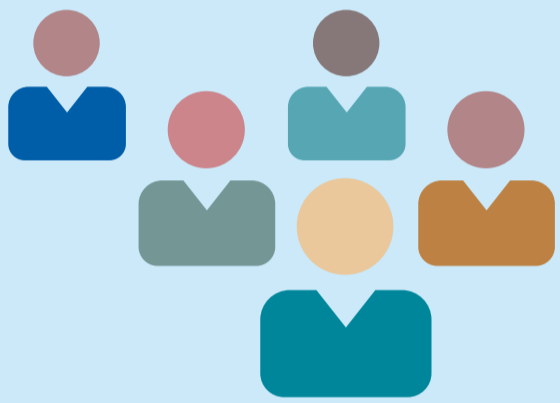
used workshops and theatre performances to raise awareness in secondary schools

94% taxi drivers had safeguarding training



Responded to Youth Gang activity and used Public Space Protection Orders to decrease anti-social behaviour

JUNIOR LIFE SKILLS



worked with **5 partners** to present workshops to

800 year 6 students

on safety, wellbeing and responsible citizenship

REFUGEES

Welcoming Syrian families as part of the Syrian Resettlement scheme

Families have settled well and are continuing to thrive



felt confident enough to seek and move to alternate, larger accommodation, independently

LEISURE CENTRES

Capital improvements completed at Dartmouth, Kingsbridge and a first phase at Totnes

£8m



total investment when all works are complete

456,505 visits

New indoor swimming pool at Ivybridge will be completed later in 2019

3,854 Memberships

1,914

swim school memberships



Making a positive impact on the lives of local people by providing valued and easy to use services

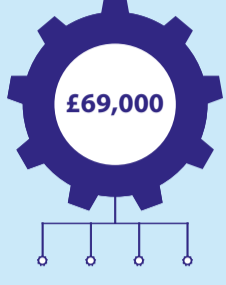
South Hams District Council

COMMUNITIES

Council and residents working together to create strong and empowered communities



POCKET PARK SCHEME



£69,000

Pocket Park Scheme Funding

one gardening for health project



one footpath improvement project



open space improvement and refurbishment of three play parks

COMMUNITIES TOGETHER FUND



£74,929

awarded to 25 community projects

Play equipment



Village Hall improvements



Cycle paths



Lifesaving equipment



Community workshops & classes



SUSTAINABLE COMMUNITY LOCALITY FUND



£109,377

Councillors awarded to 160+ community initiatives

Sporting equipment



Lifesaving and safety equipment



Community events

SEAMOOR COMMUNITY LOTTO

Launch of



90 good causes signed up to receive funds

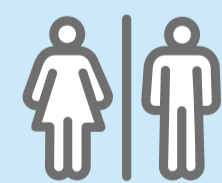
COMMUNITY ASSET TRANSFERS



Public Open Space and public toilets



Other transfers include Stoke Gabriel and Wembury



More public toilet transfers 2019



Making a positive impact on the lives of local people by providing valued and easy to use services

South Hams District Council

COUNCIL

Delivering efficient and effective services



CUSTOMER SERVICE



Councils scoop bronze award at the national IESE awards



Positive peer review assessment from the Local Government Association



joined Customer Service institute to improve customer service

EFFECTIVENESS



118,496
calls handled



55,000
online transactions



67,840
people registered to vote



£3.9 million
annual saving by working with West Devon Borough Council

KEY FINANCIAL FACTS



£8.83 million
The Council's Net Budget



£470,000
Forecast budget gap for 2020 onwards



39.5%
reduction in Government funding over the last four years



£165.42
Band D Council Tax for South Hams District Council



Making a positive impact on the lives of local people by providing valued and easy to use services

South Hams District Council

ENTERPRISE

Creating places for enterprise to thrive and business to grow



BUSINESS SUPPORT



funded a business support package

88

local businesses given advice



26

workshops hosted



89

employees recruited by businesses

SOUTH DEVON COASTAL ACTION GROUP



South Devon Coastal
LOCAL ACTION GROUP

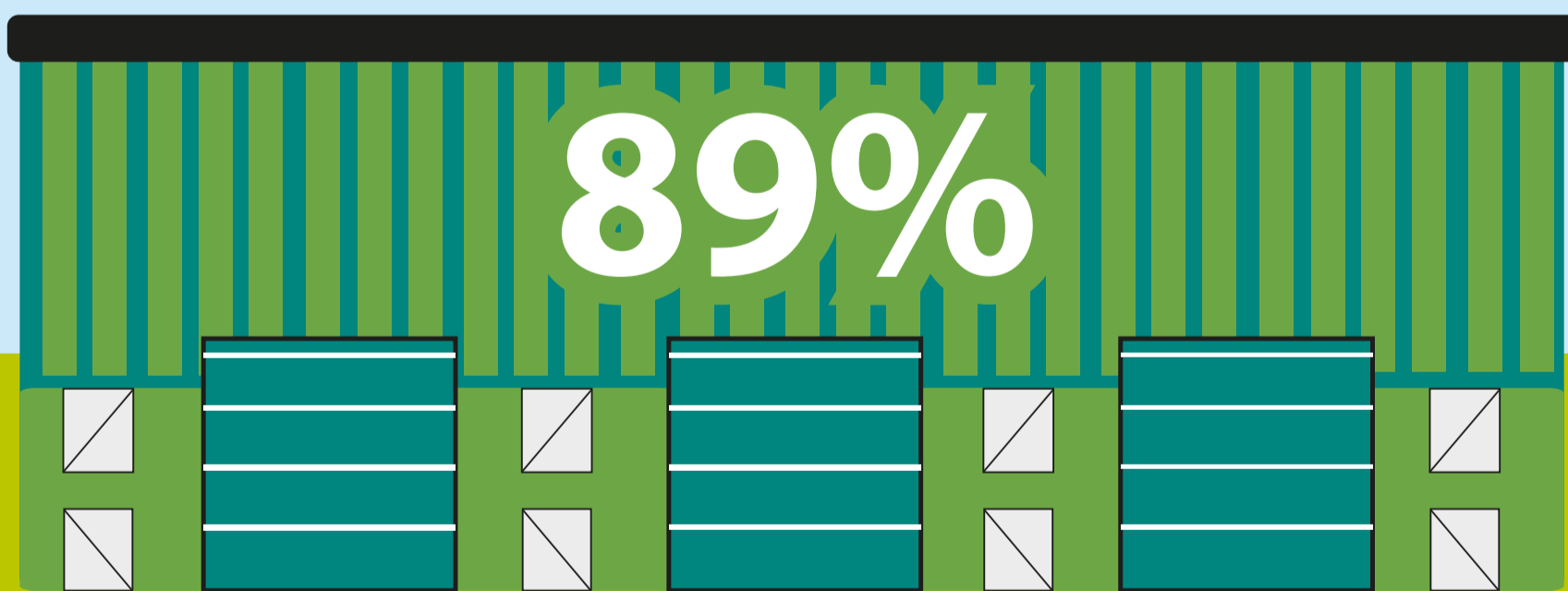
£588,693

funding awarded in the past 12 months to 20 projects which are expected to generate 37.0 FTE jobs.

NEW BUSINESS UNITS AND COUNCIL OWNED PREMISES



underway at Ermington, creating approximately 400m² of employment space



occupancy rate

for all Council owned employment premises



Making a positive impact on the lives of local people by providing valued and easy to use services

South Hams
District Council

ENVIRONMENT

Protecting, conserving and enhancing our built and natural environment



JOINT LOCAL PLAN



26 March 2019

Plymouth & South West Devon Joint Local Plan was adopted



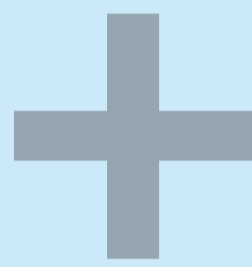
Examination by independent inspectors appointed by the Secretary of State



in the country to include strategic and local policies

1st to include a major English city and its neighbouring Councils

prepared in the shortest time of any joint plan in the country



WASTE AND RECYCLING



Awarded a new high performing waste, recycling and street cleaning contract

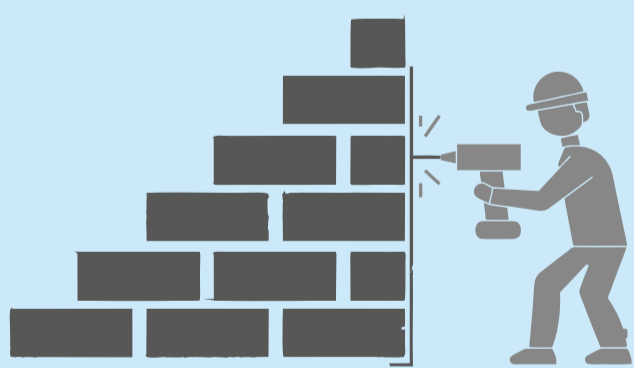


savings during lifetime of contract



in response, we plan to recycle more items from the kerbside

COASTAL REPAIR PROGRAMME



Completion of Kingsbridge Estuary Wall rebuild on time and on budget, protecting the car park, public realm and marine environment.



All South Hams Council owned beaches rated good or excellent



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