

# Public Document Pack



Please reply to: Darryl White  
Service: Strategy & Commissioning  
Direct Dial: (01803) 861247  
E-mail address: Darryl.White@swdevon.gov.uk  
Date:

Dear Councillor

## **SOUTH HAMS OVERVIEW AND SCRUTINY PANEL - THURSDAY, 17TH MARCH, 2016**

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

### **Agenda No    Item**

- a)     Homeless Strategy (Pages 1 - 4)

Lead Member Cllr H D Bastone

9.     **Our Plan: South Hams Review (Pages 5 - 58)**

Lead Member Cllr R J Tucker

to consider a report that seeks to recommend adoption of Our Plan: South Hams

15.    **Income Generation Opportunities (Pages 59 - 80)**

Lead Member Cllr M J Hicks

to consider an exempt report that presents a number of income generation proposals

Yours sincerely

Darryl White  
Senior Specialist – Democratic Services

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Report to: **Overview & Scrutiny Panel**  
Date: **17 March 2016**  
Title: **Homeless Strategy**  
Portfolio Area: **Customer First – Cllr Ward (deputising for Cllr Bastone)**

Wards Affected: **All**

Relevant Scrutiny Committee: **Overview & Scrutiny Panel**

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

Date next steps can be taken: Immediately following this meeting.

Author: **Isabel Blake** Role: **Community of Practice Lead Specialist Housing, Revenues & Benefits**

Contact: **01822 813551/email: [Isabel.Blake@swdevon.gov.uk](mailto:Isabel.Blake@swdevon.gov.uk)**

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## **RECOMMENDATION**

**That the Panel support the establishment of a joint SH/WD Homeless Strategy Task & Finish Group.**

### **1. Executive summary**

1.1 The purpose of this report is to brief Members on the commencement of work on a new joint Homeless Strategy for South Hams & West Devon and for Members to consider how they wish to contribute to the aims and actions of any proposed new strategy.

### **2. Background**

2.1 It is a statutory requirement of the Homelessness Act 2002 for each Local Authority to have a Homeless Strategy which sets out how they will prevent homelessness in their district.

- 2.2 Previously South Hams had a stand-alone homeless strategy which expired in 2013. Since that time specific actions around homelessness have been incorporated in the Connect Strategy. With the replacement of Connect by Our Plan as an overarching policy it now seems timely to revisit a dedicated homeless strategy that underpins and informs some of the work of Our Plan.
- 2.3 For the Council it presents an opportunity to develop a robust strategy within our new working environment with the breakup of traditional departments. This will ensure other related work streams can be included in the strategy to showcase the innovative way we are now working.
- 2.4 The Strategy will cover the next 5 years and will be subject to an annual update and report.

**3. Outcomes/outputs**

- 3.1 The Strategy will set the agenda for the way the District tackles homelessness for the next 5 years. It is important that Members have the opportunity to influence the development of the strategy from the very start.

**4. Options available and consideration of risk**

- 4.1 Members are asked to consider how they wish to take the work in producing the homeless strategy forward. This could be through a series of Task & Finish groups or an officer only group with regular reporting to the Panel.

**5. Proposed Way Forward**

- 5.1 It is proposed that the Strategy is ready for public consultation in the late summer, with formal adoption by the Council in the autumn.
- 5.2 It is proposed that Members consider setting up a joint task and finish group. Whilst the Group would set its terms of reference at its first meeting, it is suggested that its primary purposes would be to develop the draft Homeless Strategy and to consider the relationship between the Strategy (when approved) and Our Plan: South Hams.

**6. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	It is a statutory requirement to have a Homeless Strategy,
Financial	N	Guidance: Authors should have engaged with the S151 Officer as part of building of the report such that the relevant Finance officer is aware of what is to be covered and is able to input into the drafting of the

		report if required. The report needs to be as specific as possible and shall include all material costs.
Risk	N	
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	Any strategy or consultation will need to ensure it considers any equality and diversity implications are.
Safeguarding	Y	Any strategy will need to ensure that safeguarding principles are used to protect vulnerable people.
Community Safety, Crime and Disorder	Y	Some of the approaches to tackle homelessness in the district may also help to tackle community safety, crime and disorder.
Health, Safety and Wellbeing	Y	These will be fundamental principles of any strategy to tackle homelessness.
Other implications		

**Appendices:**

None

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# Agenda Item 9

Report to: **Overview and Scrutiny Panel**

Date: **17 March 2016**

Title: **OUR PLAN: SOUTH HAMS REVIEW**

Portfolio Area: **All**

Wards Affected: **All**

Relevant Scrutiny Committee: **Overview and Scrutiny**

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

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

Author **Ross Kennerley Lead Specialist; Place and Strategy**

Contact: **01803 861379 | [Ross.Kennerley@swdevon.gov.uk](mailto:Ross.Kennerley@swdevon.gov.uk)**

## **RECOMMENDATION:**

**That the Panel RECOMMEND to the Executive that it RECOMMEND to Council to:-**

- (1) Note progress on the 15/16 Our Plan; Annual Activity Programme (appendix 1) and**
- (2) Adopts *Our Plan: South Hams* (as presented at Appendix 2) for the 16/17 Financial year as a document that**
  - Recognises *Our Plan: South Hams* as the single comprehensive Council Plan**
  - Restates the Council's corporate Vision and Objectives**
  - Establishes the common basis for the Councils Financial Plan, Asset Management Plan, Local Plan and all other Plans and Strategies**
  - Establishes priorities for delivery including a delivery plan commencing in 2016/17**
  - Establishes mechanisms for delivery**
  - Establishes engagement, monitoring and review procedures**
  - Provides context for subsequent incorporation of the Local Plan element currently subject to separate preparation**

**Subject to any amendments which are to be delegated to Lead Specialist – Place and Strategy, in consultation**

**with the Leader and Executive Lead for Strategic Planning.**

- (3) Establish a joint member working group to agree scope and details of the Economic Development work.**
- (4) Undertake further work to identify *Key Measures* for the 8 Our Plan objectives that are clear expressions of the Councils intentions and which can be measured and readily promoted. Agreement of these to be delegated to Lead Specialist – Place and Strategy, in consultation with the Leader and Executive Lead for Strategic Planning.**

## **1. Executive summary**

- 1.1 The Council has made clear its vision to enhance the quality of life for South Hams individuals and communities. *Our Plan: South Hams* is the comprehensive, overarching plan that delivers this vision.
- 1.2 *Our Plan: South Hams* will set out the objectives that underpin this vision and draw together all the mechanisms at the Councils disposal to ensure delivery. This includes use of the Councils finances, staff, Members, assets, partnerships and development & legislative powers.
- 1.3 Members have previously agreed that *Our Plan: South Hams* should take stock of the work to date and focus afresh on restating the vision and priorities whilst delivering measured outcomes and an excellent customer service. Publication of a refreshed version of Our Plan builds on work undertaken previously. The proposed republication of *Our Plan: South Hams* will also provide a context for the Local Plan and allow the statutory Local Plan element to be incorporated once its formal legal process is completed.
- 1.4 This item takes stock of the existing 15/16 Annual Activity Plan. It records significant progress and successful outcomes against the actions in what has clearly been a challenging year. Some actions are completed, others are on track and need to carry forward whilst others now better lend themselves to being recognised as enduring work streams and become part of business as usual.
- 1.5 The item also proposes a refreshed delivery plan incorporating some existing actions and a series of new activities that have emerged from work with members. This Delivery Plan sets a longer horizon rather than a single year as previously. Members are asked to consider the proposed version of Our Plan and the delivery plan



## 2. Background

2.1 At Overview and Scrutiny in November 2015 Members considered a report relating to Our Plan. The report proposed republication of Our Plan for the start of the 16/17 year as a plan that

- Recognises Our Plan: South Hams as the single comprehensive Council Plan
- Restates the Council's corporate Vision and Objectives
- Establishes the common basis for the Councils Financial Plan, Asset Management Plan, Local Plan and all other Plans and Strategies
- Establishes priorities for delivery including a delivery plan commencing in 2016/17
- Establishes mechanisms for delivery
- Establishes engagement, monitoring and review procedures
- Provides context for subsequent incorporation of the Local Plan element currently subject to separate preparation

2.2 Members supported this approach and this item now presents the outcome of work that has taken place since November. Members are being asked to consider the work presented and consider promoting it for formal adoption.

2.3 Members are referred to the November report for further background information.

2.4 In presenting this work there is a need to review the progress against the 15/16 Annual Delivery Plan. Appendix 1 presents an updated version of the Annual Activity Plan and identifies outcomes as follows

	Completed (or to be completed by end of the financial year)
	On target for completion with work to be carried forward
	Commenced but behind timescale
	Not commenced

2.5 The table now also recognises those targets that have effectively become core and enduring activity. In these cases the work will migrate to "business as usual" activity and not be highlighted as a further distinct action.

2.6 It must also be recognised that much of South Hams District Council area lies within Dartmoor National Park. This generates a close working relationship between the two authorities that is carried into the Our Plan: South Hams. Our Plan will stand alongside, and support, the Dartmoor National Park Management Plan.

2.7 In the general provision of services, for example waste collection, SHDC provides a direct service to residents within the DNPA boundary and thus some elements of Our Plan will have direct impacts within the DNPA area. In terms of strategic planning and production of the Local Plan both DNPA and SHDC are working closely together and are joint signatories to the Devon wide "Duty to Co-operate" that governs working relationships for Local Plans. SHDC and DNPA will be producing aligned Local Plans for the shared Housing Market Area within South West Devon.

### **3. What outcomes are required?**

- 3.1 Production of a single comprehensive Plan and supporting Delivery Plan.
- 3.2 A proposed version of Our Plan: South Hams is presented at Appendix 2. This incorporates the following elements set out in the November recommendation.

#### Recognising Our Plan: South Hams as the single comprehensive Council Plan

- 3.3 This will be covered in the Our Plan Introduction.

#### Restates the Council's corporate Vision and Objectives

- 3.4 These were established through public consultation and the earlier Regulation 18 consultation. These establish the core values and need to be able to be read into all Council work. The single word used to group the areas of work were referred to as "themes".
- 3.5 During its stages of publication and consultation the list of themes has been refined to cover.
- Wellbeing
  - Communities
  - Homes
  - Economy
  - Infrastructure
  - Environment
  - Heritage
  - Resources
- 3.6 Previous consultations have highlighted the importance of delivery through partnership. This forms a key strand to delivery across the Plan and was strongly supported. This is reflected in the draft version.

#### Establishes the common basis for the Councils Financial Plan, Asset Management Plan, Local Plan and all other Plans and Strategies

3.7 This role of Our Plan is set out in the draft. Significant plans and strategies are included in Appendix 3 (noting that this needs completion prior to publication)

Establishes priorities for delivery including a delivery plan commencing in 2016/17

3.8 The previous version of the Annual Activity Plan included a prioritisation of actions – and concluded four priorities around Homes, Jobs, Natural Environment and Excellent Customer Services. For monitoring purposes (as at Appendix 1) the actions had been placed under whichever of the 8 themes they best fitted. In the new Delivery Plan it is suggested that actions appear under the 8 themes to better imbed the use and understanding of these themes.

3.9 Members sought prioritisation and a member workshop was held at Woolwell in early January. Members were invited to prioritise the 8 objectives and this resulted in three distinct bandings – with Economy at the forefront.

- High Priority. Economy and Homes
- Medium. Infrastructure, Communities, Wellbeing, Environment
- Reduced Priority. Resources and Heritage

3.10 This prioritisation has been used to provide structure to the draft Delivery Plan presented at Appendix 4. Members are asked to consider this Delivery Plan and the following matters that have informed production

- The Delivery Plan is the community facing expression of the additional activities the Council proposes. It needs to talk to, and deliver for, community groups, businesses, stakeholders and individuals. It does not include T18, or LACC activities and nor does it include baseline “business as usual” activity.
- Proposed actions included in the plan are generated from elements of work we need to do and some that we might want to do including
  - Legal or statutory requirements to undertake specific activities
  - Contract , tender or partnership requirements for time specific activities
  - Non statutory activities that the Council undertakes
  - Other activities proposed by members
- There is a significantly reduced range of actions. These actions seek to identify and focus on an outcome rather than merely require a process or procedure to be put in place. This introduces the use of tangible *Key Measures* for assessing progress against delivery.

- The Delivery Plan needs to have a longer time horizon and be a living document that can flex and adapt under the steer of Members. A three year horizon is suggested initially.
- 3.11 The Delivery Plan is intended to be simple and a balance needs to be struck about providing enough detail but retaining clarity. Member's views are sought on this – in particular whether the Delivery Plan format allows clear measurement and subsequent monitoring.
- 3.12 Fundamental to success of this Delivery Plan is identification of Key Measures. Historically "progress" has been measured generally rather than setting specific quantity or quality outcomes. If Members agree the format of the Delivery Plan and the actions within it then it is recommended that further work takes place to identify and agree clear and unambiguous *Key Measures*. These might, for example, seek to identify numbers of houses constructed, jobs supported or measures of environmental quality. Members gave some initial observations at the workshop but more work is needed to come up with ambitious measures which are directly relevant to our communities and against which we are prepared to be judged.
- 3.13 It is suggested that this work to identify *Key Measures*, and fine tune the Delivery Plan, take place with immediate effect to allow Key Measures to be confirmed in the Delivery Plan.
- 3.14 In relation to Economy it is necessary to reflect that there is significant expectation but much of both existing and potential additional work is non statutory. Members are asked to work with officers to agree a targeted approach to Economic Development that focusses on areas of greatest impact within the context of available resources.
- 3.15 For Housing there is far more extensive existing statutory work already underway. The proposal is to look to enhance this work and to promote this as a strong and coherent Housing Delivery Programme.

#### Establishes mechanisms for delivery

- 3.16 The Draft version of Our Plan at Appendix 2 includes a short section on how the Council intends to deliver on actions.
- 3.17 Actions in the draft Delivery Plan will be delivered through a range of mechanisms. These will be deployed to ensure most effective approach once the actions are agreed.
- Direct delivery
  - Use of funding and Grants
  - Members involvement
  - Enforcing Legislation and powers
  - Partnership working
  - Liaison and influence

- Asset Management
- Locality

Establishes engagement, monitoring and review procedures

3.18 The attached draft version of Our Plan establishes a core role for Overview and Scrutiny to oversee regular monitoring and recognises the existing ability for O&S to seek review if needed.

3.19 The draft Our Plan builds in a commitment for an annual review and refresh of the Delivery Plan.

Provides context for subsequent incorporation of the Local Plan element currently subject to separate preparation

3.20 Our Plan: South Hams seeks to establish the corporate context whilst allowing the Local Plan element to progress on its separately agreed process towards a Joint Local Plan. This version of Our Plan needs to strengthen the context, recognise the alternative route that the Local Plan is travelling on and retain the intention to nest the Local Plan element within Our Plan when its formal path is completed.

**4. What are the options?**

4.1 The decision to refresh and publish Our Plan in the proposed format has already been agreed. The options before members are to consider the precise scope, presentation and level of detail to be included. To inform this work draft versions of Our Plan, the Delivery Plan and supporting Plans and Strategies have been produced. Issues members may want to consider when reviewing these include

- Is this a reasonable approach to the scope, form and presentation of Our Plan for publication?
- Are the objectives adequately expressed and prioritised?
- Is the Delivery Plan in an acceptable format?
- Are the Actions in the Delivery Plan appropriate?
- Do we need to better understand costs, benefits and monitoring? If so how do we do this proportionately?

**5. Summary and conclusions**

5.1 This item follows through previous decisions to republish Our Plan: South Hams. There is clear opportunity to refocus and pick up momentum.

**6. Implications**

Implications	Relevant to proposals Y/N	Details and proposed measures to address

Legal/Governance	Y	<p>Our Plan is governed by a range of statutory requirements which include the following:</p> <ul style="list-style-type: none"> <li>• Localism Act 2011 (Section 1 – Powers of General Competence).</li> <li>• Town and Country Planning (Local Planning) (England) Regulations 2012</li> <li>• National Planning Policy Framework 2012</li> <li>• The Planning and Compulsory Purchase Act (2004)</li> <li>• Environmental Assessment of Plans and Programmes Regulations 2004</li> </ul> <p>Overview &amp; Scrutiny have a responsibility to assist the Council in the development of its Policy Framework and to make any necessary recommendations to the Executive and Council.</p> <p>The Council is required to publish any changes to the Annual Delivery Plan</p>
Financial	Y	<p>The agreement of <i>Our Plan</i> and Delivery Plan will need to consider financial implications. Actions included within the plan for 16/17 are funded and budgeted for at current service delivery level – but enhanced actions may bring resource pressures. Activity for 17/18 onwards will need to be reviewed as delivery commences.</p>
Risk	Y	<p>A failure to issue a renewed approach to the overarching plan could lead to</p> <ul style="list-style-type: none"> <li>• Lack of coherent policy and delivery</li> <li>• Reputational harm</li> <li>• Ineffective use of resources</li> <li>• Poor quality service to those in need of support</li> <li>• Inequality of delivery across the Borough</li> <li>• Failure to comply with statutory requirements and potential risk of challenge</li> </ul> <p>These risks are mitigated by</p> <ul style="list-style-type: none"> <li>• Review of Our Plan</li> <li>• Renewed Delivery Plan</li> <li>• Identification of resources to support delivery</li> <li>• Scope to integrate Local Plan as appropriate</li> <li>• Scope of opportunities for efficiencies through joint approach with SHDC</li> </ul>
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	<p>Our Plan approach and policies imbed equal opportunities and help prevent discrimination in our</p>

		communities. Equalities Impact Assessment has been undertaken and some minor issues raised about delivery of some actions. Outcomes will be fed into Delivery Plan as it progresses to Executive and Council for adoption.
Safeguarding	Y	Our Plan approach and policies imbed safeguarding measures where necessary.
Community Safety, Crime and Disorder	Y	Our Plan approach and policies support community safety and partnerships to support this
Health, Safety and Wellbeing	Y	Our Plan approach and policies include Health, Safety and Wellbeing. A health impact assessment will be undertaken of Local Plan
Other implications		None identified

**Supporting Information - Appendices:**

- Appendix 1. 2015/16 Annual Activity Plan Review
- Appendix 2 . Our Plan: South Hams 2016/17. Draft.
- Appendix 3. Significant Plans and Strategies. Draft
- Appendix 4. Delivery Plan 2016/17. Draft

**Background Papers: None**

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**Our Plan Annual Delivery Plan/Priority Action Plan 2015-2016**

**Overview and Scrutiny Review. March 2016**

**A delivery plan of actions underpinning the Councils objectives to support communities to have access to housing, employment, services and facilities that meet their needs, communities that are resilient, safe and able to make choices about their future.**

## Our Plan Annual Delivery/Priority Action Plan

This document sets out areas of work for 2015-2016 where the District and Borough Councils are seeking to undertake additional actions, over and above core delivery, to support local communities and individuals

The actions are grouped under the following headings identified by the two Councils for the 2015/16 Annual Delivery plan/ Priority Action Plan

- Homes
- Jobs
- Natural Environment
- Excellent Customer Services

The actions will underpin the delivery of Our Plan (and for West Devon further details are provided in the publication version of West Devon Our Plan). The actions are largely identical across South Hams and West Devon – but there are some variations and these are shown in the Plan. To paint a complete picture actions listed have been derived from the following.

- Actions from the Annual Delivery Plan/ Priority Action Plan
- Actions generated from Service delivery requirements and contract renewals

The actions will be delivered through the new working structure at South Hams and West Devon Councils and will be subject to monitoring and reporting to the Overview and Scrutiny Committees at both Councils.

The document does not include the following

- Day to day activities
- Capital programme projects
- Internal operational changes generated by T18

Progress is assessed as follows

Green	Completed (or to be completed by end of the financial year)
Light Green	On target for completion with work to be carried forward
Yellow	Commenced but behind timescale
Red	Not commenced

The table now also incorporates a further column which identifies those targets that have effectively become core and enduring activity. In these cases the work will migrate to “business as usual” activity and not be highlighted as a further distinct action.

## HOMES

- Local Homes for Local People
- Healthy, Safe and Secure housing
- Responding to Welfare Reform

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
<b>Develop and adopt a range of initiatives to support wider housing need across the District</b>	<p>Emerging recognition of the need for the Council to look at enabling a wider range of housing solutions that can meet diverse needs.</p> <p>Smarter intelligence is required to understand the different requirements across the District.</p>	Undertake a review and sense check of existing intelligence on housing need and commission any additional intelligence required to review present and future priorities and develop policies that are focussed on wider housing need.	<p>Quarterly monitoring of current intelligence.</p> <p>Contracts for commissioned intelligence monitored and delivered.</p> <p>Quarterly monitoring of housing delivery and assessment of how needs being met.</p>	South Hams and West Devon	Place Making CoP	<p>Options Identified.</p> <p>Separate report to members for consideration.</p> <p>Supporting and delivering housing will be retained in 16/17 Acton Plan</p>
<b>Review and revise the Direct Lets, Bond Guarantee, deposit and rent in advance schemes</b>	External review of schemes identified scope for improvement, and changing circumstances and demand support the need for a review of service provision.	Undertake a review of existing policies to ensure meeting statutory homeless duties in an efficient and cost effective manner and update existing policies as required to better meet identified needs.	<p>Annually through the delivery plan process.</p> <p>Monitor homelessness and preventions, case studies.</p> <p>Targets set for Direct Lets: number of properties, operating costs being met through rents and fees</p>	<p>South Hams and West Devon</p> <p>Direct Lets SHDC only</p>	Housing CoP	<p>Monitoring and reviews underway with outcomes to be concluded.</p> <p>This will be taken forward as "business as usual" and incorporated into existing workstreams.</p>

			and additional income generated.			
<b>Develop and Introduce a strategic framework to encourage the return of Empty Homes into use.</b>	Whilst there are relatively low levels of empty homes, returning these to use maximises existing stock, reduces blight and attracts New Homes Bonus.	Use South Hams existing Empty Homes Strategy as the Framework to develop an approach that meets West Devon's needs.	Targets set for return of empty homes to use with an assessment of how these have met local needs.	West Devon only	Place Making CoP	Policy to be confirmed.  This will be taken forward as "business as usual" and incorporated into existing workstreams.
<b>Develop a strategic approach for reducing fuel poverty</b>	Increasing Fuel Poverty levels adversely affecting health and wellbeing of residents. Market led delivery of Government initiatives not benefitting rural communities.	Consolidate existing local (Council and Community) policy initiatives and identify, and fill where feasible, any gaps in support or activity.	Develop measures to assess outcomes using emerging monitoring framework.  Set targets for interventions and review how measures are making inroads into reducing fuel poverty.	South Hams and West Devon	Place Making CoP	Programme established.  This will be taken forward as "business as usual" and incorporated into existing workstreams.
<b>Work with Devon County Council, Districts, statutory agencies and voluntary sector partners to understand and mitigate the impact of welfare reform changes on local people and build financial resilience: Using Local Discretionary</b>	Welfare changes will require those on low incomes and/or benefits to better manage their own finances to ensure they are able to meet bills and priority commitments.  With the reduction or removal of the Local Discretionary Welfare Support funded by	Bringing together key public sector and voluntary and community sector partners to map current advice and provision and develop a robust referral framework and monitoring process.  Train officers to provide initial advice to assist those struggling to maintain tenancies and pay priority bills, referring on to more specialist agencies if necessary.	Quarterly measures and annual reporting on interventions, financial gains, debts managed and case studies.  Develop measures with partners to assess outcomes using emerging monitoring framework.	South Hams and West Devon	Housing CoP	Extensive work underway with partner for roll out of Universal Credit.  Local Discretionary Welfare funding ends on the 1st April

<p><b>Welfare Support remaining funding to train officers in first line debt advice; Utilising the Devon County Council Community Impact Fund to support the Third Sector organisations that assist people with welfare issues; Supporting an Action Research project with voluntary and community sector organisations who support people through welfare issues to look at effective activity</b></p>	<p>Government there will be less access to emergency funds so better signposting and money management will be crucial to financial sustainability.</p>				<p>Partnership options to be reviewed as part of overall Partnership review (esp work with CAB)</p> <p>This will be taken forward as “business as usual” and incorporated into existing workstreams.</p>
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<b>JOBS</b> <ul style="list-style-type: none"> <li>▪ Sustainable Economic Growth</li> <li>▪ Business Engagement</li> </ul>						
Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
<b>Business Engagement and Support</b>	To signpost businesses to funding opportunities, best practice, training, changing legislation, apprenticeships, etc.	Hold two Business Voice events a year, plus quarterly e-newsletters and business database development. Members to distribute business voice sign up cards. Provision of a Business Support service delivering information guidance and advice to local businesses.	Quarterly monitoring of Business Support contract against pre-agreed targets.	South Hams and West Devon	E H CoP	Business Voice Newsletter out  Two Business Forums undertaken. BiP support in WD  Needs to feed into Economic Development review
<b>Research and intelligence</b>	To fully understand business needs and to inform future funding streams.	In West Devon delivery of a borough wide biennial Business Survey and annual Town Benchmarking in Tavistock and Okehampton.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	Reports received May 2015  Further work in SHDC to be undertaken to support local plan  Needs to feed into Economic Development review
<b>Maximising funding opportunities</b>	To ensure Council resources are used to their full potential and deliver added value.	Preparation of bids for LEADER, EUSIF, Growth Deal funding streams. Delivery of ongoing funded projects to mitigate clawback.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	LAG and LEAF funding streams implemented

						LEP funding programme being reviewed  Needs to feed into Economic Development review
<b>Strategic Working</b>	To benefit from economies of scale and lobbying clout.	Participation in City Deal and LEP initiatives to influence employment land, road, rail and broadband developments. Negotiation of S106 contributions.	Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	S & C	Ongoing liaison with LEP and City Deal  Needs to feed into Economic Development review

<b>BUILT AND NATURAL ENVIRONMENT</b>						
<ul style="list-style-type: none"> <li>▪ Reconnecting People and Nature</li> <li>▪ Protecting and Improving our Natural Environment</li> </ul>						
<b>Action (What)</b>	<b>Evidence (Why)</b>	<b>Method (How)</b>	<b>Monitor Impact (How/ Frequency)</b>	<b>Where</b>	<b>Lead</b>	<b>Progress</b>
<b>Support the development and delivery of Open Space, Sport and Recreation facilities in towns and villages - Adopt Open Space, Sport and Recreation Framework as part</b>	New development generates need for new facilities or upgrade of existing. Communities require evidence to support refurbishment and grant applications. Healthy lifestyle contributes	Conclude and adopt framework. Establish implementation plan. Provide officer support to delivery.	6 monthly to appropriate Committee.  Develop measures to assess outcomes using emerging monitoring framework.	South Hams and West Devon	Assets CoP	OSSR Strategy and delivery Plan produced and being implemented.  Will be incorporated into Our Plan evidence base

<p><b>of Our Plan. Introduce Implementation plan utilising s.106 and other funding</b></p>	<p>significantly to health outcomes.</p>					<p>This will be taken forward as “business as usual” and incorporated into existing workstreams.</p>
<p><b>Support countryside management and access projects - Adopt Green Infrastructure Framework as part of Our Plan. Introduce Implementation plan utilising s.106 and other funding</b></p>	<p>New development generates need for new facilities or upgrade of existing. Strategic access routes support communities and tourism. Healthy lifestyle contributes significantly to health outcomes.</p>	<p>Conclude and adopt framework. Establish implementation plan. Provide officer support to delivery.</p>	<p>6 monthly to appropriate Committee.  Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>GI delivery Plan produced and being implemented.  This will be taken forward as “business as usual” and incorporated into existing workstreams.</p>
<p><b>Support management of Local Space for Local People - Support communities in taking enhanced responsibility for OSSR facilities in their communities to improve management and local accountability</b></p>	<p>Known pressures on existing management of public space – and opportunities for locally based management. Catalyst of Neighbourhood Plans and Parish Plans.</p>	<p>Provide advice service to include:</p> <ul style="list-style-type: none"> <li>• Management structures</li> <li>• Funding and Grant applications</li> <li>• Management plans</li> <li>• Maintenance</li> </ul>	<p>6 monthly to appropriate Committee.  Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>Work underway with Locality and Totnes as national frontrunner investigating approaches to transfer and management.  Mechanisms for community ownership and management of community assets proposed to be a retained 16/17 action.</p>



<b>Time limited review of environmental partnership arrangements to establish purpose and effectiveness</b>	Council is member of a number of partnerships. There is a need to review effectiveness of spend and outcomes to focus on key issues.	Task and Finish Group	Report to Community Services Committee.	South Hams and West Devon	S & C	Partnership Review Underway to complete during 16/17  This will be taken forward as “business as usual” and incorporated into existing workstreams.
<b>Review of support to built heritage initiatives and projects</b>	Council supports heritage work. Review of conservation area approach and management plan and support to town based projects.	Task and Finish Group	Report to Economy and Environment Scrutiny Panel.	South Hams	DM CoP	Work to be carried into Local Plan preparation to consider need for Built Heritage Evidence work.

## EXCELLENT CUSTOMER SERVICES

- Strategic Leisure Review
- Strategic Assets Review
- Strategic Waste Review
- Car Parking Framework
- Street Scene
- Health and Wellbeing

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)	Where	Lead	Progress
<p><b>Undertake systematic review of Leisure provision and related health and wellbeing activities</b></p>	<p>Council operates leisure centres and current contracts terminate in 2016. Council needs to consider, agree and implement a future approach.</p>	<p>Councillor consideration and contract procurement exercise.</p>	<p>Member Officer working group or panel.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>Procurement underway in line with project plan</p> <p>Retained Action for 16/17</p>
<p><b>Undertake a systematic review of the Councils assets</b></p>	<p>Council needs to maximise income generation opportunities to balance budget and maintain services. Community and partner requirements, sharing and co-locating to save money, community needs through neighbourhood and parish plans.</p>	<p>Implement a framework and process to assess Council assets to maximise income generation and sharing opportunities with partners and enhance community benefit.</p>	<p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>Assets CoP</p>	<p>Updated Asset Management Strategy adopted</p> <p>Strategic Asset Review continues to be implemented</p> <p>This will be taken forward as “business as usual” and incorporated into existing workstreams.</p>

<p><b>Maximise opportunities for income generation from delivered waste services where legislation allows</b></p>	<p>Acute and on-going budget pressure.</p>	<p>Continue to introduce and monitor business and Schedule 2 waste. Review charges for bulky waste collections. Prepare outline briefing notes on charged garden collections.</p>	<p>Briefing notes to be completed.</p> <p>New proposals to be developed and considered by Members.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>Bulky waste collection charges review completed.</p> <p>Implementation underway</p> <p>This will be taken forward as “business as usual” and incorporated into existing workstreams.</p>
<p><b>Maximise opportunities for efficiency savings from waste services</b></p>	<p>Acute and on-going budget pressure. West Devon contract ends on 31 March 2017 and re-letting in similar format is likely to increase costs significantly.</p>	<p>Consider all appropriate delivery options. Continue Executive Waste Board working as aims include reaping financial efficiencies and more ‘customer-friendly services from joint working Consider benefits of closer shared service work Direct comparison information on SH/WD services to include costs/ recycle rates and credits/ items recycled to help inform debate on future provision.</p>	<p>New proposals to be developed and considered by Members.</p> <p>Introduce Contractor obligation for periodic waste analysis for any new contract.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>To be incorporated in Waste review which remains an action for 16/17</p> <p>On timescale.</p>
<p><b>Develop a strategic approach to waste education</b></p>	<p>Recognition of need to move towards circular economy which will require need for greater understanding of waste issues to reduce landfill and increase re-use and</p>	<p>Consider rephrasing terminology e.g. waste – resource. Make consideration of waste hierarchy in all decision-making more implicit/accountable.</p>	<p>Measure of current activity?.</p> <p>New proposals to be developed and considered by Members – these will</p>	<p>South Hams and West Devon</p>	<p>CS</p>	<p>To be developed as part of Waste Management procurement exercise. A waste education programme is being delivered via</p>

	recycling leading to environmental and financial benefits.	<p>Look at feasibility to build into the waste contract and incentivise the contractor. This will be achieved countywide through input into the Devon Authorities Strategic Waste Committee. This group is newly formed as a progression from the Devon Authorities Waste Resources and Recycling Partnership.</p> <p>Locally this can be achieved through waste review process, contract or service level agreement terms.</p>	<p>expand as new operating model embeds..</p> <p>Develop measures to assess outcomes using emerging monitoring framework and contract specification development.</p>			<p>a 2 tier system. Resource Futures deliver visits into school via our topslice contribution to DCC. This formal arrangement is supplemented locally through education and promotional campaigns which are designed within Commercial Services and will be delivered via the Locality Team along with wider messages</p>
<b>Develop a shared car parking framework, allowing both South Hams and West Devon to include individual strategic elements</b>	<p>To maximise usage and maintain current income levels.</p> <p>To meet customer need (community led tariff reviews).</p> <p>To build on previous innovations which have gained national acclaim.</p>	<p>Joint framework to be agreed in both authorities. Individual frameworks in each Council to reflect the differing environments. ??</p> <p>Suitable framework to be adopted to deliver best outcomes for each Council area based on the current successful community led tariff model.</p>	<p>Framework to be produced in 2015, with Members to consider individual strategic elements.</p> <p>Develop measures to assess outcomes using emerging monitoring framework.</p>	South Hams and West Devon	CS	<p>Continued with the commitment to work with communities in providing a car parking service within existing policy framework.</p>
<b>Review Street Scene enforcement work to place greater emphasis on a pro-active and</b>	<p>Although enforcement is developing successfully in West Devon, we should consider an</p>	<p>Street Scene officers to join the Connect officers and Recycling Education officer at roadshows, presentations and other events</p>	<p>Members to consider this proposal and for officers to trial the approach during 2015.</p>	South Hams and West Devon	CS	<p>Commercial Services and Locality team providing</p>

<b>educational approach</b>	educational approach in order to be pro-active rather than reactive.	and talks in schools alongside student litter picks.  Work with communities to encourage them to take responsibility for their own areas.	Develop measures to assess outcomes using emerging monitoring framework.			education and information.  This will be taken forward as “business as usual” and incorporated into existing workstreams.
<b>Dartmouth Ferry Review</b>  <b>To assess the efficiency of the Dartmouth Lower Ferry service and to consider the options for the future of the service with implementation taking place as soon as is practicably possible based on the future option chosen.</b>	A business review is being conducted by RPT Consulting and will be presented to Members later in the financial year after consideration by the task and finish group. This report was also informed by the previous work carried out by TDA in 2012. The report looks to ensure that the service is operating to the best of its’ commercial ability and meeting the Council’s core priorities appropriate.	Through analysis of the evidence presented and then the development of an implementation programme the Lower Ferry business can be prepared for future operation.	Members will decide on the future service shape through scrutiny, Executive and Council decisions. An implementation plan will then be developed to ensure delivery is provided in line with recommendations going forwards.	South Hams	CS	Underway with report received and considered and options under consideration  Work to timescale
<b>South Hams amended bin collection rounds</b>	Need to rationalise and seek operational and financial benefits	Review existing and test models for potential improvements based on approved business case	To be confirmed in light of business case	South Hams	CS	Phase 1 round changes to be implemented in Spring/Early Summer 2016 with the fuller round changes being

						delivered in the Autumn 2016.
<b>Grounds Maintenance Contract Review</b>	West Devon contract requires review in lead up to 2017	Consider all appropriate delivery options. Consider benefits of closer shared service work Direct comparison information on SHWD services to help inform debate on future provision.	To be confirmed	West Devon and South Hams	CS	Contract extension being considered in advance or either a procurement or local authority company delivered solution.
<b>Public toilets Pay On Entry Pilot</b>	Pilot pay on entry schemes to be implemented 2015 in SHDC with a further review of the whole service for 16/17	The pilot for pay on entry has been implemented in Dartmouth and Kingsbridge.	Initial difficulties in both fitting of the equipment and vandalism. Proposed to run the pilots for a 12 month period since 'bedding in' of equipment to ensure that a useful set of data can be gathered to inform future decisions.	South Hams	CS	Pilot implemented  Service will continue to explore the other identified routes to ensure efficiency savings are made. This will be taken forward as "business as usual" and incorporated into existing workstreams.
<b>Develop a strategic framework for Health and Wellbeing</b>	Public health is a statutory responsibility of the County Council but as a Borough we support the County in this function by delivering many services that impact on health including: Leisure, development, housing conditions and	Set up a Public Health Working Group to develop a strategic framework for Health and Wellbeing informed by the Borough Public Health Plan, the Department of Health Outcomes Framework, Public Health England's Health Profile for West Devon and the Marmot Review (Fair Society Healthy Lives) using health	Develop targets to monitor impact of actions within the public health plan at a local level using emerging monitoring framework.  Use annually published health indicators to evaluate impact of the Health and Wellbeing	South Hams and West Devon	S & C	Working group identified and to be established.  The focus on Health and Wellbeing and need to identify key measures to be a retained 16/17 action

	<p>provision, homelessness, fuel poverty, air quality, food safety, open space management, targeted families, community safety, water quality.</p> <p>In addition to existing services the Borough is provided with assistance from Devon County Council to deliver interventions that assist in delivering the public health outcomes required by the Locality Public Health Plan.</p>	<p>indicators of relevance to the identified priority areas.</p>	<p>framework and to inform relevant changes needed.</p> <p>Public Health Working Group to monitor and review progress. Information and progress to be published on specific health and wellbeing webpage.</p>			
<p><b>Review and develop partnerships with health and social care sector and voluntary and community sector to deliver health and wellbeing outcomes for communities</b></p>	<p>To ensure long-term effective integration across providers to deliver health outcomes.</p> <p>Voluntary sector currently delivers many supporting services across health and social care.</p> <p>Deficit at CCG and other funding challenges require sectors to look at different models of delivery and greater</p>	<p>Develop a Health and Social Care Group with partners across DNPA, health, social care and voluntary sector that seeks opportunities to work together to deliver health outcomes, Identifying priority communities and groups and developing joint initiatives to be delivered into local communities.</p>	<p>Develop measures to monitor effectiveness of group through project targets and outcomes.</p>	<p>South Hams and West Devon</p>	<p>S &amp; C</p>	<p>To be incorporated into action above</p>

	focus on prevention in a co-ordinated way.					
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# Our Plan



Delivering now and planning  
for the future

April 2016 Including The  
Delivery Plan



**Map      To be inserted**



# South Hams - A Leading Rural Council

## Foreword

Content to be confirmed

# **Contents**

- 1. Introduction.**
- 2. The South Hams Vision.**
- 3. The Themes and Objectives.**
- 4. The Overarching Role**
- 5. The Delivery Plan.**
- 6. Ensuring success.**
- 7. What Next?**

# 1. Introduction

## What is Our Plan: South Hams?

- 1.1 Our Plan brings together the long term strategic ambitions for South Hams into one place. It is the high level and comprehensive strategic corporate plan that sets out the vision for South Hams and the longer term objectives for the District.
- 1.2 Our Plan is written for our communities and focused on serving, and providing services for, these communities. At the heart of Our Plan is the Council's Delivery Plan, which is directly informed by the vision and objectives. Establishing a clear vision and objectives, allied to a robust Delivery Plan, enables clear and consistent service delivery and effective commissioning decisions.
- 1.3 Our Plan is informed by evidence of local needs and the plans of partners, towns and neighborhoods. It has been prepared following extensive engagement and consultation with communities, businesses, stakeholders and partners.
- 1.4 During May and June 2014 the Council undertook a "Regulation 18" consultation on Our Plan with an intention at that time that the Council would move to a South Hams specific Local Plan which would set out the Councils proposals for planning policies and allocating land for development.
- 1.5 The Council received a wide range of responses to this formal consultation. There was general and wide ranging support for the Council providing a strong framework for development in the District and providing focused services and support to the South Hams communities. The feedback was reported through a series of newsletters and consultation responses.
- 1.6 In the meantime much has changed in the manner in which Local Plans need to be created. Having fully considered the consultation and the national context, South Hams District Council has resolved to progress the Local Plan element of Our Plan as a Joint Local Plan with West Devon Borough Council and Plymouth City Council. This will also include close collaboration with Dartmoor National Park Authority and Devon County Council.

- 1.7 This Local Plan work will now progress to a timetable to be agreed between the three Councils, and will be subject to separate production and consultation. This Local Plan work doesn't, therefore, form part of this current version of Our Plan but will progress alongside.
- 1.8 The version of Our Plan presented here restates the Council's Vision, themes for action and objectives and sets out key activities in a Delivery Plan. It will establish how the Council will deliver these activities and set out measures to assess success.
- 1.9 It must also be recognised that much of South Hams District Council area lies within Dartmoor National Park. This generates a close working relationship between the two authorities that is carried into Our Plan. Our Plan will stand alongside, and support, delivery of the Dartmoor National Park Management Plan.
- 1.10 In the provision of services, for example waste collection, SHDC provides services directly to residents within the DNPA boundary. In terms of strategic planning and production of the Local Plan both DNPA and SHDC are working closely together and are joint signatories to the Devon wide "Duty to Co-operate" that governs working relationships for Local Plans. SHDC and DNPA will be producing aligned Local Plans within the shared Housing Market Area within South West Devon.

## 2 The South Hams Vision

### What is the South Hams Vision?

2.1 The Council adopted the Vision set out below to support the initial 2015/16 delivery plan. It is intended to carry this vision forward as an overarching goal against which Council delivery for communities should be measured

2.2 *Vibrant Towns and Villages whilst conserving the Natural Environment*

*Enhancing the quality of life for individuals and communities*

*Through Our Plan we are striving to achieve communities that have access to housing, employment, services and facilities that meet their needs, communities that are resilient, safe and able to make choices about their future. Our communities are places where businesses can develop and grow.*

*We want to ensure Our Plan makes a positive contribution to the equality, fairness and wellbeing of our communities.*



# 3. The Themes and Objectives

## What are the Themes & Objectives?

- 3.1 The themes and objectives were tested, and established, through the consultations. They have found support and are set out here as the underpinning basis for all Our Plan work.
- 3.2 Each theme also now has a single, simple, introductory line to highlight the outcome the Council wishes to support.
- 3.3 **Economy - Creating places for enterprise to thrive and business to grow**
- To facilitate a supportive economic environment for employment and productivity growth that is sustainable in the long term
  - To develop a deep understanding of local business needs to inform strategic working and maximise funding opportunities
  - To support and promote the role of town centres by encouraging development which ensures they remain attractive and vibrant destinations
- 3.4 **Homes - Enabling homes that meet the needs of all**
- To enable the delivery of an appropriate level and range of housing to meet differing needs
  - To ensure that the current housing stock is healthy, safe and secure supporting independent living and reducing fuel poverty
- 3.5 **Infrastructure - Securing the services and facilities that meet the needs of our communities**
- To work with Partners and agencies to provide appropriate infrastructure alongside development so that communities are supported by access to key services and facilities
  - To improve access to high speed internet services and mobile communications
  - To improve provision and access to transport services
  - To improve access and provision of open space, sport and recreational facilities
- 3.6 **Communities - Empowering residents to create strong**

## **communities**

- To facilitate growth in a sustainable way that meets the needs of local communities
- To empower communities to make their own choices about services and future growth options and the delivery of services
- To plan for the long term development needs of our communities in a way which preserves South Hams as a special place to live, work and visit

### **3.7 Wellbeing - Supporting positive safe and healthy lifestyles**

- To work with partners and agencies to deliver positive health and wellbeing outcomes for communities and individuals with a focus on reducing health inequalities and social isolation.
- To ensure local people have access to housing, employment, services, facilities; and activities that improve health outcomes and promote healthy lifestyles.

### **3.8 Environment - Protecting, conserving and enhancing our built and natural environment**

- To protect and enhance the special high quality landscapes of South Hams
- To conserve and enhance internationally, nationally and locally designated areas
- To protect and improve the biodiversity, wildlife and habitats of South Hams
- To seek to place development in areas of low flood risk
- To reduce the risks from pollution by finding ways to address and mitigate against known impacts

### **3.9 Heritage - Celebrating our past and protecting our heritage for the future**

- To protect, enhance and promote the heritage assets within South Hams

### **3.10 Resources - Promoting energy efficiency and more effective use of our natural resources**

- Make a significant contribution to meeting national carbon reduction targets
- Using good design to maximise energy efficiency in new buildings
- To contribute to the national drive to increase renewable energy generation
- To reduce fuel poverty

- To work with communities to help develop community energy projects

3.11 These themes and objectives are well founded in long established Council work and the Our Plan consultations. As the Council embarks upon the Joint Local Plan it will test these afresh and seek further community views. It may be that this further work adapts or amends the themes – and if so this will be reflected in further versions of Our Plan: South Hams.

3.12 The previous consultations on Our Plan have included a specific reference and role for partnership working as core to the delivery and success of Our Plan. This recognised that work through partnerships is both a mechanism for delivery but also an objective in its own right given the ability of our community partners to bolster and support strong and resilient communities. Work through partnerships continues to underpin delivery of Our Plan: South Hams.

## 4. The Overarching Role

### The role of Our Plan: South Hams?

- 4.1 Achievement of the vision and the themed objectives form the basis for all Council activities. The Council will increasingly use the 8 themes in assessing what work should be undertaken and what priority should be given to the work.
- 4.2 Our Plan has a close relationship with all other **Plans and Strategies**. The delivery of Our Plan, through the Delivery Plan, will be underpinned by the Councils strategies, policies and internal workings to ensure delivery of the Councils vision of

#### ***Vibrant Towns and Villages***

##### ***Enhancing the quality of life for individuals and communities***

- 4.3 The visions and themed objectives are also core to all other Plans and Strategies. The majority of these are produced to meet legislative requirements, so will initially need to address the legal requirement, but in all cases they will be produced with the vision and themes in mind and seek, wherever practicable, to support them. A (Draft) schedule of these linked Plans and Strategies is presented at Appendix 3.
- 4.4 The Council is ambitious to use the limited resources it has to go beyond basic delivery of legal requirements so it can provide additional, and enhanced, delivery of the vision and themed objectives. This comes at a cost, and the Council needs to consider carefully what ability it has to step beyond the legal minimum – however the Council wishes to introduce a **Delivery Plan** that targets additional activities to support communities, businesses and individuals. This is covered in Chapter 5.
- 4.5 The other primary opportunity for the Council to promote the vision and objectives is through its role in **Partnerships**. The Council is involved in many partnership arrangements that deliver social, economic and environmental benefits. These are currently being reviewed with an intent to seek maximum benefit, in particular in assessing their delivery against the vision and themes.

# 5. The Delivery Plan

## What will it do?

- 5.1 Councillors have given careful consideration to the views of their communities following the consultations and have looked at prioritising the themes so that actions can be targeted where they will have greatest effect. The following priorities will underpin the Delivery Plan

High Priority. Economy and Homes

Medium. Infrastructure, Communities, Wellbeing, Environment

Low. Resources and Heritage

- 5.2 The Delivery Plan includes a range of activities that the Council has a need to undertake (for example production of the Local Plan and the review of waste services) as well as areas with more discretionary work that Councillors wish to see supported on behalf of their communities (for example Economic Development)
- 5.3 The actions in the Delivery Plan focus on an outcome rather than merely require a process or procedure to be put in place. This introduces the use of tangible *Key Measures* for assessing progress.
- 5.4 The Delivery Plan needs to be a living document that can flex and adapt under the steer of communities and Councillors. The Delivery Plan incorporates the ability to review and amend actions along the way.

## 6. Ensuring Success

### How do we measure delivery?

- 6.1 The Delivery Plan will be monitored regularly by the Councils Overview and Scrutiny Committee. There will be regular monitoring during the year followed by an annual review of the actions. At this point existing actions might be deleted (if works are complete) or extended and new actions might be introduced. The committee will need to ensure that resources are adequate to deliver the work and that resources are used effectively. The committee holds public meetings that can hear from any interested group or individual.
- 6.2 The Council will use a range of approaches to ensuring effective implementation of the Delivery Plan (and indeed to delivery of all Council work). This will include the following approaches
- Direct delivery
  - Use of funding and Grants
  - Members involvement
  - Legislation and powers
  - Partnership
  - Liaison and influence
  - Asset Management
  - Locality

# 7. What Next?

## Moving forward.

- 7.1 West Devon Borough Council has taken strong and positive steps to deliver effective services to its local communities and to secure these for the long term. The internal restructure and move toward a Locality based team structure underpins this approach. This has included
- Working closely with South Hams and other partners
  - Transforming services
  - New IT and mobile working
  - Increased partnership working
  - Improved range of self service options
- 7.2 Through this transformation the focus on community delivery remains.
- 7.3 The publication of this version of Our Plan: South Hams embeds the Councils Vision and themed objectives. These will guide all the Council work and be the benchmarks against which the Council will be judged. The Council will undertake regular monitoring of Our Plan and the delivery plan and report progress
- 7.4 Our Plan: South Hams itself will need to flex and may require subsequent review – not least as the Local Plan progresses and reaches a stage when it is adopted and establishes the plan led basis to housing and employment development.
- 7.5 Further details about Our Plan: South Hams and the Delivery Plan can be found online at (details to be completed)
- 7.6 Any comments or observations on Our Plan: South Hams and the Delivery Plan can be forwarded to (details to be completed)

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**Our Plan – Significant Plans, Strategies, and other documents. Version 1 March 2016.**

Our Plan is the Council's single, comprehensive, Strategic Plan. It takes an overarching role in drawing all Council activity together.

It is recognised that under the umbrella of Our Plan there is a need to produce and implement a range of other Significant Plans, Strategies and other documents. The Council will look to minimise and harmonise these other Plans, Strategies and other documents wherever practicable.

This schedule is produced to support publication of the 2016/17 Our Plan. It will be kept under review and be re-issued annually. The Plans, Strategies and other documents are grouped under the Council Service areas with the requirement that production and implementation of these lie with the Lead Specialist in that area.

*Example Presentation – other service areas to be completed*

<b>Strategy and Commissioning (Including Legal)</b>					
<b>Title</b>	<b>Purpose</b>	<b>Legal, or other requirement</b>	<b>Adoption Date</b>	<b>Form of Adoption</b>	<b>Review Date</b>
Constitution	Roles, responsibilities and delegation procedures	Local Government Act 2000 requirement to annually adopt an up to date Constitution	May Annual Council Meeting	Via Audit Committee recommendations (April meetings)	January / February annually to inform the Council's processes and /or as necessary
Our Plan	Corporate Plan establishing Vision, objectives and priorities	Localism Act 2011 (Section 1 – Powers of General Competence).	March/ April Council	Via Overview and Scrutiny and Hub	Jan / Feb
Our Plan Delivery Plan	Activity Plan	Localism Act 2011 (Section 1 – Powers of General Competence).	March/ April Council	Via Overview and Scrutiny and Hub	Jan / Feb

Financial Procedures		Included within the Constitution – recommended for review during 2016/17	As for Constitution		
Contract Procedures		Included within the Constitution – recommended for review during 2016/17	As for Constitution		

Finance					
Title	Purpose	Legal, or other requirement	Adoption Date	Form of Adoption	Review Date
Data Protection Policy	To ensure that the Council complies with the requirements of the Data Protection Act	Data Protection Act	September 2015 (both Councils)	Hub / Executive	Every three years or as required
Corporate Enforcement Policy	To ensure that the Council applies a transparent, proportionate and consistent approach to its enforcement responsibilities	Various legislative requirements (eg EH, planning, commercial services)	December 2015	Hub/ Executive to Council	Every three years or as required

Housing , Revenues and Benefits					
Title	Purpose	Legal, or other requirement	Adoption Date	Form of Adoption	Review Date
Corporate Debt Policy	To set out the way in which the council will deal with any debt owed to them	Best practice, transparency	TBA		

Homelessness Strategy	To set out the aims of the Council for preventing homelessness	Legal requirement of the 2002 Homelessness Act	TBA		Annually but Strategy will run from 2016-2020
Allocations Policy	To set out the way in which affordable housing will be allocated in the area	Best practice			
Safeguarding policy	To set out the Council's objectives in dealing with safeguarding	Best practice (some of which is legal, but not a requirement to have an actual policy, just to do the things we say in a policy?)			
Council Tax reduction and discount policy	Our local discretionary scheme to safeguard those individuals who cannot pay their council tax	Legal requirement to have a discretionary scheme			

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**South Hams District Council and West Devon Borough Council**

**Our Plan – The Delivery Plan**

**2016/17 onwards**

**Overview and Scrutiny Review. March 2016**

**Page 15**

**A delivery plan of actions underpinning the Councils objectives to support communities to have access to housing, employment, services and facilities that meet their needs. A plan that supports communities that are resilient, safe and able to make choices about their future.**

## Our Plan - The Delivery Plan

This Delivery Plan sets out actions for 2016- 2017 and beyond. It establishes what the District and Borough Councils will do, over and above day to day delivery, to support local communities, businesses and individuals. The actions are grouped under the following Our Plan objectives identified by the Councils.

### High Priority

**Economy** - Creating places for enterprise to thrive and business to grow

**Homes** - Enabling homes that meet the needs of all

### Medium Priority

**Infrastructure** - Securing the services and facilities that meet the needs of our communities

**Communities** - Empowering residents to create strong communities

**Wellbeing** - Supporting positive safe and healthy lifestyles

**Environment** - Protecting, conserving and enhancing our built and natural environment

### Reduced Priority

**Heritage** - Celebrating our past and protecting our heritage for the future

**Resources** - Promoting energy efficiency and more effective use of our natural resources

The actions will underpin the delivery of Our Plan and they emerge from community, business and individual feedback under the guidance of Councillors. These actions pick up, and drive forward, earlier delivery plans and provide a continued ambition to support strong communities. The actions are largely identical across South Hams and West Devon – any variations are shown in the Plan.

The actions will be delivered through the new working structures at South Hams and West Devon Councils and will be subject to monitoring and reporting. The Overview and Scrutiny Panels at both Councils will keep the Actions under regular monitoring and review.

The Delivery Plan does not include the following

- Day to day activities
- Internal operational changes generated by T18

Progress on the actions will be assessed as follows

	Completed (or to be completed by end of the financial year)
	On target for completion with work to be carried forward
	Commenced but behind timescale
	Not commenced

**Economy - Creating places for enterprise to thrive and business to grow**

Action	How	Outcome	Key Measure(s)	Timescale	Lead	Progress
<p><b>Clarify and deliver an Economic Development Programme</b></p>	<p>Co-ordinated programme.</p> <p>Consider inclusion, and extent, of:</p> <p>Support to existing business.</p> <p>Promote inward investment.</p> <p>Support skills training .</p> <p>Promote Work Hub development.</p> <p>Town centre vibrancy</p> <p>Fast track planning process.</p> <p>Apprenticeship schemes.</p> <p>Business Voice and Forum.</p> <p>Local Plan policy &amp; allocation.</p> <p>Funding and grant opportunities.</p> <p>Partner working.</p>	<p>Increased employment opportunities.</p> <p>Improved quality of opportunities</p> <p>Improved skills base</p> <p>Increased land availability</p>	<p>TBC</p> <p>Number of jobs?</p> <p>Unemployment levels?</p> <p>Apprenticeships?</p> <p>Land availability?</p> <p>Increased Business Rates?</p>	<p>June 2016</p>	<p>Place Making &amp; Development Management</p>	

**Homes - Enabling homes that meet the needs of all**

Action	How	Outcome	Key Measure(s)	Timescale	Lead	Progress
<p><b>Implement a Housing Delivery Programme</b></p>	<p>Co-ordinated programme of:</p> <ul style="list-style-type: none"> <li>Council capital projects</li> <li>Partnership funded projects</li> <li>Planning Policy review</li> <li>Advice and support</li> <li>Empty Homes recovery</li> <li>Fast track planning process</li> <li>Self build, custom build, brownfield and small sites register</li> <li>Community Land Trust support</li> <li>Homelessness Prevention</li> <li>Fuel Poverty</li> <li>Independent living (Disabled Facilities Grant)</li> <li>Private sector housing including enforcement, mobile homes and HMOs</li> </ul>	<p>Increased Housing supply</p> <p>Increased range of affordable housing (including rented)</p> <p>Improved Housing quality</p>	<p>TBC</p> <p>House completions?</p> <p>Housing waiting lists?</p> <p>Land availability?</p> <p>Government performance targets?</p> <p>New homes bonus?</p> <p>Homelessness?</p> <p>Temporary Accommodation?</p> <p>Disabled Facilities Grants?</p>	<p>September 2016</p>	<p>Place Making &amp; Housing, Revs and Bens</p>	



**Infrastructure - Securing the services and facilities that meet the needs of our communities**

Action	How	Outcome	Key Measure(s)	Timescale	Lead	Progress
<b>Renew Strategic Infrastructure Delivery Plan</b>	Refresh as part of Local Plan process to address to deliver a plan signed up by all relevent parties  Review use of CIL/s.106	Identified actions for  Community Facilities  Pedestrian, Cycle, Public Transport and Highways & Rail links  Education and Skills  Broadband and Utilities  Green Infrastructure including flood prevention	TBC  Projects delivered  Income invested  Employment created	Mar 2017	Place Making	
<b>Waste Review</b>	Conclude Waste service review	Secured and improved service	Recycling outcomes  Waste reduction outcomes  Cost outcomes  Income genration  Waste education	Decemebr 2016	Strategy and Commisisioning	
<b>Grounds Maintenance Review</b>	Implement Grounds Maintenance review	Secured and improved service	Secured and improved service  Income generation  Community links	April 2017	Strategy and Commissioning	

**Communities - Empowering residents to create strong communities**

Action	How	Outcome	Key Measure(s)	Timescale	Lead	Progress
<b>Produce Local Plan</b>	Joint Local Plan addressing Land use policies and allocations	Production and subsequent adoption of Local Plan	TBC  Sound Plan?  Housing & Employment allocations?	Autumn/winter 2016	Place Making	
<b>Implement a coordinated Community Support Offer</b>	<p>Refreshed and streamlined offer to communities including</p> <p>Localism Act work (i.e Right to Bid, service improvement , assets of community value, right to build etc)</p> <p>Grants and funding</p> <p>Community Project Support</p> <p>Advice and support</p> <p>Community Asset Transfer Policy</p> <p>Neighbourhood/ parish Plan Support</p> <p>Liasion arrangements (i.e Town, Parish and community meetings)</p> <p>Signposting to partners and other community support</p>	<p>Informed community groups and Town and Parish Councils</p> <p>Clear web information and signposting</p> <p>Efficient allocation of available funds</p> <p>Clear community support arrangements</p>	<p>TBC</p> <p>Number of projects?</p> <p>Funding allocated?</p> <p>Impacts and influence?</p>	June 2016	Locality	

**Wellbeing - Supporting positive safe and healthy lifestyles**

Action	How	Outcome	Key Measure(s)	Timescale	Lead	Progress
<b>Implement Public Health working group</b>	Partnership based Public Health Working Group to monitor existing public health interventions and to co-ordinate delivery of the Public Health Plan  Links to Our Plan Health and Wellbeing priority. Links to strategic Health and Wellbeing Board.	Monitoring of outcomes of public health grant funded interventions  Co-ordinated approach across CoP's and with partners Increased influence in facility provision	TBC  Health outcomes	June 2016	Environmental Health	
<b>Complete and Implement Health and Wellbeing Procurement</b>	Conclude tender exercise including Leisure Centres	Secured and improved facilities  Improved levels of use  Improved financial outcome	TBC  Level of use  Range of users  Health outcomes  Cost reductions	Nov 2016	Strategy and Commissioning	

**Environment - Protecting, conserving and enhancing our built and natural environment**

Action	How	Outcome	Key Measure(s)	Timescale	Lead	Progress
<b>Support delivery of the agreed Improvement Programmes for South Devon and Tamar Valley AONBs</b>	Support development plans agreed for improvement and improved resilience of both AONB services	Improved service delivery  Improved AONB management	TBC  Landscape quality outcomes.  Community involvement	Dec 2016	Place Making	
<b>Measures to support Design Quality</b>	Identify means of ensuring high quality approach to Design of new development	Identified means of supporting build design support	Quality of new development?	Dec 2016	Place Making	

**Heritage - Celebrating our past and protecting our heritage for the future**

Action	How	Outcome	Key Measure(s)	Timescale	Lead	Progress
<b>Support World Heritage Site designation</b>	Provide input to partnership and produce required guidance documents	Secured designation  Maintained condition of WHS	TBC  Tourism/ Economic benefits.	Dec 2016	Place Making	

**Resources - Promoting energy efficiency and more effective use of our natural resources**

Action	How	Outcome	Key Measure(s)	Timescale	Lead	Progress
<b>Support Community Led Energy Conservation and Generation Projects</b>	Provide support to the South West Devon Community Energy Partnership work programme	Increased energy efficiency Increased renewable energy generation Increased community awareness	TBC	June 2016	Place Making	

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