

# Public Document Pack



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Dear Councillor

**SOUTH HAMS COUNCIL - THURSDAY, 23RD SEPTEMBER, 2021**

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

<b>Agenda No</b>	<b>Item</b>
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- |     |   |
|-----|---|
| 6.  | <b><u>'Better Lives For All' Plan (Pages 1 - 80)</u></b>  |
| 10. | <b><u>Reports of Bodies - to receive and as many be necessary approve the minutes and recommendations of the under mentioned Bodies</u></b> |
| i)  | <u>Executive* - 16 September 2021 (Pages 81 - 96)</u>   |

Yours sincerely

Darryl White  
Democratic Services Manager

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Report to: **Council**

Date: **23 September 2021**

Title: **Better Lives for All Strategy**

Portfolio Area: **Leader – Councillor Judy Pearce**

Wards Affected: **All**

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

Date next steps can be taken:

Author: **Andy Bates** Role: **Chief Executive**  
**Drew Powell** **Director of Governance**

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## RECOMMENDATIONS:

### That Council:

1. **NOTES** the results of the consultation on the draft 'Better Lives for All' Strategy
2. **ADOPTS** the 'Better Lives for All' strategy and the thematic delivery plans
3. **NOTES** the allocation of existing funding as set out in para 7.2; and
4. **APPROVES** the additional £110,000 of cost pressures for 2022/23 and 2023/24.

## 1. Executive summary

- 1.1 At its meeting on 15<sup>th</sup> July 2021, Council approved the draft strategy 'Better Lives for All' (Appendix A) and resolved to commence a consultation on its draft priorities and longer term vision for the district.
- 1.2 The consultation commenced on 19<sup>th</sup> July and continued for six weeks, closing on 6<sup>th</sup> September. It consisted of engagement with the public, key partners and neighbouring councils.

- 1.3 This report summarises the responses to the consultation and recommends adoption of the 'Better Lives for All' Strategy.
- 1.4 The report also sets out the resource requirements to deliver the plan (Section 7)

## **2. Background**

- 2.1 The Council's previous corporate strategy was adopted on 17 May 2018 prior to the end of the previous administration. As a result of the pandemic, the context and landscape within which we now operate has fundamentally changed.
- 2.2 In recognition of the potential wide-ranging and long lasting impacts of the pandemic, in early 2020 Members undertook to develop a Recovery and Renewal Plan.
- 2.3 The development of the Recovery and Renewal plan, by its very nature, identified issues that were directly and indirectly related to the impacts of the pandemic. The ideas generated by Members during this process covered the full range of Council activity and influence.
- 2.4 This process has enabled the Council to develop a draft vision and strategy for the South Hams, which was considered by Executive at its meeting on 8<sup>th</sup> July 2021. Following consideration, the Executive recommended that Council approve commencing consultation on the draft 'Better Lives for All' Strategy.
- 2.5 'Better Lives for All' sets out an ambitious vision for the future of the South Hams as a place and puts the wellbeing of our residents, business and our beautiful natural environment at the centre of our plan.
- 2.6 Now supported by costed, thematic delivery plans over the next three years, the plan also sets a longer-term strategic direction of travel for the next twenty years. The intention is that the strategy should be a living document, with the delivery plans kept under regular review to ensure it remains focussed on the key needs and ambitions of our community.

## **3. Outcomes**

- 3.1 The adoption of a new corporate strategy will ensure that Council resources, its service plans and the work programme of its officers are aligned in order to secure the efficient and effective delivery of the ambition and priorities set by Members.

## 4. Consultation

- 4.1 A consultation on the Better Lives for All strategy formally commenced on 21<sup>st</sup> July 2021, running for six weeks to 6<sup>th</sup> September 2021.
- 4.2 During the consultation period, we undertook a number of different methods to ensure a wide engagement. This included:
- On-street and online surveys of residents, businesses and visitors to understand their priorities for South Hams
  - Public and partner surveys on the draft priorities and specific actions
  - A series of online polls focused on the specific actions within the plan; and
  - Conversations with key partners and neighbouring local authorities
- 4.3 The consultation was widely publicised through media, social media and newsletters to town and parish councils, businesses and key partner organisations.
- 4.4 The engagement levels for the activities are as follows:

Public and Partner survey about the Better Lives for All Strategy Document and high level priorities	69 responses
On-street and Online survey about priorities for the area	Residents – 432 responses Businesses – 139 responses Visitors – 128 responses
Online 'Quick' polls on individual priorities	1460 responses

- 4.5 On the whole, the responses indicate that the Better Lives for All Strategy has been welcomed and that the areas identified by the Council to focus on for the next three years are broadly supported.

### Public and Partner Survey

- 4.6 The public and partner survey which focused on the strategy document and high-level focus areas, received 69 responses of which 90% of respondents found the strategy easy to read and understand. Furthermore, 88.41% recognised the South Hams and challenges faced, as set out within the document.

### On Street and Online Survey about priorities for the area

- 4.7 From previous experience, we know that detailed surveys on strategies do not tend to attract a significant level of engagement and so we also ran a survey asking our residents, businesses and visitors for their own views on the South Hams and what they considered the main challenges facing the area.

- 4.8 This engagement consisted of both face-to-face surveys and an online survey which in total attracted 699 responses.
- 4.9 One of the key questions within this survey for our residents was 'What bothers you the most about living in South Hams' with each participant being able to select three options.
- 4.10 It is clear from the responses from our residents that lack of affordable housing, poor transport and low paying jobs are of concern to them. These all have a specific focus within 'Better Lives for All' and are allocated specific actions within our thematic delivery plans.

#### Businesses

- 4.11 We also asked our businesses a series of questions to understand their views and to inform our final priorities. A total of 139 businesses responded to the survey. Of those, almost 70% felt optimistic about the future of their business in the South Hams. Furthermore, around 50% commented that they had identified post pandemic opportunities for growth.
- 4.12 Among the largest areas of concern for businesses within the South Hams was the ability for businesses to hire the right people – with over a third of respondents highlighting this as a concern.

#### Feedback from partners

- 4.13 Discussions have been held with many key partners and neighbouring authorities to understand their thoughts on our key priorities.
- 4.14 Again, on the whole, partners have been supportive and agreed with the need for a longer-term vision underpinned by shorter term, specific deliverables.
- 4.15 Devon County Council is a key partner that we will work with in delivering many of the actions within the thematic delivery plans. We are pleased that they have given a positive endorsement of the Better Lives for All strategy and confirmed that it closely aligns to their developing strategy which will be considered by County Councillors in November.
- 4.15 The full responses and comments are being collated and a copy will be made available to Members. All feedback will be subject to review and help inform further iterations of the thematic delivery plans.

## **5. Thematic Delivery Plans**

- 5.1 The Strategy sets out our longer-term ambition. To support this ambition, we have developed thematic delivery plans, which set out the priorities for each area. This will enable us to ensure our resources are aligned to supporting Members' priorities.
- 5.2 The delivery plans have been developed by Lead Members in consultation with officers from across the Council for each of the coming three years. Although it has not always been possible to detail actions beyond the first year, for example where the year one action is a feasibility or development of an action plan.
- 5.3 Wherever possible SMART (Specific, Measurable, Achievable, Relevant, Time-bound) targets have been developed but, as set out in 5.2 above this has not been possible in all cases, and 'proxy' measures have also been used.
- 5.6 Once adopted by Council, the delivery plans will be subject to regular monitoring, annual updates and reporting through the Executive and the Overview and Scrutiny Committee.
- 5.7 Following the meeting of the Executive on 16<sup>th</sup> September 2021, the Thematic Delivery Plan has been updated in respect of the number of homes delivered each year. This is now updated to be a cumulative 300 by the end of 2023/24 rather than 100 each year.

## **6. Performance Management**

- 6.1. Alongside 'Better Lives for All', we have developed an enhanced Performance Management Framework for the Council, as set out within the thematic delivery plans.
- 6.2 The 'Better Lives for All' performance management framework sets out how the Council plans and organises its resources to achieve its vision and priorities.
- 6.3 The framework also sets out how we will monitor progress against delivering the plans and ensures that there is clear accountability and clarity on corporate performance reporting.
- 6.4 Monitoring will be through a broad bundle of measures including:
  - the timescales and measures of success set out in the thematic delivery plans
  - an updated suite of service key performance indicators (KPI's)
  - an updated suite of customer KPI's
  - A formal review process and oversight by the Executive; and

- Thematic updates to the Overview and Scrutiny Committee.

6.5 The performance reporting will be underpinned by an updated and robust objective setting regime across the Council. All staff will have a clear understanding of their role in delivery against 'Better Lives for All' and performance against their objectives will be regularly monitored.

## **7. Resource Implications**

- 7.1 The delivery of 'Better Lives for All' over the next 3 years represents a commitment of £1,371,500 delivered primarily through the refocussing and re-alignment of existing resources. The vast majority of the financial commitment, 84%, comes either from this realignment or from pre-identified funding sources including the Climate Change reserve, recovery plan funding and existing revenue budgets (such as the Additional Restrictions Grant (ARG) business grant scheme).
- 7.2. The content of the plans will utilise £221,500 of the Recovery Plan Earmarked Reserve of £500,000 and £46,000 of the Climate Change Earmarked Reserve of £600,000. There will also be further one-off funding of £30,000 from the Housing Earmarked Reserve (for a Housing Needs assessment) and £30,000 from the IT Earmarked Reserve (for a new website).
- 7.3 The cost pressure is £110,000 for 2022/23 and 2023/24 (a total of £220,000), which represents 16% of the total of £1,371,500.
- 7.4 The pre-identified funding sources are detailed in this paragraph for reference. Council on 11<sup>th</sup> February 2021 (Minute reference CM37) approved an allocation of £500,000 for the Recovery and Renewal Plan and a further £200,000 allocation for the Climate Change Action Plan. In 2020/21, Council had previously approved an allocation of £400,000 for Climate Change (Minute reference CM71/19, Council 13<sup>th</sup> February 2020). In addition, Council on 25<sup>th</sup> March 2021 (Minute reference CM49/20) approved funding of £598,000 for Investing in South Hams Economic Recovery.

## **8. Proposed Way Forward**

- 8.1 That Council consider the outcome of the consultation, the final draft of 'Better Lives for All', the thematic delivery plans and note the Executives recommendation that they be adopted.

## **9. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Corporate Strategy is one of the plans and policies that comprise the Council's Policy Framework. Consequently, decisions to approve or amend the Corporate Strategy and themes are decisions for the Full Council.
Financial implications to include reference to value for money	Y	The financial commitment for delivering against the aims contained within the Better Lives for All strategy is £1,371,500 over the period 2021-2024 in total. The majority of this expenditure is from pre-identified funding sources including the Climate Change reserve, recovery plan funding and existing revenue budgets (such as the Additional Restrictions Grant (ARG) business grant scheme).  The cost pressures for 2022/23 and 2023/24 are envisaged to total an additional £110,000 each year if Members approve the content of the Thematic Delivery Plans for 'Better Lives for All'.
Risk	Y	The key risk relates to the need to have an up to date corporate strategy that reflects the Council's future plans and is suitably resourced. These risks are managed through the process detailed in Section 5 of this report.
Supporting Corporate Strategy	Y	This report proposes adoption of a new Corporate Strategy – Better Lives for All. Additionally the report sets out the thematic delivery plans, which will be monitored by Executive and Overview and Scrutiny Committee.
Climate Change - Carbon / Biodiversity Impact	N	There are no direct impacts on climate change and biodiversity however tackling these issues are considered central to the development of the new plan.
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity	N	No direct implications
Safeguarding	N	No direct implications
Community Safety, Crime and Disorder	N	No direct implications
Health, Safety and Wellbeing	N	No direct implications
Other implications		None

**Supporting Information**

**Appendices:**

Appendix 1 – 'Better Lives for All' Strategy

Appendix 2 - Thematic Delivery Plan and Performance Management Framework

**Background Papers:**

None

# Better lives for all

A vision for South Hams

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September 2021



South Hams  
District Council



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# A vision for South Hams

Page 4	The South Hams we know
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*A place to prosper*



## The South Hams we know

Situated in one of the most beautiful locations imaginable, South Hams is seen as a haven, a popular tourist destination, a retirement dream and a rural heartland. With over 60 miles of stunning coast and countryside that is designated as an Area of Outstanding Beauty, there is nowhere quite like South Hams.

Home to 86,000 people, South Hams' flourishing green and blue landscapes and breathtaking scenery provides a moment of calm, a place to just be, and a place to breathe.

We are an incredibly popular destination for tourists with a largely seasonal economy. This, coupled with a high percentage of second homes, means housing affordability is a real challenge for our residents.



# *A place to breathe*



Let us take you on a journey through our picturesque coastlines, ancient woodlands, and rural homeland. Gaze upon our thriving market towns and picturesque villages, each one playing a vital role in shaping our future and driving our economy.

Imagine taking a boat trip if you will, from Wembury Bay to the River Dart. Take in the medicinal sea air and marvel at the vastness of the sea. Travel up the river inlets to the stunning villages of Noss Mayo and Newton Ferrers. Along the way why not enjoy the hospitality and the stunning local produce from our rural and coastal communities. Taste the wares of our successful shellfish industry which is also exported across the UK and Europe. The scenery is stunning and you could all too easily overlook the real and costly threat of coastal erosion faced by our seaside communities in the years ahead.

Further round the coast you will discover the golden sands of beaches at Thurlestone, South Milton, and Hope Cove and visit some of the National Trust's local gems, including Overbecks, Coleton Fishacre, Greenway, and acres of woodland and farmland.



*A place to discover*



Our Towns are rich with culture and heritage. Explore the Port of Dartmouth, with its Castle and enjoy the vibrant activities of Salcombe Harbour, or meander through the shops in Kingsbridge.

Each coastal town has a diverse business community and a pioneering spirit but changing consumer demands and lower than national average wages mean that our towns must continue to adapt in order to thrive.

Further inland South Hams has several modern commuter towns, such as Woolwell, Sherford, and Ivybridge, all of which are expanding to meet the needs of Plymouth; itself a city with big ambitions.

**We know we have our challenges. But by working together, we can seize every opportunity to enhance and protect the very special environment and the unique economy that we are proud to be custodians of.**



# *A place to protect*



## Our 20 year vision for South Hams

**There is no denying that South Hams is an incredibly special place. At the forefront of our planning for the future is ensuring the wellbeing and prosperity of residents, stimulating a resilient and diverse economy and protecting the built and natural environment.**

Underpinning our vision, we must ensure that we deliver quality Council services that are responsive to the needs of South Hams, its residents and businesses.

We have a broad basis for this strategy. We have already pushed ahead to develop a Housing Strategy and Climate and Biodiversity Strategy – both supported by detailed action plans.

The Covid-19 pandemic may have held us up but our ambition is not dimmed. We will deliver with renewed vigour over the next few years, achieving improvement and opportunity for the lives of our residents.

Together we will support better lives for all.

Cllr Judy Pearce,  
Leader South Hams District Council



# *A place to grow*

# Achieving our Vision

These themes set out our key deliverables for the next three year period to May 2024.

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## Adapting & mitigating climate change and increasing biodiversity

An environment where people and nature thrive together



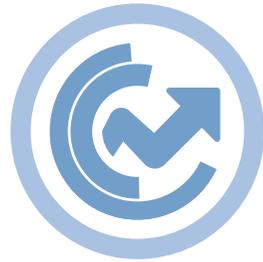
## Improving homes

Better homes enabling better lives for all



## Protecting, conserving & enhancing our built and natural environment

Planning for our future, celebrating our past



## Stimulating a thriving economy

A district that attracts high quality employment opportunities and space for business to grow



## Strengthening community wellbeing

Strong and prosperous communities where residents live healthy lives and are empowered to make a positive impact



## Delivering quality Council services

Delivering quality services to our residents and communities



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# *A place to inspire*



- 1 Revamping two play areas in Totnes – Westonfields & Collapark
- 2 Work with the Town Council to bring forward a housing scheme for adults with learning disabilities
- 3 Investing £9m in Ivybridge Town Centre
- 4 Plymouth and South Devon Freeport creating jobs and a hotbed for innovation
- 5 Supporting (through S106) the renewal of Torfield Play Area
- 6 Working with the NHS to deliver a £4.7m Health and Wellbeing Hub in Dartmouth
- 7 Supporting aspirations for Kingsbridge Orchard Town

## How we are working towards realising our Vision

- Area of Outstanding Natural Beauty (AONB)
- Dartmoor National Park
- South Hams District Boundary
- Neighbouring Local Authority Boundaries

- Major roads
- Main roads
- Mainline railway

District wide Community Grants & Crowdfunding specifically to support the shift to more sustainable South Hams



*A place to succeed*



# **Adapting & mitigating climate change and increasing biodiversity**

**An environment where people  
and nature thrive together**

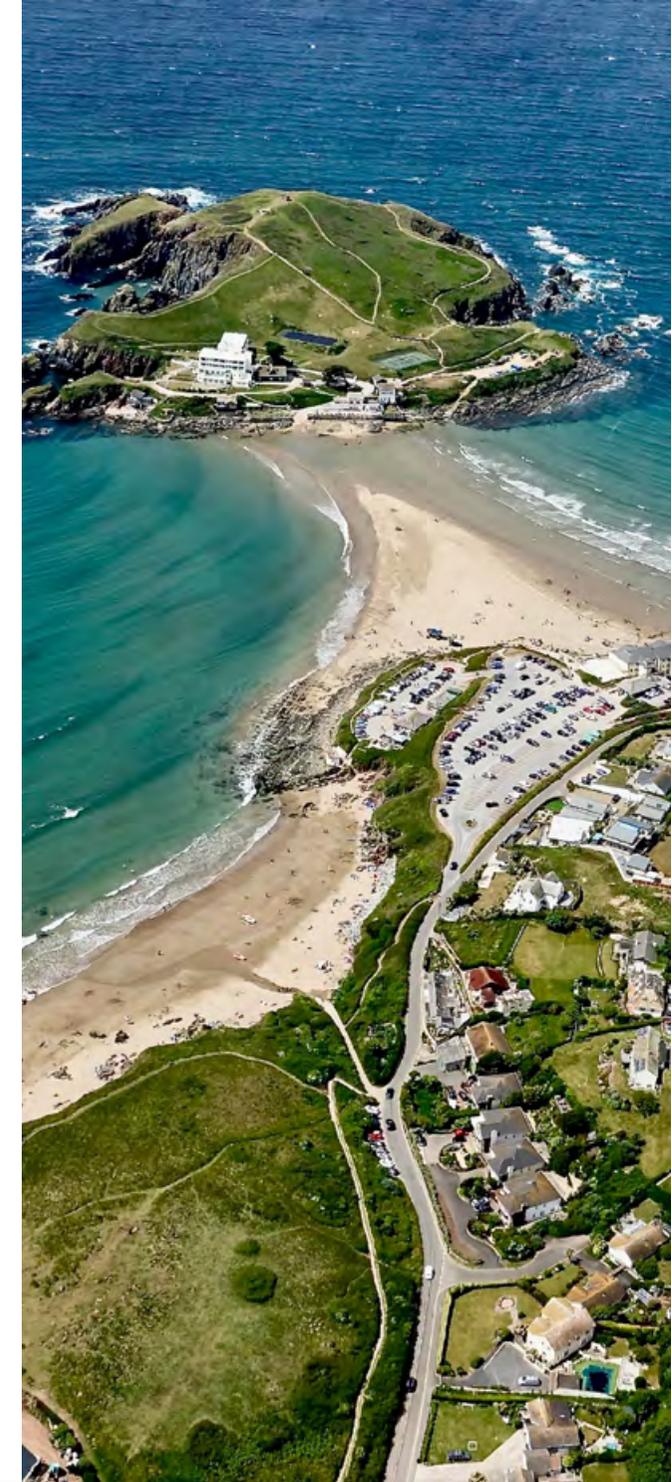
If greenhouse gas emissions continue at the current rate, it is estimated that the average summer temperature in Devon will increase and extreme weather will become more frequent by the end of the 21st century. Residents, businesses and the Council must all play our part to reduce this increase.

We're already taking positive steps, having adopted a Climate & Biodiversity Strategy and formed a community forum to support its delivery.

The Council will lead by example and encourage all others to take their own steps to adapt and mitigate climate change and increase biodiversity.

## We will know we are succeeding by:

- ◆ Reducing the Council's carbon emissions to net-zero by 2030
- ◆ Working with partners through the Devon Climate Emergency Response Group to reduce carbon emissions across the South Hams district to net-zero by 2050 at the latest
- ◆ Achieving a 10% Biodiversity Net Gain in the habitat value of green and wooded public open space managed by the Council, by 2025



# We will transition to an environment where people and nature thrive together



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Focus	Aims	Actions
<b>Reducing our carbon footprint</b>	The Council will lead by example in reducing our carbon footprint through delivery of our Climate and Biodiversity Strategy.	<ul style="list-style-type: none"> <li>● Converting our environmental management vehicles to electric</li> <li>● Carry out feasibility studies for renewable energy on our land and buildings</li> </ul>
<b>Working towards net-zero</b>	<p>We're taking steps to enable our communities to play their part in working towards net-zero.</p> <p>Community Led projects will be able to bid for funding to implement projects that will contribute to a net-zero South Hams.</p>	<ul style="list-style-type: none"> <li>● Explore renewable energy opportunities across the District</li> <li>● Deliver £300,000 funding for community projects</li> <li>● Adopting an electric Vehicle Charging Strategy</li> </ul>
<b>Increasing biodiversity</b>	The Council is responsible for a wide range of open spaces. We'll take steps to increase biodiversity by investing and redesigning our ground maintenance service which will increase biodiversity on our land.	<ul style="list-style-type: none"> <li>● A 10% increase in biodiversity on Council land</li> </ul>

## Check our progress so far

➤ [Climate and Biodiversity Action Plan](#)



## Play Your Part

- Take the Go Zero challenge
- Sign up for our newsletter
- Identify local projects and apply for funding to make it happen
- Don't have a garden? plant window boxes



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## **Strengthening community wellbeing**

**Strong and prosperous  
communities where residents  
live healthy lives and are  
empowered to make a  
positive difference**

As we emerge from a global pandemic, our communities are rightly proud of how they came together to support each other and make a positive impact on each others lives.

The pandemic will however have a lasting impact on the health and wellbeing of our communities. We will work together with partners including Devon County Council, the NHS and the voluntary sector to understand the impacts and identify opportunities to strengthen community wellbeing.

Within our direct control as a Council, we can make a positive impact on community wellbeing by ensuring good quality housing, supporting vulnerable residents to access advice and support and by promoting active lifestyle choices.

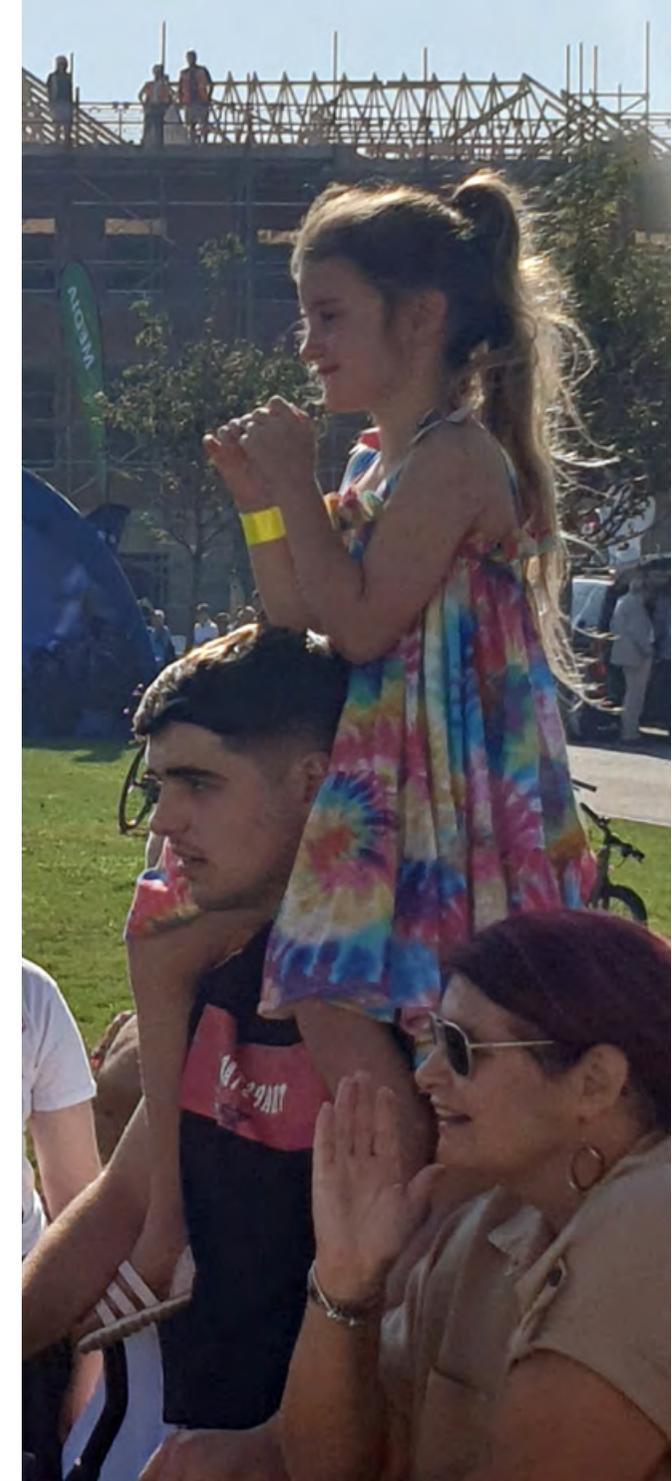
## We will know we are succeeding when:

- We have less poverty, particularly in rural areas
- More of our communities feel empowered to make a positive impact
- Our leisure provider, Fusion, see an increase in the numbers of people participating in regular sport and leisure activities
- We have delivered investments in community spaces

We can only deliver our vision of safe and strong communities by developing effective partnerships with both statutory and voluntary partners – working together to ensure that no community is left behind and that all residents are proud of their area.

Our partnership working will include:-

- Working with DCC, health, and voluntary partners to support the delivering of the Happy Health and Communities Strategy
- Working with the NHS to support community health outcomes



# We will support safer and stronger communities in South Hams



Focus	Aims	Actions
<p><b>Reducing health inequalities and rural poverty</b></p>	<p>We will ensure that no community is left behind by developing a pilot rural poverty scheme.</p> <p>Employing practical solutions such as community transport, training and fuel poverty grants.</p>	<ul style="list-style-type: none"> <li>● Work with partners to pilot new approaches to tackling rural poverty in an area identified as in the most deprived area of South Hams</li> <li>● Delivery of £4m Dartmouth Integrated Health Hub</li> <li>● Support more people to live independently for as long as they chose through efficient delivery of housing related grant schemes</li> <li>● Increase active participation in sport and leisure activities</li> </ul>
<p><b>Improving open space, sport and recreation</b></p>	<p>Building on past success, we will continue to work with local community groups, parish councils and sports clubs to deliver improvements to these important facilities.</p> <p>Funding from housing developments will be used to lever in external funding and maximise impact.</p> <p>We'll ensure that our communities have open spaces and facilities that they can be proud of.</p>	<ul style="list-style-type: none"> <li>● Delivery of 32 projects (investment of £2.5m) in enhancing public outdoor spaces</li> </ul>
<p><b>Support the voluntary sector to improve outcomes for our residents</b></p>	<p>The voluntary sector in South Hams play a crucial role in supporting our communities. We will work with them to understand local issues and identify ways to work together to make a positive difference for our residents.</p>	<ul style="list-style-type: none"> <li>● Work with the voluntary sector to plan how we can work better together in the future, building on experiences through the pandemic</li> </ul>



## Play Your Part

- Take pride in your neighbourhood
- Volunteer
- Take up a new sport or physical activity
- Report Anti-Social Behaviour



# Improving homes

Better homes enabling better lives for all

South Hams is an incredibly popular place to live but we know that housing affordability and availability is a particular concern for our residents.

We have a high proportion of homes that are under occupied (or second homes) in the South Hams. This brings serious social challenges that are difficult to address solely within the remit of the local authority and so we will work with partners to ensure sufficiency in Housing for Place and Housing for People.

We have adopted a five year Housing Strategy to underpin how we will ensure better homes lead to better lives for all our residents.

## We will know we are succeeding when:

- ◆ We deliver local homes for local people that meet their needs and make this available at a cost they can afford in the next five years.
- ◆ More people are supported to live independently for as long as they choose, particularly in later life or with health conditions or impairments.
- ◆ We improve the overall quality of housing with more homes exceeding the minimum energy efficiency standards.
- ◆ No one finds themselves without a roof over their heads.



# We will enable better homes for better lives



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Focus	Aims	Actions
<p><b>Housing for place</b></p>	<p>Our priority is to support the delivery of local homes that enable local people to remain in the area and for those that already have a home, to live independently for as long as they chose.</p> <p>We'll also continue to ensure that all homes pay the fair contribution to the services that they use, including second homes.</p>	<ul style="list-style-type: none"> <li>◆ Deliver at least 500 local homes for local people that meet their needs over the next five years (across South Hams and West Devon)</li> <li>◆ Carry out an evidence-led feasibility study for delivery of affordable housing in South Hams</li> <li>◆ Continuing to lobby for closing of the business rate loophole for second homes</li> </ul>
<p><b>Housing for people</b></p>	<p>We'll promote energy efficiency in homes and support making the best use of and improving the quality of existing housing in the District.</p> <p>We'll also ensure that no one finds themselves without a roof over their heads.</p>	<ul style="list-style-type: none"> <li>◆ Improve the overall quality of housing with more homes exceeding the minimum energy efficiency standards</li> <li>◆ Delivery of Homelessness Strategy</li> </ul>

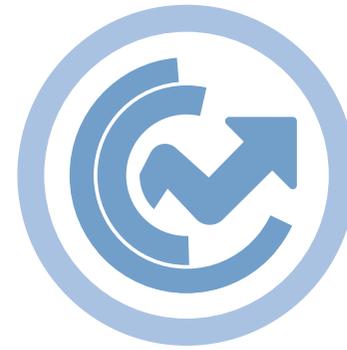
## Check our progress so far

➤ [The Housing Strategy 2021-2026](#)



## Play Your Part

- Increase the energy efficiency of your home
- Register your interest in affordable homes
- Let us know about empty homes



# Stimulating a thriving economy

A district that attracts  
high quality employment  
opportunities and space  
for business to grow

South Hams is a great place to do business, well connected with the A38 and with nearby international airports. That said we know that transport links remain a cause of concern to our residents – something that we will work with partners to address.

We will create the environment for all size of business to flourish, through direct and indirect support and policy. This will include infrastructure, regeneration schemes and development aligned to the our priorities.

We recognise the significance of our visitor economy which employs 1 in 10 people and will align our services and financial support to strengthen it where it is needed.

Through delivery of key actions, we will support our £260m/yr tourism economy and a significant agricultural and marine sector.

## We will know we are succeeding when:

- ◆ The visitor economy remains strong after the pandemic
- ◆ Our strategic employment sites are delivered
- ◆ We have a strong relationship with our key business sectors and can work with them for the benefit of our whole economy
- ◆ The marine export sector is supported through the post-Brexit transition



# Energising the South Hams



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Focus	Aims	Actions
<p><b>Promoting South Hams coastal and visitor economy</b></p>	<p>We will allocate funding to support marketing activity to boost the visitor economy across the whole district, not just the coastal fringe.</p>	<ul style="list-style-type: none"> <li>● Enhancing the coastal areas</li> <li>● Marketing and advertising of the area</li> <li>● Development of a specific budget for the promotion of the visitor economy</li> </ul>
<p><b>Supporting South Hams town and businesses as they prepare for the future</b></p>	<p>Our Economic Development team will work to secure inward investment and conditions to support existing business.</p>	<ul style="list-style-type: none"> <li>● Provision of grants for our key towns and advice for our businesses</li> <li>● Enhancing Ivybridge as a retail and social destination with a £9m investment</li> <li>● All of South Hams main towns will have had the opportunity to update or create a Town Centre plan by 2024</li> <li>● Develop starter units to provide affordable employment space &amp; marine facilities</li> </ul>
<p><b>Supporting strategic employment and infrastructure</b></p>	<p>We will ensure maximum opportunity for infrastructure funding and development aligned to our priorities through collaboration with Devon County Council, Plymouth City Council and the Local Enterprise Partnership.</p>	<ul style="list-style-type: none"> <li>● Deliver A38 infrastructure improvements at Lee Mill, Deep Lane Junction and Voss Farm Junction</li> <li>● Support the application of a Plymouth and South Devon Freezone (Freeport)</li> <li>● Invest in land and business to secure employment outcomes</li> </ul>



## Play Your Part

- Shop Local
- Get Support with growing your business [businessinfopoint.co.uk](https://businessinfopoint.co.uk)
- Consider a 'Staycation' and explore from your door
- Support the High Street



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# Protecting, conserving & enhancing our built and natural environment

Planning for our future,  
celebrating our past

From the Southern edge of Dartmoor through to the rugged South Hams coastline, we have an incredibly diverse built and natural environment.

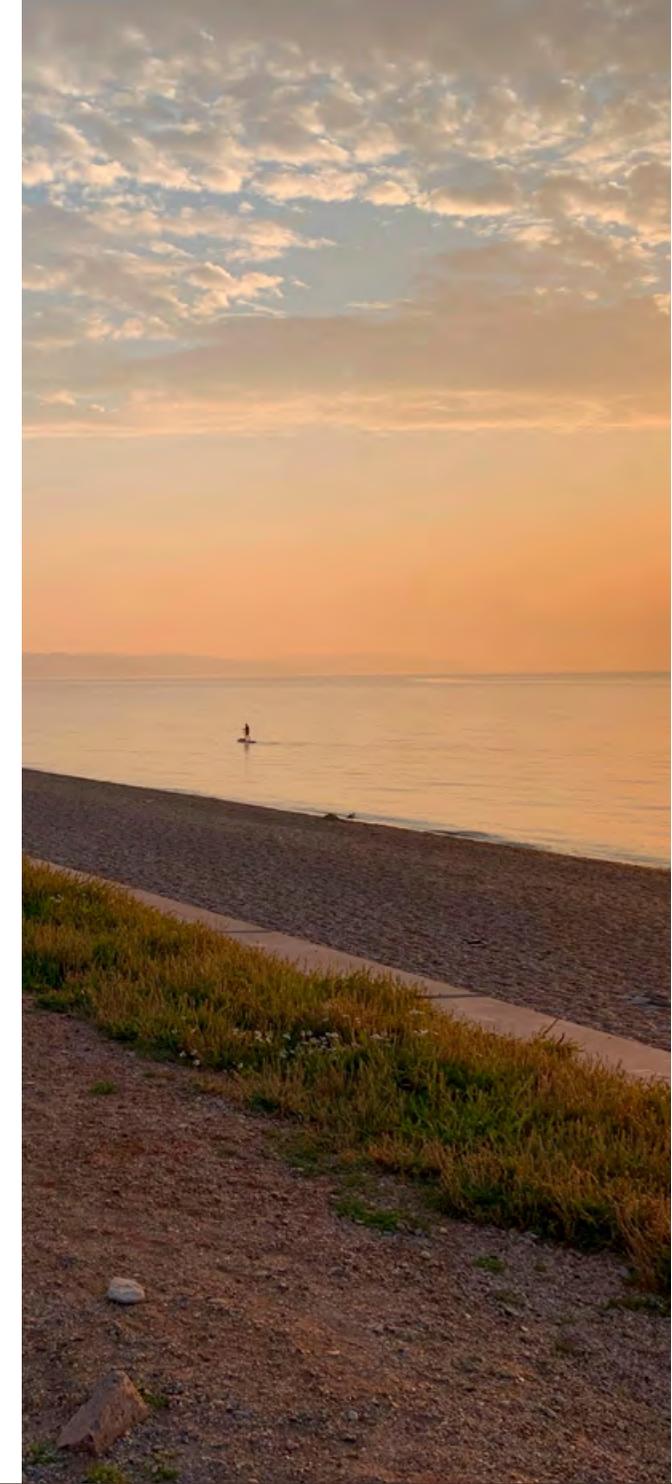
South Hams, together with West Devon and Plymouth have published a strategic plan for the area (Joint Local Plan) which sets out the future vision, policies and plans for our built and natural environment up to 2034.

We will work with our communities to produce new visions for all our towns, setting out the opportunities and actions required to ensure they remain thriving active places. By the end of 2024, all main towns will have the opportunity for up to date Town Centre strategies.

We will develop conservation area plans to preserve and enhance important historic building and places across the South Hams. For our rural and coastal spaces we will work with key partners including AONB's to protect, adapt and enhance the natural environment.

## We will know we are succeeding by:

- ◆ Having up-to-date and actively managed conservation area plans
- ◆ Increasing access to our wonderful countryside through promotion and developing walking and cycling trails
- ◆ Supporting the development and adoption of Neighbourhood Plans



# We will ensure South Hams has a sustainable built and natural environment



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Focus	Aims	Actions
<p><b>Making the best use of development land, green spaces and coastal places</b></p>	<p>Finding a balance between the development people need and the natural environment.</p>	<ul style="list-style-type: none"> <li>● Support Neighbourhood Plans</li> <li>● Facilitate urban tree planting</li> <li>● Support schemes that contribute to enhancing the marine environment including improving water quality</li> <li>● Map land uses to support good decision making</li> </ul>
<p><b>Celebrating our heritage and protecting it for future needs</b></p>	<p>We will plan and secure the infrastructure to meet the needs of our future population through direct delivery, the planning system and partnering with relevant authorities.</p>	<ul style="list-style-type: none"> <li>● Commission work leading to delivery of priority cycle routes and a 20 year vision for the network</li> <li>● Work to facilitate delivery of broadband connectivity where it's needed – supporting digital infrastructure for the future</li> <li>● Commissioning Conservation Area Appraisals and plans</li> </ul>



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## Play Your Part

- Enjoy South Hams respectfully
- Contribute to consultations including local neighbourhood plans



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# Delivering quality Council services

Delivering quality services to our  
residents and communities

The Council has been through a major period of change and improvement which has meant that we have continued to deliver services through the pandemic.

We will continue to be a modern organisation that is responsive to the changing needs of our residents, businesses and communities.

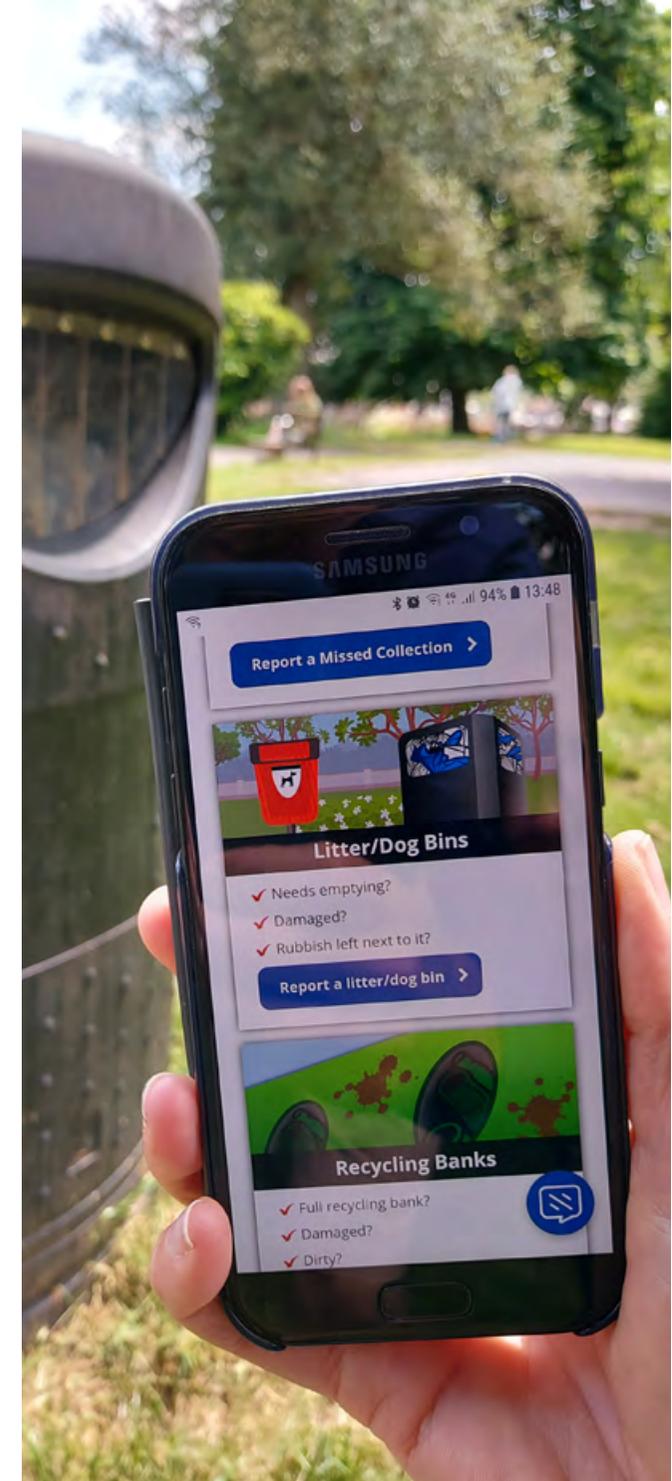
We will further modernise the way we work through making use of technology and striving to continually improve the services we offer.

We will do what we say, when we say and we will do it as efficiently as possible.

We recognise that our reputation is dependent on the quality and responsiveness of the services we provide.

## We will know we are succeeding when:

- You're able to get what you need, when you need it
- We get things right, and if we don't we take responsibility and fix it quickly
- You tell us that we're doing a good job



## We will ensure we deliver quality services



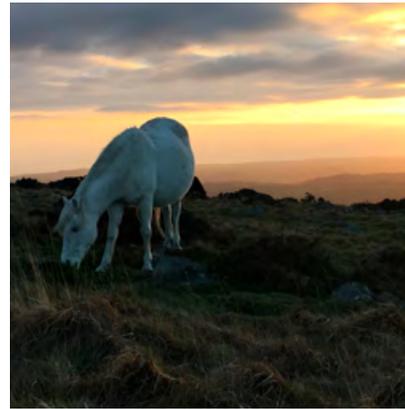
Focus	Aims	Actions
<p><b>Being Digital First</b></p>	<p>Using smart digital technology, we'll become a digital first Council.</p> <p>Digital First will support us to deliver further efficiencies and tangible improvements for our residents.</p>	<ul style="list-style-type: none"> <li>◆ Implementing IT systems that make it easy for customers to access Council Services</li> <li>◆ Develop a strategy setting out how our customers can access our services in the future</li> </ul>
<p><b>Being inclusive and accessible</b></p>	<p>We'll ensure our residents know what we do and support those in most need to get access to the services that they need.</p> <p>We'll promote visibility and accessibility in our communities.</p>	<ul style="list-style-type: none"> <li>◆ Ask our residents, businesses and partners for their views when developing plans for the area so that they can inform our decision making</li> <li>◆ Carry out a residents satisfaction survey so that we know how we're doing and can compare our performance to other local authorities</li> </ul>
<p><b>Making the best use of our resources</b></p>	<p>We'll ensure that we manage our resources including employees, budgets, buildings and systems efficiently and effectively.</p> <p>At all times seeking to deliver our services in the most cost effective way.</p>	<ul style="list-style-type: none"> <li>◆ Set a balanced budget annually</li> <li>◆ Review our service areas to ensure that our customers get the best possible service</li> <li>◆ Manage and support our employees to deliver good outcomes for our residents and businesses</li> </ul>



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## Play Your Part

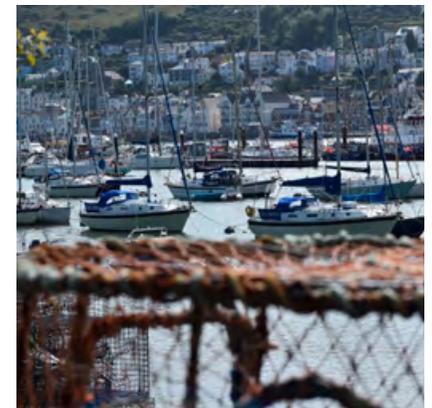
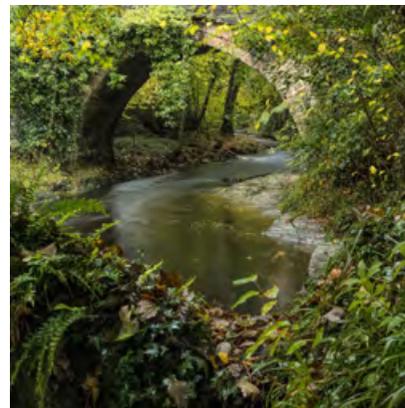
- 'Do it Online'
- Tell us what we can do better
- Take part in consultations to help us make the right decisions



## Your South Hams

This plan has set out some of the key actions we will take to protect that which makes South Hams a special place. We will keep the plans under review to ensure they remain focused on delivering Better Lives for All.

Over the coming pages, we're pleased to share photos that you, the residents of South Hams, have taken. From stunning scenery to community spirit, they illustrate why we can all be proud to call this place our home.





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**Better lives for all**

**Thanks to the many local people, businesses, organisations and community groups for sharing their photos -**

Phil Hemsley p.2, p.44

Juliet Wilde p.3

Elizabeth Croughan p.6

Sophie Rennie p.5

Abi Marshall-Smith p.8

Neville Cregan p.10

Andy Amor p.17

Fusion Lifestyle p.20

John Allen p.24, p.29

Ewins Aerial p.27

Ribeye Boats p.28

Katie Smith p.31

South Dartmoor Community Energy and Ivybridge Town Council p.32

Geoff Langridge p.33

Jim Bishop p.35

Some more of our photography competition entries p.40 - p.43



**South Hams  
District Council**

[www.southhams.gov.uk](http://www.southhams.gov.uk)

# Better Lives for All

Thematic Delivery Plan  
September 2021



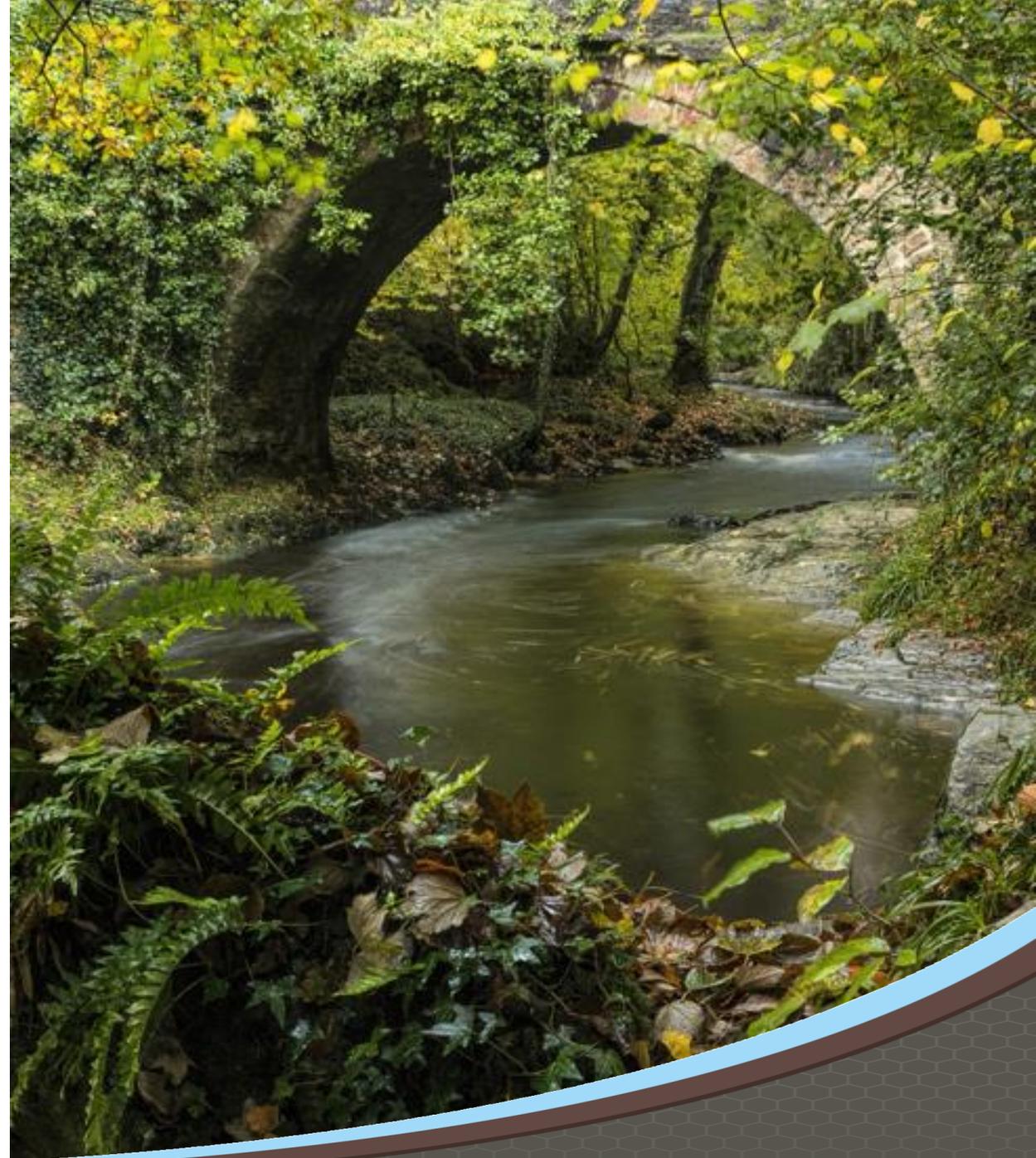
South Hams  
District Council

# Introduction

Better Lives for All is our 20 year vision for the South Hams. This document, our Thematic Delivery Plan, translates the vision and themes in to specific and measurable actions for the next three years.

**PLAN**  
The delivery plan is by no means all that we will do, and our plans will be kept under regular review to ensure that they respond to opportunities and address challenges as they arise.

Also within this document, we set out an overview of our Performance Management Framework, how we will ensure that the strategy guides the decision making and work of our staff and how we will report on progress.



# Achieving our Vision

To support us in achieving our vision, we have aligned our actions to a number of themes.

Each theme is led by an Executive Member and supported by a senior council officer.

*In the coming pages, we set out our Thematic Delivery Plans for each area.*



**Cllr Judy Pearce**

Leader of the Council,  
Executive Chair



Lead Member for improving homes



Lead Member for protecting, conserving and enhancing our built and natural environment



**Cllr Tom Holway**

Lead Member for adapting and mitigating climate change and increasing biodiversity



**Cllr Hilary Bastone**

Lead Member for stimulating a thriving economy



**Cllr Jonathan Hawkins**

Lead Member for strengthening community wellbeing



**Cllr Nicky Hopwood**

Lead Member for delivering quality Council services (Internal)



**Cllr Keith Baldry**

Lead Member for delivering quality Council services (Commissioned)





# Adapting & Mitigating Climate Change and Increasing Biodiversity

## Focus Area – Reducing our Carbon Footprint

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.1 Converting our environmental management vehicles to electric	2021/22	Scope requirements and hold initial discussions with providers re feasibility Upgrades to power to Depot and Follaton House and install electric charging points	Upgrades complete by March 2022		£170,000 (Exec 22nd April) Capital Programme contingency reserve)	
	2022/23	Feasibility study and Forward Fleet Plan developed. Improved Infrastructure in Depots to help facilitate transition to an EV fleet. Consider transition toward electric based ground maintenance equipment	Feasibility study and Forward Fleet Plan produced by March 2023	£6,000 for cost of feasibility		
	2023/24	Implement a Full Electric Vehicle fleet for our Environmental Management service	The Council has a full Electric Vehicle Fleet by March 2024	Likely additional officer support needed		

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.2 Carrying out feasibility studies for renewable energy on our land and buildings	2021/22	Review existing and further commission a feasibility study to assess opportunities for renewable energy scheme across Council owned assets	Feasibility study commissioned by March 2022	£7,500 for carrying out our feasibility		
	2022/23	Review outcomes and make recommendations	Dependent on above	£7,500 for carrying out feasibility		
	2023/24	Deliver recommended and approved outcomes	Dependent on above	New staff requirement / additional support need £ TBC		



# Adapting & Mitigating Climate Change and Increasing Biodiversity

## Focus Area – Working towards net Zero

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Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	
AM1.3 Explore renewable energy opportunities across the District	2021/22					
	2022/23	Commission a study into renewables capacity in district	Study completed by March 2023		Core Funding	Western Power Distribution
	2023/24	Study used to inform Joint Local Plan review	Joint Local Plan to potentially include renewables allocation subject to consultation		Core Funding	
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.4 Deliver funding for community projects	2021/22	Launch Crowdfund for Climate projects Member Climate Locality Fund promoted to residents	Crowdfund launched and taking applications by September 2021 100% of Funding Awarded by 31 <sup>st</sup> March 2022		£200,000 from £400k Climate funding) £93,000	
	2022/23	Continue to promote Crowdfund	66% of crowdfunding awarded			
	2023/24	Continue to promote Crowdfund	100% awarded by March 2023			
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
AM1.5 Adopting an electric vehicle (EV) charging strategy	2021/22	9 more EV installations in Public Car Parks	9 installations delivered by 31 <sup>st</sup> March 2022		core/ DELETTI	Devon County Council
	2022/23	More sites through a further ORCS funding round, monitor new funding opportunities, EV Strategy developed and adopted. 4 more EV installations in Public Car Parks through ORCS	EV Strategy adopted 4 installations delivered by 31 <sup>st</sup> March 2022		core & ORCS ORCS	Devon County Council Devon County Council
	2023/24	Monitor new funding opportunities				
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	
AM1.6 A 10% increase in biodiversity on Council land	2021/22	Commence review of Grounds Maintenance specification with Lead Member, and consult residents on proposals	An agreed new GM specification			
	2022/23	Delivery new GM specification	Securing 10% increase in biodiversity by 2025	£20,000		
	2023/24	Delivery new GM specification	Securing 10% increase in biodiversity by 2025			



# Strengthening Community Wellbeing

## Focus Area – Reducing Health Inequalities and rural poverty

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Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
CW1.1 Work with partners to pilot new approaches to tackling rural poverty in an area identified as in the most deprived area of South Hams	2021/22	Develop a pilot scheme, co-ordinate with partners and identify area	A clearly defined project plan agreed by all partners by 31/03/2022			CAB, DCC,
	2022/23	Delivery of projects with targeted interventions (financial advice / training / jobs fairs / housing advice etc.)	Increased income gain for those households worked with	£22,500		CAB, DCC,
	2023/24	Review of project	A project closure report considered by Members			CAB, DCC,
CW1.2 Delivery of £4m Dartmouth Integrated Health Hub	2021/22	Working in partnership with NHS trust to deliver H&WB centre in Dartmouth	Construction commenced July 2021			Torbay and South Devon NHS
	2022/23	Centre open	Fit for purpose premises to include GP practice, NHS Trust services, pharmacy and Dartmouth Care Services - Summer 2022			
CW1.3 Support more people to live independently for as long as they chose through efficient delivery of housing related grant schemes	2021/22	Disabled Facility Grants (DFG's) , domestic violence and homelessness prevention interventions.	DFG PI's, number of domestic violence early interventions, number of homelessness interventions		Better Care Fund allocation	Devon County Council
	2022/23	As above				
	2023/24	As Above				
CW1.4 Increase active participation in sport and leisure activities	2021/22	Work with Leisure provider to identify opportunities to increase active participation; identify wider opportunities to increase participation in sport and leisure activities	An agreed plan with key partners identifying opportunities that will increase participation in sport and leisure activities			Fusion Leisure, DCC
		Build on the £6m investment in sport and leisure with a further £1.5m investment in Totnes Leisure Centre	£1.5m investment made and new facilities open			
	2022/23	Implement the opportunities identified in the plan	Measure of increased participation TBC			



# Strengthening Community Wellbeing

## Focus Area – Improving Open Space, sport and recreation

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
CW1.5 Delivery of projects to enhance outdoor public spaces	2021/22	Supporting the use of existing S106 funds that support Outdoor Sport and Recreation activities	Schemes delivered as per agreed plans – monitored through S106 reports		£818,842 as at 09/09/2021	various
	2022/23	Supporting the use of existing S106 funds that support Outdoor Sport and Recreation activities	Schemes delivered as per agreed plans – monitored through S106 reports		£704,981.74 as at 09/09/2021	various
	2023/24	Supporting the use of existing S106 funds that support Outdoor Sport and Recreation activities	Schemes delivered as per agreed plans – monitored through S106 reports		£1,038,618.22 as at 09/09/2021 (although note this amount is subject to re-profiling)	various



# Strengthening Community Wellbeing

Focus Area – Support the voluntary sector to improve outcomes for our residents

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
CW1.6 Work with the voluntary sector to plan how we can work better together in the future, building on the experiences through the pandemic	2021/22	Planning meeting with Voluntary Sector organisations	Planning meeting held and framework for working together agreed			
	2022/23	Defined during development of framework in 21/22				
	2023/24	Defined during development of framework in 21/22				



# Improving Homes

## Focus Area – Housing for Place

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.1 Deliver local homes for local people that meet their needs	2021/22	Delivery of homes across the South Hams and West Devon Joint Local Plan (JLP) area	Cumulative 300 homes to be delivered by the end of 2023/24		core funding	RP's Developers
	2022/23	Delivery of homes across the South Hams and West Devon JLP area			core funding	RP's Developers
	2023/24	Delivery of homes across the South Hams and West Devon JLP area			core funding	RP's Developers
		Supporting the use of existing S106 funds that support Affordable Housing schemes			Schemes delivered as per agreed plans – monitored through S106 reports	£1.394m as at 09/09/2021
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.2 Carry out an evidence-led feasibility study for delivery of affordable housing in South Hams	2021/22	Develop a mechanism to clearly justify the need for the following tenures: <ul style="list-style-type: none"> <li>• Affordable Rent</li> <li>• Social Rent</li> <li>• Discount Market Sale –</li> <li>• Shared ownership Private rent</li> <li>• Self Build</li> </ul> This will support new build opportunities and re-development opportunities as well as supporting neighbourhood Plans and community led initiatives	Feasibility study undertaken	£30,000 to undertake 5 Housing needs surveys a year	Existing resource, Neighbourhood planning funding potential use of Capital programme if the council wishes to streamline the process	Town and Parish Councils Neighbourhood planning groups
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.3 Continuing to lobby for closing the business rate loophole for second homes	2021/22	Conduct a research piece on the impact of short term rentals on housing locally.  ensure short-term lets are categorised correctly for revenues, trade waste, mooring permits  Ensure that those properties operating as short-term rentals have the correct planning permissions and meet health and safety requirements	People contribute and pay their fair share in revenues and taxes			



# Improving Homes

## Focus Area – Housing for People

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
IH1.5 Improve the overall quality of housing with more homes exceeding the minimum energy efficiency standards	2021/22	Ensure the Private rented sector meets the requirements of The Domestic Minimum Energy Efficiency Standard (MEES) Regulations.	Engage with and improve at least 50% of identified properties by March 2022		MEES project officer (government funded) until March 22  Green Homes Grant	
		Energy efficiency improvements through Green Homes Grant (GHG) phase 2 (ending Dec 2021)	Working with GHG 2 install partner to spend £500k of allocated funding by Dec 2021		Existing	GHG 2 install partner
		Energy Efficiency Improvements Social Housing Decarbonation Fund	Bid submitted and successful		Existing	Livewest and other RP's
	2022/23	Energy efficiency improvements through GHG phase 3 & ECO (Energy Company Obligation) 4	Work with Devon LA partners to deliver (if approved) GHG 3 funding and maximise ECO 4 spend in area		£20,000 to support the administration of GHG	Devon County/community energy groups
		Minimum Energy Efficiency Standard	All non exempted rental properties meet the minimum energy efficiency standards		Existing EH enforcement team	
	2023/24	Energy efficiency improvements through ECO 4	Maximise spend in area		Existing	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
IH1.6 Delivery of Homelessness Strategy	2021/22	Secure Rough Sleeper capital bid (£250k) to joint fund 4 flats for Housing First	Reduce instances of rough sleeping reduce repeat applications from rough sleepers.	£250k MHCLG Funding	Match funding for purchases from property disposals	MHCLG
	2022/23	Adoption of a new 5 year homeless strategy				



# Stimulating a Thriving Economy

## Focus Area – Promoting South Hams Coastal and Visitor Economy

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
TE1.1 Enhancing the coastal areas	2021/22	Developing and improving our evidence base on the coastal economies including a business database, town vibrancy information and other useful data sets	A populated business database being kept up to date		£100k for coastal - see exec minutes	Harbour authorities, Town Councils, SD AONB, HotSW LEP
	2022/23	Establishment of business partnerships where none currently exist, and development of a programme of activities where partnerships already exist	Delivery of footfall monitoring equipment within primary shopping areas of each town across the district	£7,000 for footfall monitoring		Harbour authorities, Town Councils, SD AONB, HotSW LEP
	2023/24	Development of a coastal businesses ambassador group, with strategically important business representatives, to promote local needs to the LEP, and influence strategy and activity programmes, particularly with a focus on sustainability, including electrification, hydrogen, and coastal resilience	An ambassador group of businesses from within the coastal communities, supported by the local authority	£7,000 for footfall monitoring		Harbour authorities, Town Councils, SD AONB, HotSW LEP, Env Agency
		Where identified undertake risk assessments with our coastal communities, to ensure longer term sustainability of our coastal economies	Risk assessments undertaken where identified as appropriate			Harbour authorities, Town Councils, SD AONB, HotSW LEP, Env Agency

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
TE1.2 Marketing and advertising of the area	2021/22	Developing and improving our evidence base on the unique individual local economies including the specific deliverables of objective TE1.1	Identifying the USP of each town. And other wider benefits across the district, including electric charging points, that may encourage / facilitate the visitor economy			Town Councils, Visit Devon, Destination Plymouth, Visit Cornwall, Visit South Devon
	2022/23	Developing a marketing strategy to promote the unique identities of each of the district's towns. Develop collaborations with other marketing organisations to increase the reach of our marketing capabilities.	3 year marketing strategy for the District adopted	£10,000		Town Councils, Visit Devon, Destination Plymouth, Visit Cornwall, Visit South Devon
	2023/24	Explore the potential for Town Councils to pool their marketing resources and develop larger marketing initiatives using economies of scale.	A district wide town centre marketing group, pooled marketing resources and marketing activities in line with the marketing strategy	£10,000		Town Councils, Visit Devon, Destination Plymouth, Visit Cornwall, Visit South Devon



# Stimulating a Thriving Economy

## Focus Area – Promoting South Hams Coastal and Visitor Economy

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
TE1.3 Development of a specific budget for the promotion of the visitor economy	2021/22	Identify specific marketing activities focused on the visitor economy with the South Hams marketing strategy (TE1.2). Identify which activities will require funding, the ideal funding level, and potential sources for the funding	Marketing strategy to include estimated costings			Town Councils, Visit Devon, Destination Plymouth, Visit Cornwall, Visit South Devon
	2022/23	As per TE1.2, Explore the potential for Town Councils to pool their marketing resources and develop larger marketing initiatives using economies of scale.	As per TE1.2, A district wide town centre marketing group, pooled marketing resources and marketing activities in line with the marketing strategy	£10,000		Town Councils, Visit Devon, Destination Plymouth, Visit Cornwall, Visit South Devon
	2023/24	Pursue other identified opportunities (if there are any identified) to attract funding into the area, and the potential to use the pooled marketing resource identified above to attract match funding from other sources.		£10,000		Town Councils, Visit Devon, Destination Plymouth, Visit Cornwall, Visit South Devon



# Stimulating a Thriving Economy

## Focus Area – Supporting South Hams Towns and Businesses as they prepare for the future

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Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.4 Provision of grants for our key towns and advice for businesses	2021/22	Provide a business grant scheme or a high street improvements programme in each town	Businesses supported / projects delivered		£50k per town	Towns
	2022/23	Commission business advice services for new and growing businesses	Number of businesses supported	£10,000 for business advice support		Business Advice Organisation (TBC)
	2023/24	Commission business advice services for new and growing businesses	Number of businesses supported	£10,000 for business advice support		Business Advice Organisation (TBC)

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.5 Enhancing Ivybridge as a retail and social destination with a £9m investment	2021/22	Contractor appointed	Contractor appointed Autumn 2021		£9m capital investment	Ivybridge Town Council ALDI Build Contractor
	2022/23	Build complete ALDI Open	Early spring Open Late Spring /summer 2022 30 jobs created			

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.6 All of South Hams main towns will have had the opportunity to update or create a Town Centre plan by 2024	2021/22	Facilitate and support Town Councils, Neighbourhood Plan groups and community representatives to update their current Town Centre Plans or create these where they currently do not exist.	Each main Town has been engaged with to offer a Town Centre Plan which will provide smart targets for Yr. 2 and 3			Town Councils Neighbourhood Plan Groups Community Groups
	2022/23	Facilitate and support Town Councils, Neighbourhood Plan groups and community representatives to update their current Town Centre Plans or create these where they currently do not exist.	Informed by Year 1 activities			Town Councils Neighbourhood Plan Groups Community Groups
	2023/24	Facilitate and support Town Councils, Neighbourhood Plan groups and community representatives to update their current Town Centre Plans or create these where they currently do not exist.	Informed by Year 1 activities			Town Councils Neighbourhood Plan Groups Community Groups



# Stimulating a Thriving Economy

## Focus Area – Supporting South Hams Towns and Businesses as they prepare for the future

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.7 Develop starter units to provide affordable employment space and marine facilities	2021/22	Identify demand for different types of commercial and industrial spaces, shared workspaces and supported workspaces. Identify need for commercial space within towns, coastal communities and at existing business parks and industrial estates	Plans in place for best use of Development Management and S106 planning processes to ensure land availability and funding for development of commercial units by the LA			Commercial Property Agents, Business Support Agencies, Town Councils and Town Partnerships
		Delivery of Batson business & Salcombe Harbour workshop units	Delivery of five new commercial units by April 2022			Salcombe Harbour
	2022/23	Site analysis to establish a shortlist of potential locations for commercial / industrial units. Particular focus on projects which could be exemplar for demonstrating green commercial development and provide opportunities to integrate electric vehicle charging points	Detailed site analysis	£10,000 for feasibility study to allow analysis on sites		Commercial Property Agents, Business Support Agencies, Town Councils and Town Partnerships
	2023/24	Develop business plans and financial forecasting for key sites identified as viable. Identify and pursue funding opportunities where possible	Business Plans and Financial Forecasts for key sites. Potentially the development of funding bids	£10,000 to support the pursuit of other funds		Commercial Property Agents, Business Support Agencies, Town Councils and Town Partnerships
		Supporting the use of existing S106 funds that support economic activities such as starter units, Sparkwell Ecology Park etc.	Schemes delivered as per agreed plans – monitored through S106 reports		£1.6m as at 09/09/2021	Various



# Stimulating a Thriving Economy

## Focus Area – Supporting strategic employment and infrastructure

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Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.8 Deliver Infrastructure Improvements	2021/22	Support and facilitate DCC in progressing bids / funding applications for Lee Mill / Deep Lane Junction / Voss Farm Junctions - Work with DCC and the LEP to ensure that key infrastructure projects are included within the DCC delivery plans and the LEP infrastructure project pipeline	Inclusion of South Hams focused transport infrastructure improvements on the DCC delivery plan.			Devon County Council, Plymouth City Council, LEP, Highways England
	2022/23	Depends on year 1				
	2023/24	Depends on year 1				

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.9 Support the application of a Plymouth and South Devon Freezone	2021/22	Support ongoing outline and full business case bids to government that deliver the best benefits for employment in South Hams and the wider area	OBC and FBC submitted to MHCLG  Bids accepted			Devon County Council, Plymouth City Council, LEP, Highways England
	2022/23	Depends on year 1				
	2023/24	Depends on year 1				

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
TE1.10 Invest in land and business to secure employment outcomes	2021/22	Link with the activities of above objectives to identify sites which could become investment opportunities for SH District Council	Sites identified and Council support in investment			
	2022/23	Depends on year 1				
	2023/24	Depends on year 1				



# Protecting, Conserving and Enhancing our Built & Natural Environment

## Focus Area – Making the best use of development land, green spaces and coastal places

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
BN1.1 Supporting the delivery of Neighbourhood Plans	2021/22	Undertake a publicity and engagement campaign to encourage Parish Councils to prepare Neighbourhood Plans. Continue assistance to active Neighbourhood Plan Groups.	Publicity and Engagement campaign delivered by 31 March 2022		core	Parish and Town Councils
	2022/23	Continue 2021/22 activity if necessary.	An increase in the number of communities engaged in the Neighbourhood Planning Process		core	Parish and Town Councils
	2023/24	Continue 2021/22 activity if necessary.	Assist in the making/review of 8 neighbourhood plans by March 2024		core	Parish and Town Councils

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
BN1.2 Facilitate urban tree planting	2021/22	Promote existing and new schemes to Town and Parish Councils. Apply ourselves to Urban Tree Challenge Fund (UTCf), and facilitate community applications for tree planting on SHDC sites.	Application to Urban Tree Challenge Fund is successful			Free tree schemes. Member SCLF grants. Urban Tree Challenge Fund. DCC/WT Emergency Tree Fund
	2022/23	Promote existing and new schemes to TAPCs. If successful with UTCf bid, roll out delivery of planting. Facilitate community applications for tree planting on SHDC sites. Continue copse planting in towns with funds from DCC/WT Emergency Tree Fund.	Number of trees planted	Potential for funding to be required if we are asked to match fund UTCf		External grants/free tree schemes. Member SCLF grants. Urban Tree Challenge Fund. DCC/WT Emergency Tree Fund
	2023/24	Promote existing and new schemes to TAPCs. If successful with UTCf bid, roll out delivery of planting and tree establishment. Facilitate community applications for tree planting on SHDC sites	Number of trees planted			External grants/free tree schemes. Member SCLF grants. Urban Tree Challenge Fund.



# Protecting, Conserving and Enhancing our Built & Natural Environment

## Focus Area – Making the best use of development land, green spaces and coastal places

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
BN1.3 Support schemes that contribute to enhancing the marine environment including improving water quality	2021/22	Commence delivery of a new Harbour Depot at Salcombe which will enable checking of moorings, ensuring safety and the maintenance of existing walk ashore facilities	Harbour Depot build and occupied by April 2022  Delivered within budget		£1.425m Capital funding	Salcombe Harbour Authority
		Work with South Devon AONB to support their Management Plan objective 'NATRES/P2 – Water Quality'				South Devon AONB
	2022/23	Development of a new Salcombe Harbour Authority 5-year strategic business plan (current plan expires in 2022)	An adopted Strategic business plan			Salcombe Harbour Authority
	2023/24					

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
BN1.4 Map land uses to support good decision making	2021/22	First iteration of Nature Recovery Network Map	Public facing Nature Recovery Network Map tool available by 31 March 2022		£5,000 for NR Mapping	
	2022/23	Second iteration of Nature Recovery Map	Revisions to public facing NRN map tool at least annually	£5,000		
	2023/24	Ongoing improvements to Nature Recovery Map Map				



# Protecting, Conserving and Enhancing our Built & Natural Environment

## Focus Area – Celebrating our heritage and protecting it for the future

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
BN1.5 Commission work leading to delivery of priority cycle routes and a 20 year vision for the cycle network in South Hams	2021/22					
	2022/23	Work with partners (Sustrans, DCC and DNP) to develop a unified plan and identify funding to underpin a 20 year vision	Partners fully engaged and work commissioned	£10,000		Devon County Council, Sustrans, Dartmoor National Park

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
BN1.6 Work to facilitate delivery of broadband connectivity where it is needed - supporting digital infrastructure for the future	2021/22	Appoint Broadband Connectivity Officer	Post recruited to Summer 2021		£9,200 from ARG), £9,700 from LGA Grant	Broadband providers
	2022/23	Promote broadband opportunities across South Hams and link to providers	Number of schemes facilitated		£50,000 (ARG) £50,000 Business rates reserve	Broadband providers
	2023/24	Promote broadband opportunities across South Hams and link to providers	Number of schemes facilitated		£18,900 from Business rates admin grant	Broadband providers

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
BN1.7 Commission Conservation Area Appraisals and Plans	2021/22	Conduct a review of all Conservation Area Plan and create a proposal for prioritising appraisals	Creation of prioritised plan for appraisals	£23,000 for support with the CAA's		Devon County Council
	2022/23	Commence Conservation Area Management Plan appraisals. Work with Devon County Council to commence review of Landscape Assessment Plans.	As defined by the prioritised plan that is developed above	£23,000 for support with the CAA's		Devon County Council
	2023/24	Continue Conservation Area Management Plan appraisals	Seven appraisals completed by March 2024	£23,000 for support with the CAA's		Devon County Council



# Delivering Quality Council Services

## Focus Area – Being Digital First

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Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
QS1.1 Implementing IT systems that make it easy for customers to access Council Services	2021/22	Provide online systems which improve the efficiency and accessibility of Council Services.	Maintaining and Improving Service KPI's (see below)		FIT programme and core	
		Implement a system which enables a single view of the customer, whether they have contacted us by email, phone or other means. This will enable our staff to respond to customers needs.	Better handling of service requests and improved reporting and dashboards to measure incoming work.		FIT programme and core	
	2022/23	Improving access to management information	Delivery of relevant management information dashboards for all enterprise systems.		Core	
		We gather sufficient data to inform performance monitoring, decision making and improvement, and we ensure that meaningful management reporting dashboards are built into all of our processes and platforms.				
		Launch an Improved website to make it easier for customers to access council services	A website that receives an increasing amount of positive feedback	£30,000	FIT programme and core	
	Improve working efficiently and effectively	Reduction of £70,000 to costs as set out in MTFs as a result of efficiencies from our new IT platforms		Core		
		To make best use of the tools we have in place to work more productively, more efficiently and more collaboratively				

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
QS1.2 Develop a strategy setting out how our customers can access our services in the future, be that face to face, online or on the phone	2021/22	Engage with our customers to ask them about how they want to access Council Services in the future	A consultation activity carried out in Spring 2022 with a good response rate			
		Develop a Customer Access Strategy and seek adoption by Members	A draft Customer Access Strategy considered by Members by 31 <sup>st</sup> March 2022			
	2022/23	Implement Customer Access Strategy	Ongoing feedback and monitoring			
	2023/24	Implement Customer Access Strategy	Ongoing feedback and monitoring			



# Delivering Quality Council Services

## Focus Area – Being Inclusive and Accessible

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
QS1.3 Ask our residents, businesses and partners for their views when developing plans for the area so that they can inform our decision making	2021/22	Develop a Forward Plan of Consultation and Engagement Activity aligned to Better Lives for All activities	A 'live' forward plan of Consultation and Engagement delivered by December 2021 leading to an increase in consultation and engagement respondents			
		Develop a business case and implement better technology so that residents can watch our Council meetings online	- Technology scoped and delivered by March 2022 - Increase in amount of people watching Council meetings			
	2022/23	Include details of Consultation and Engagement Activity as a specific section within the Councils Annual Report	An annual review of consultations and the difference that they have made			
	2023/24					

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
QS1.4 Carry out a residents satisfaction survey so that we know how we're doing and can compare our performance to other local authorities	2021/22	Develop a residents Satisfaction Survey	Residents Satisfaction survey developed and plan in place for carrying out by March 2022			
	2022/23	Carry out residents satisfaction survey	Residents Satisfaction survey carried out by November 2023 and benchmarked against other local authorities		£5,000	
	2023/24	Carry out residents satisfaction survey	Residents Satisfaction survey carried out by November 2024 with improvements on previous years results		£5,000	



# Delivering Quality Council Services

## Focus Area – Making the best use of our resources

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Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.5 Set a balanced budget annually	2021/22	Develop a forward looking budget for each of the next three years	An agreed budget aligned to the three year 'Better Lives for All' Strategy		
		Ask our businesses their views on the on draft budget proposals	Consultation response rate with majority support for plans		

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.7 Review our service areas to ensure that our customers get the best possible service	2021/22	Analyse service performance data /benchmarking results to inform a forward plan of service reviews and implement new service KPI's	Successful and timely service reviews New service KPIS by Dec 2021		core
		Adopt Planning Improvement Plan to improve the service you provide	Implement and measure performance against plan		core
		Revenues and Benefits Service Review and development of plan	Review undertaken and action plan adopted		core
	2022/23	Deliver further service reviews as informed by data			core
	2023/24	Deliver service reviews	Successful and timely service reviews		core

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.8 Manage and support our employees to deliver good outcomes for our residents and businesses	2021/22	Implement new annual objective setting cycle for all staff and supporting mid-term reviews and continuing 1: 1 discussions with line managers	ELT Objective setting complete by end Oct 2021 / Team Leaders and Senior Specialists by end Nov 21 and rest of organisation by Feb 2022		core
		Implement new system for recording of objectives (as part of wider payroll system replacement)		£16,000 additional implementation costs	
		Carry out Staff Satisfaction Survey	Improvements on previous years satisfaction levels		
	2022/23	Review individual progress and set new objectives			
	2023/24	Review individual progress and set new objectives			

# How will we monitor progress?

Good business planning and effective performance management at the Council are strongly linked. Our strategic priorities and plans identify the objectives that we aim to deliver, with our performance management framework providing the mechanism for how we achieve these objectives and how we monitor progress.

Page 74

Better Lives for All sets out what the Council will be doing over the next three years to support the wellbeing and prosperity of residents and to deliver efficient council services.

The thematic delivery plans as set out in the document will be embedded across the Council and monitored closely to ensure we deliver.

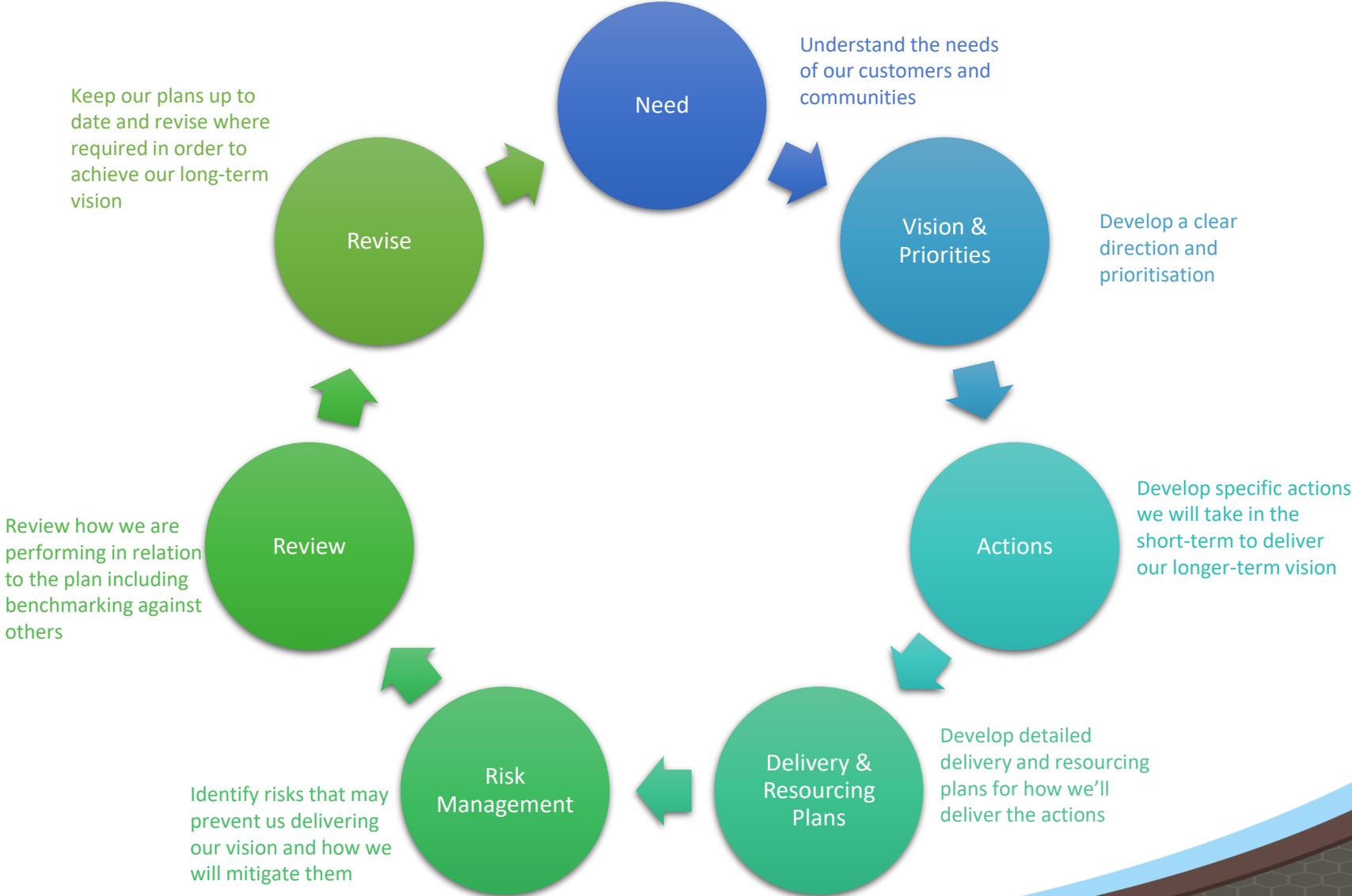
The following pages set out how we will do that



# Performance Management Framework: Key elements

We'll keep our plans relevant and manage delivery of them by ensuring we follow these steps.

Page 75

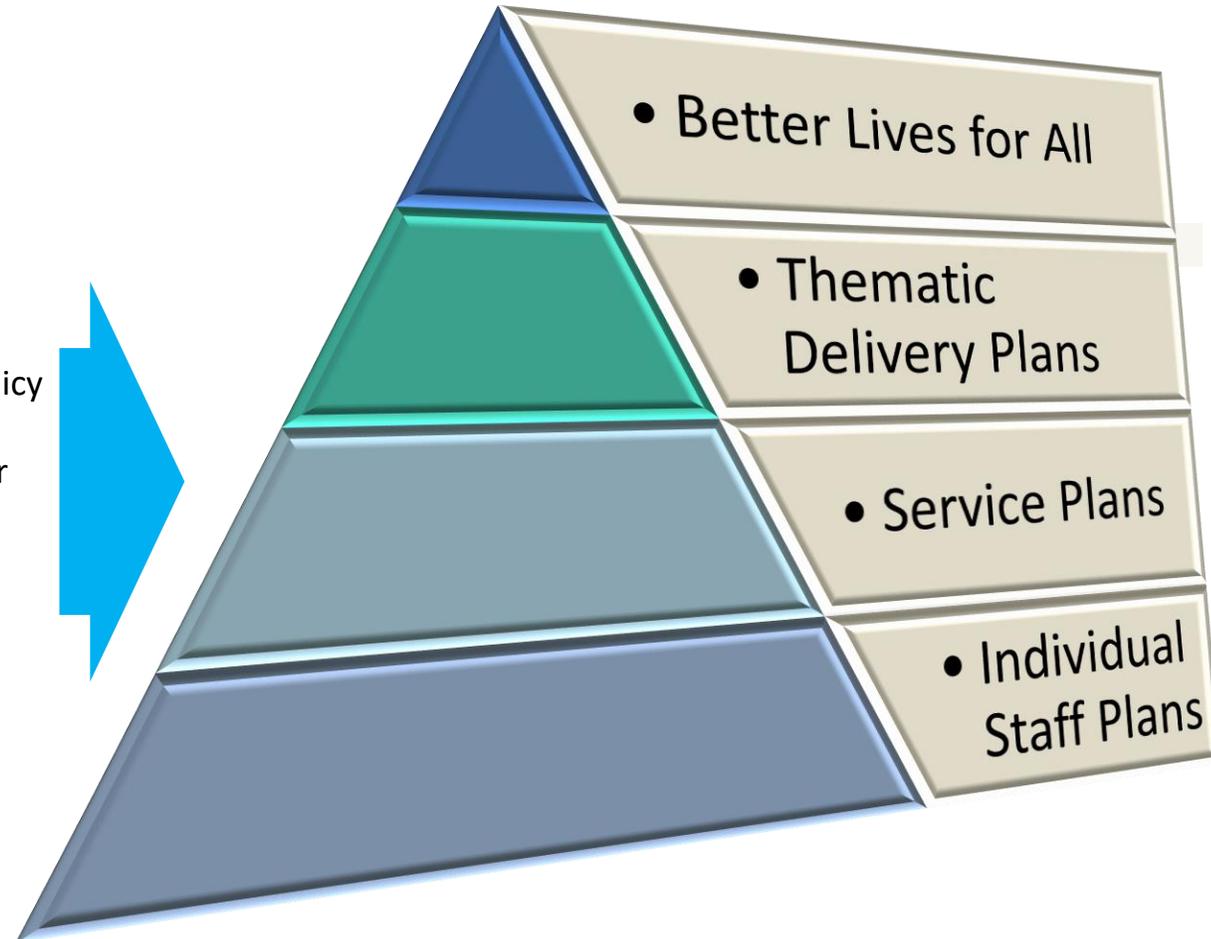


# Performance Management: The Golden Thread

From Strategic priorities to individual targets

## What shapes our plans?

- Research & Intelligence
- Consultations
- Legislation & Government Policy
- Partner and other stakeholder plans
- The budget available to us
- Risk Assessment



## How will we know we're succeeding?

- Residents and customer feedback
- Scrutiny reviews
- External assessments
- Performance and financial monitoring
- Benchmarking
- Annual Appraisals for staff members

# Performance Management

## Roles and Responsibilities

### Better Lives for All

#### Contain

- Longer term vision for the area
- Our top priorities

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**Accountable: Leader, Chief Executive, SLT**

### Thematic Delivery Plans (This document)

#### Contain

- Detailed plans for how we'll deliver the vision
- Resourcing

**Accountable: Executive Member and Officer Theme Lead**

### Service Plans

#### Contain

- Business as usual
- Improvement projects
- Key Performance measures for team

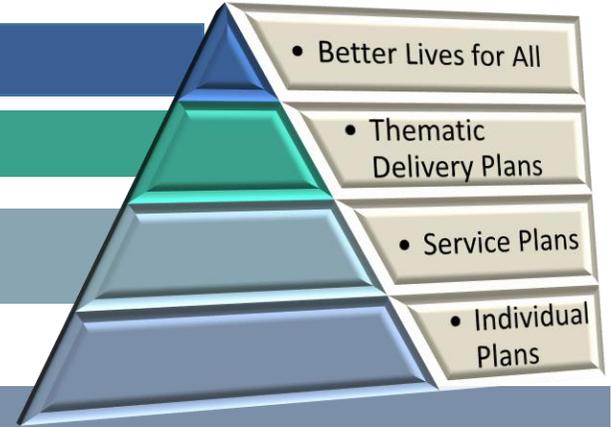
**Accountable: Head of Service**

### Individual Plans (Appraisals)

#### Contain

- Task and Behavioural objectives
- Individual performance measures
- Development Objectives

**Accountable: Individual**



Quarterly SLT & Exec Review Meetings

Monthly Progress updates in Pentana / Schedule of Updates to Exec/O&S

Regular Service Performance Discussions with HoS and Teams

Annual Appraisal Cycle  
Regular 1:1's

# Performance Management

## Strategy Performance Reporting

The following sets out the annual reporting arrangements for monitoring progress against the Thematic Delivery Plan

Executive	Council	Overview and Scrutiny	Audit Committee
<p>Progress meetings between Lead Executive Members &amp; Lead Officers to monitor progress - <i>Monthly</i></p> <p>Update report on progress against overall strategy delivery and opportunity for Executive to make minor changes - <i>October /November</i></p> <p>Consider Annual Report (aligned to themes) and recommend to Full Council - <i>June /July</i></p>	<p>Adoption of next years Delivery Plans (Covering report will also include an update on overall performance from Executive) - <i>Dec / January</i></p> <p>Consider Annual Report on performance aligned to theme delivery – <i>June /July</i></p>	<p>Executive Lead Member update report – <i>1 theme per meeting</i></p> <p>Report on operational KPI's – <i>Quarterly</i></p>	<p>Update and consideration of Strategic Risks – aligned to themes - <i>six monthly</i></p>

**Thanks to the many local people, businesses, organisations and community groups for sharing their photos -**

Front Cover - Geoff Langridge

Page 1 – Phil Hemsley

Page 23 – Sarah Hardew

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**Better lives for all**



South Hams  
District Council

[www.southhams.gov.uk](http://www.southhams.gov.uk)

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**MINUTES OF A MEETING OF  
THE EXECUTIVE  
HELD IN THE REPTON ROOM ON THURSDAY, 16 SEPTEMBER 2021**

<b>Members in attendance:</b>			
* Denotes attendance			
∅ Denotes apologies for absence			
*	Cllr K J Baldry	*	Cllr T R Holway ( <i>part</i> )
*	Cllr H D Bastone (Vice Chairman)	*	Cllr N A Hopwood
*	Cllr J D Hawkins	*	Cllr J A Pearce (Chairman)

<b>Also in attendance:</b>
Cllrs Hodgson, Long, Pannell, Smerdon and Taylor

<b>Officers in attendance and participating:</b>		
All items		Chief Executive; Section 151 Officer; Director of Place and Enterprise; Monitoring Officer; Director of Governance and Assurance; Head of Strategy and Projects; Senior Specialist – Parking; Senior Specialist – Place Making; Specialist – Open Space, Sport and Recreation; Case Management Team Leader; Business Management Case Management; Head of Practice – Commissioning and Contracts; and Democratic Services Manager

**E.31/21      MINUTES**

The minutes of the Executive meeting held on 9 September 2021 were confirmed as a true and correct record.

**E.32/21      URGENT BUSINESS**

The Chairman advised that she had no items of urgent business for consideration at this meeting.

**E.33/21      DECLARATIONS OF INTEREST**

Members and officers were invited to declare any interests in the items of business to be considered during the course of this meeting but there were none made.

**E.34/21      PUBLIC QUESTION TIME**

It was noted that six public questions had been received in accordance with the Executive Procedure Rules for consideration at this meeting.

**Question 1 from Caroline Snow:**

*“South Hams Council agreed in passing a recent motion to write to local MPs asking them to support the CEE Bill, and to the CEE Bill Alliance expressing its support and to inform the local media. Have these communications been sent and what did you write?”*

In reply, the Leader advised that, following the meeting of Full Council on 15 July 2021 at which a Motion was passed to send letters of support for the Climate and Ecological Emergency (CEE) Bill to our local MPs and to the CEE Alliance, letters were duly sent on 23 July 2021 to Sir Gary Streeter MP and Anthony Mangnall MP outlining the debate held at Council and requesting their support for the Bill in Parliament. In addition, a letter registering the Council’s support was sent by email, also on 23 July 2021, to the CEE Alliance.

In response, a message of thanks was received on 28 July 2021 from the CEE Alliance.

### **Question 2 from Julia Ford**

*“What financial penalties are written into the contract with FCC and have they been applied yet; if not, why not?”*

In response, the lead Executive Member stated that the deductions were set out in Schedule 5 (the performance standards and remedies) of the waste and cleansing contract. In addition, the Council had been rigorous in calculating the financial deductions and these were being deducted from the invoices from FCC.

### **Question 3 from Julia Sanders**

*“Will the Waste Collection Service run smaller vehicles on a permanent basis, to collect waste from small rural lanes?”*

The lead Executive Member replied by stating that larger vehicles were used for efficiency wherever possible. However, owing to the rural nature of the South Hams, there would always be a need for a number of smaller collection vehicles on the service.

### **Question 4 from Julia Sanders**

*‘Will the service run smaller vehicles to access drives for **ASSISTED COLLECTIONS**. These are often long private drives (which are accessible by the smaller oil tankers for instance)? These are the people who need help the most.’*

In his response, the lead Executive Member informed that there were many long private drives in the district and, in most instances, waste was presented at the kerbside at the end of the drives. This was to ensure that vehicles did not cause damage to residents’ drives as most were not to a standard suitable for heavy waste vehicles. In some instances, smaller vehicles were used to access the lanes, or a part of them, for efficiency or if there was nowhere suitable to leave the waste near the highway.

The Member also responded that assisted collections were assessed on an individual basis in consultation with the resident, contractor and Council to make sure that the solution was appropriate for the particular circumstances.

#### **Question 5 from Julia Sanders**

*'If the answer to Question 4 is negative, will they collect on foot and return bins to same? Bearing in mind elderly and infirm and disabled cannot possible carry all these bins any distance.'*

The lead Executive Member replied by referring the questioner to his response to Question 4.

#### **Question 6 from Sue Burkill**

*'Many Shaugh Prior residents live on private lanes and are experiencing frequent missed collections. Is it true that private roads cannot be collected by FCC as they are not insured and, if so, as a SHDC vehicle has recently collected and co-mingled their waste, should they stop sorting it?'*

In his response, the lead Member advised that there were many long private drives in the district and, in most instances, waste was presented at the kerbside at the end of the drives. This was to ensure that vehicles did not cause damage to residents' drives as most were not to a standard suitable for heavy waste vehicles.

There were however a number of private lanes that had been traditionally collected from and unless the resident had been notified by the Council in advance, these should continue to be collected from.

Due to a number of reasons, including making sure collections take place on scheduled days and congestion at the sorting facility, the Contractor has changed the type of some of the collection vehicles and was now collecting recycling in a co-mingled manner from around 15,000 households in the district. This waste was then taken to a more sophisticated sorting facility before being hauled to reprocessing facilities.

Finally, the Member added that whilst it may not currently seem useful for residents to sort their waste between the recycling containers provided, it would ensure a quick and smooth transition back once the kerbside sort vehicles were operating in these areas again. The Council therefore required residents to continue to sort their waste into appropriate containers.

## E.35/21 EXECUTIVE FORWARD PLAN

Members were presented with the most recently published version of the Executive Forward Plan that set out items on the agenda for Executive meetings for the next four months.

In discussion, it was noted that the next published version of the Forward Plan would be including a report on the Trade Waste service that was intended to be presented to a meeting of the Executive during early 2022.

## E.36/21 BETTER LIVES FOR ALL – DRAFT STRATEGY

Members considered a report that summarised the responses to the public consultation exercise on the draft strategy and recommended that Council adopt the 'Better Lives for All' Strategy. Furthermore, the report also set out the resource requirements to deliver the plan.

During her introduction, the Leader made particular reference to:-

- her pride at the outcome of the draft Strategy;
- the draft Strategy being ambitious but fully costed;
- the consultation response received from Devon County Council (DCC) informing that the draft Strategy was very closely aligned to the equivalent plan being developed by DCC. The Leader felt this to be very encouraging; and
- performance management being a key aspect of the draft Strategy.

When proposing that the Council adopt the draft Strategy, the Leader asked for the following revision to be made to the 'Improving Homes' thematic delivery plan:

Specific deliverable:

Amend: *'delivery of 100 homes per year across the South Hams and West Devon Joint Local Plan (JLP) area'* to say: *'delivery of **300 homes over three years** across the South Hams and West Devon Joint Local Plan (JLP) area.'*

This proposal was subsequently seconded and when put to the vote was declared **CARRIED**.

It was then:

### **RESOLVED**

1. That the results of the consultation on the draft 'Better Lives for All' Strategy be noted;

2. That Council be **RECOMMENDED** to adopt the 'Better Lives for All' Strategy and the thematic delivery plans at its meeting to be held on 23 September 2021, subject to the following revision being made to the 'Improving Homes' thematic delivery plan:
  - 'delivery of **300 homes over three years** across the South Hams and West Devon Joint Local Plan (JLP) area.'
3. That the allocation of existing funding (as set out in paragraph 7.2 of the published agenda report) be noted; and
4. That Council be **RECOMMENDED** to approve the additional cost pressure (amounting to £110,000) for 2022/23 and 2023/24.

E.37/21

### **DELIVERY OF ELECTRIC CHARGING POINTS IN COUNCIL CAR PARKS**

Consideration was given to a report that sought to recommend that the Council agreed to enter into a collaboration agreement with the Devon and Torbay Residential Chargepoint Scheme for the installation of Electric Vehicle Charging Points.-

In debate, the following points were raised:-

- (a) With regard to timescales, officers informed that the procurement process would commence imminently and it was intended that the Charging Points would be installed during 2022. Whilst recognising the extent of the challenges associated with delivering Charging Points, Members still emphasised the importance of them being installed as soon as was practically possible. Specifically regarding the recent Deletti Project, officers committed to provide a progress update to all Members outside of this meeting;
- (b) The Executive highlighted the reference in the published agenda report to Town and Parish Councils having the ability to apply for funding to install Charging Points on their own land and urged the wider membership to promote this opportunity amongst their local Town and Parish Councils. In addition, whilst the current emphasis within the towns was acknowledged, Members requested that parish provision was also important;
- (c) Local Ward Members felt that the current Charging Points provision along the A38 Corridor was insufficient and questioned the intentions of National Highways in this respect. In reply, officers advised that they would contact National Highways outside of this meeting and provide an update to interested Members in the upcoming weeks;

- (d) When questioned, officers recognised the growing trend for usage of electric bikes and, whilst minimal consideration had been given to date for charging points provision, surveys were soon to be undertaken that would include reference to electric bikes;
- (e) A number of Members welcomed the proposals and highlighted the close linkages to both the Better Lives For All Strategy and the adopted Climate Change and Biodiversity Strategy.

It was then:

**RESOLVED**

That Council be **RECOMMENDED** to:

1. enter into a collaboration agreement with the Devon and Torbay Residential Chargepoint Scheme for the installation of Electric Vehicle Charging Points;
2. approve the potential site locations (as listed in paragraph 1.3 of the presented agenda report) for the installation of Electric Vehicle Charging Points; and
3. enter a lease with the appointed supplier for a ten year period.

E.38/21

**EXPENDITURE OF SECTION 106 CONTRIBUTIONS**

The Executive considered a report that provided details of Section 106 contributions received by the Council and how it is proposed to spend these contributions to enable the delivery of affordable housing, open space, sport and recreation and community facilities.

In discussion, reference was made to:-

- (a) the quality of the agenda report. Members wished to thank the lead officers for producing an excellent report and particularly welcomed the recent instances of investment in open space and play areas;
- (b) recommendation 3. A number of Members reiterated the role to be played by all Members in actively encouraging their local town and parish councils to bring forward projects that would facilitate the expenditure of Section 106 contributions;
- (c) air quality modifications. It was agreed that discussions would be held with Development Management officers regarding the ability for section 106 contributions to be used to make air quality modifications.

It was then:

**RESOLVED**

1. That the amount of Section 106 contributions held at 31 March 2021 (as set out in Appendix A of the presented agenda report (totaling £5.879 million) and the future expenditure proposals be noted;
2. That the process for consulting and informing Town and Parish Councils regarding Section 106 contributions be noted; and
3. That all Members be actively encouraged to continue to engage with their Town and Parish Councils to facilitate the expenditure of Section 106 contributions to enable the delivery of affordable housing, open space, sport and recreation and community facilities in their areas.

**E.39/21 MEDIUM TERM FINANCIAL STRATEGY 2022/23 TO 2024/25**

Consideration was given to a report that presented the Council's Medium Term Financial Strategy from 2022/23 to 2024/25.

In discussion, Members were of the view that the recommendations constituted a sensible set of proposals for the three-year period from 2022/23 to 2024/25.

It was then:

**RESOLVED**

That the Medium Term Financial Strategy has been considered and Council be **RECOMMENDED** to:

1. set the strategic intention to raise Council Tax by the maximum allowed in any given year, without triggering a Council Tax referendum to endeavour to continue to deliver services. (NB. the actual Council Tax for any given year will be decided by the Council in the preceding February;

2. adopt the principle of using funding in the Business Rates Retention Reserve to smooth out the anticipated volatility in Business Rates income over the next three years, as set out in section 3.19 of the published agenda report. The volatility is due to the business rates baseline reset anticipated in 2023/24 (this will result in the Council having a negative Revenue Support Grant) and the predicted loss of Business Rates pooling gain at the same time. It is recommended that funding held in the Business Rates Retention Reserve is retained for the purpose of smoothing out the business rates volatility / negative revenue support grant and should not be used for unrelated purposes, other than commitments already made or as part of one-off funding for the Corporate Strategy, for at least the next three years;
3. continue to respond to Government consultations on Business Rates Reform;
4. continue to actively lobby and engage with the Government, Devon MPs, South West Councils and other sector bodies such as the District Councils' Network and the Rural Services Network, for a realistic business rates baseline to be set for the Council for 2023 onwards, when the business rates reset happens;
5. continue to lobby in support of the Government eliminating Negative Revenue Support Grant in 2022/23 (and thereafter) and continue to lobby for Rural Services Delivery Grant allocations which adequately reflect the cost of rural service provision; and
6. that the forecast budget gap for 2022/23 of £79,587 (0.8% of the current Net Budget of £9.68 million) and the position for future years be noted.

E.40/21

**MONTH 4 REVENUE BUDGET MONITORING 2021/22**

Members considered a report that enabled them to monitor income and expenditure variations against the approved budget for 2021/22 and also provided a forecast for the year-end position.

In discussion, the following points were raised:-

- (a) The fees and charges income that had been generated was welcomed;
- (b) Whilst working in very difficult circumstances, Members wished to formally record their thanks to the Dartmouth Lower Ferry staff for operating an excellent service;

- (c) The finance team was thanked for the rigorous and diligent manner in which it had submitted the Council's Delta Returns that had arisen as a result of the COVID-19 Pandemic.

It was then:

**RESOLVED**

That the forecast income and expenditure variations for the 2021/22 financial year and the overall projected surplus of £92,000 (1% of the total Budget of £9.677 million) be noted.

E.41/21 **CAPITAL PROGRAMME MONITORING**

Consideration was given to a report that advised of the progress made on individual schemes within the approved Capital Programme, including an assessment of their financial position.

In discussion, Members regretted the time that it took for affordable housing sites to be developed and stressed the dire housing need throughout the South Hams. The Leader informed that she was of the view that the Council needed to look at modular builds as a potential solution.

It was then:

**RESOLVED**

1. That the content of the Monitoring Report be noted; and
2. That Council be **RECOMMENDED** to fund the overspend of £31,816 on the Dartmouth Ferry Workshop from the Capital Programme Contingency Reserve.

E.42/21 **PLANNING IMPROVEMENT PLAN**

Consideration was given to a report that sought to:

- update Members on the progress of the Development Management and Planning Enforcement review;
- seek adoption of the Planning Improvement Plan ('the Plan'); and
- recommend approval of the use of the additional planning income to cover the cost of temporary staff within the Development Management service.

During discussion, particular reference was made to:-

- (a) the planning portal on the Council website. A Member highlighted some of the limitations associated with the current portal and hoped that these would be rectified when the new system was rolled out during the Autumn months.

- (b) the Plan being an evolving document. As the Plan evolved, Members were advised that a further report on the Planning Enforcement service was to be presented to a future Executive meeting and the Overview and Scrutiny Committee was to receive six-monthly progress updates against the adopted Plan;
- (c) the Planning Enforcement service. Members wished for improvements to be made quickly to the Planning Enforcement service and, whilst recognising the staffing issues that had been experienced, it was hoped that the service was now in a steadier position and could begin to combat the perception that the service did not have any power or influence to act. Furthermore, the request was made to re-introduce the: case meetings between Enforcement Officers and local Ward Members; the publication of the monthly list of cases; and the current names and contact details for the officers;
- (d) negotiations and extensions of time for planning applications to be determined. In instances where extensions had been agreed for out of time applications, Members asked that this was cross-referenced (and evidenced) on the planning portal.

It was then:

### **RESOLVED**

1. That the Planning Improvement Plan ('the Plan') (as set out at Appendix A of the presented agenda report) be adopted;
2. That the ongoing performance of the Plan be monitored on a six-monthly basis with an update report being presented no later than March 2022; and
3. That Council be **RECOMMENDED** to fund the cost of temporary planning staffing resources of £171,900 (SHDC share of the cost), from the additional planning income generated in 2021/22 (as set out in Section 2.4 of the published agenda report).

E.43/21

### **FOLLATON HOUSE ACCOMMODATION USAGE**

The Executive considered a report that set out some of the improvements that had been made to date at Follaton House and that highlighted opportunities to make further improvements.

In discussion, the following points were raised:-

- (a) The overriding wish of the report being to make the best use of Follaton House whilst recognising the obligations of the Council to maintain the Listed Building;

- (b) Officers agreed to ask their Devon County Council colleagues to review their risk assessments in relation to the maximum number of attendees at a wedding held at Follaton House;
- (c) The general appetite for hybrid meetings was stated by a number of Members. In addition, it was confirmed that aspects of the equipment would be transportable should the need arise for meetings to be held outside of the Council Chamber and/or off-site;
- (d) Once the works had been completed, it was hoped that Follaton House could be promoted again as a venue that could cater for and host external community groups.

It was then:

### **RESOLVED**

1. That approval be given to the adaptation of the Council Chamber to support greater transparency of our democratic processes and embed, through technology, positive outcomes of the pandemic, leading to improved public engagement and accessibility;
2. That ongoing modernisation and uplift of the Old House (including the Council Chamber) be noted to meet the requirements of a modern Council;
3. That authority be delegated to the Head of Assets, in consultation with the Leader of Council and the lead Executive Member, for the selection of specific furniture and furnishings;
4. That Council be **RECOMMENDED** to fund the cost of a new Audio Visual system (of an estimated £130,000) from the New Burdens Revenue Funding received from the Government for the administration of the recent Business Grants (as set out in Section 4.3 of the published agenda report). In addition, Council also be **RECOMMENDED** to fund up to £30,000 for the cost of furniture from the Repairs and Maintenance Earmarked Reserve; and
5. That the continuing strategy of increasing rental income from Follaton House by securing lettings throughout the building to meet demand of businesses and partners, including areas previously utilised by Council staff and Members be endorsed. (NB. this will lead to an increased use of the Old House by Council staff and Members).

E.44/21 **WASTE AND RECYCLING UPDATE**

The Executive considered a report that provided an update on:

- the actions of the Council to hold its waste and recycling contractor (FCC) to account for the poor performance experienced by some residents over the last six months;
- the temporary suspension of the Garden Waste collection service and FCC's actions taken to ensure that it had sufficient staff to deliver all elements of the waste and recycling contract; and
- the current contractual performance of FCC.

In discussion, the following points were raised:-

- (a) Members' recognised external factors may be having a detrimental impact on service performance, but lamented service failures that were wholly within the control of FCC, for example repeat missed collections and missed assisted collections.

Such were the failures and the apparent lack of any improvements, that an additional recommendation was **PROPOSED** and **SECONDED** and when put to the vote was declared **CARRIED**:

*'That Council be **RECOMMENDED** to RESOLVE that the waste and recycling collection service provided still falls below the standard required to meet the expectations of local residents. Councillors were given assurance that the service would return to a 'steady state' by mid-July. In the Council's view, this is not the case. We appreciate the efforts of officers and FCC to try and rectify the situation. However, if a solution cannot be found to deliver the 'super recycling' service as specified at the Full Council meeting on 6 December 2018 by the end of 2021 the Council will be forced to consider exercising any available contractual rights in order to ensure that, going forwards, arrangements are in place which are capable of delivering a waste and recycling collection service that is fit for the 21<sup>st</sup> Century.'*

- (b) On behalf of the Council, Members and officers wished to put on record their unreserved apologies for the poor service that was being experienced by residents. In so doing, Members and officers emphasised their commitment to rectifying the current problems;
- (c) When reflecting on the extent of the problems that were being incurred, the lead Executive Member confirmed his belief that the round review exercise carried out by FCC had been a significant contributory factor;
- (d) With regard to the initial suspension of the garden waste collection service, FCC had confirmed that there was insufficient time to delay the decision to enable for correspondence to be sent to all residents.

In the event of the service being suspended for a further period, some Members made the point that there were willing town and parish councils who could be utilised to support (and police) a green waste collection service. As a consequence, officers were asked to consider the feasibility of such alternative means of collecting green waste. In addition, a Member highlighted that there was plentiful desire amongst residents for home and/or community composting schemes and steps should therefore be taken to exploit this wish;

- (e) In the event of a residents' waste not being collected, a Member questioned whether they would be eligible for a Council Tax discount or refund. In reply, the Section 151 Officer advised that the Council was unable to offer a discount as there was nothing within Council Tax legislation that would allow for a refund to be made. This was due to Council Tax being a form of general taxation where the cost of public services was spread across all Taxpayers in the same way. Furthermore, Council Tax was not a charge for services provided and therefore was not a service charge. In reply to a further question, the Section 151 Officer confirmed that the amount of Council Tax that was paying for the waste and cleansing services in the South Hams amounted to approximately £1 per week per household. Finally, Members noted that this information was also set out for residents on the Council website as part of the 'Frequently Asked Questions' section;
- (f) Some Members could not see any justification for the disparity in service delivery that was being witnessed between the Council and West Devon Borough Council and proceeded to question why best practice was not being shared;
- (g) In respect of the reporting functionality on the Council website, it was felt that some minor revisions would not only improve the efficiency of the customer experience but would also reduce the involvement of Members having to continually contact officers;
- (h) Members highlighted the weekly performance meetings with FCC representatives and stated their ongoing frustrations that the contractor was seemingly unable to both communicate effectively in advance and deliver on their promises;
- (i) The lead Executive Member was thanked for his tireless efforts in such challenging circumstances. In reply, the Member thanked his Executive colleagues for their unwavering support and also wished to put on record his thanks to the Head of Practice – Commissioning and Contracts and wished her well for her imminent retirement.

It was then:

### **RESOLVED**

1. That the actions taken to ensure that the Council meets its statutory service requirements with regard to waste and recycling be noted;

2. That the temporary suspension of the Garden Waste service be extended pending a further review at the next meeting of the Executive to be held on 14 October 2021;
3. That the Executive continue to hold FCC to account in relation to its performance and continue to monitor FCC's resources and recruitment to ensure that the non-statutory garden waste collection service can resume as soon as is practically possible;
4. That all available options, including those options available under the contract, be considered to improve the performance of the waste and recycling service; and
5. That Council be **RECOMMENDED** to RESOLVE that the waste and recycling collection service provided still falls below the standard required to meet the expectations of local residents. Councillors were given assurance that the service would return to a 'steady state' by mid-July. In the Council's view, this is not the case. We appreciate the efforts of officers and FCC to try and rectify the situation. However, if a solution cannot be found to deliver the 'super recycling' service as specified at the Full Council meeting on 6 December 2018 by the end of 2021 the Council will be forced to consider exercising any available contractual rights in order to ensure that, going forwards, arrangements are in place which are capable of delivering a waste and recycling collection service that is fit for the 21<sup>st</sup> Century.

E.45/21

**REPORTS OF BODIES****(a) Audit Committee – 1 July 2021:****A.4/21 Internal Audit Annual Report****RESOLVED**

That an extra 0.05 Full Time Equivalent (FTE) of Internal Audit resource be procured from the Devon Audit Partnership for the 2021/22 Financial Year to backfill for the loss of Internal Audit staff time that has been used to administer the Business Grants for the Council to be funded from the New Burdens Funding received from the Government for administering the Business Grants. (NB. this will ensure a robust Internal Audit environment by enabling the internal audit service to fully complete its Audit Plan for 2021/22.

**A.5/21 Bi-Annual Strategic Risk Update**

**RESOLVED**

That the Leisure Services report that is to be presented to a future Executive meeting address the risk that the capacity of the Leisure Centres is significantly reduced whilst many overheads and operating costs remain the same and the mitigation for this risk.

***(NOTE: THESE DECISIONS, WITH THE EXCEPTION OF MINUTES E.36/21 PARTS 2 AND 4, E.37/21, E.39/21, E.41/21 PART 2, E.42/21 PART 3, E.43/21 PART 4 AND E.44/21 PART 5 (WHICH ARE RECOMMENDATIONS TO THE COUNCIL MEETING TO BE HELD ON 23 SEPTEMBER 2021) WILL BECOME EFFECTIVE FROM 5.00PM ON MONDAY, 27 SEPTEMBER 2021 UNLESS CALLED IN, IN ACCORDANCE WITH SCRUTINY PROCEDURE RULE 18).***

(Meeting commenced at 10:00 am and concluded at 1.25 pm)

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Chairman

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