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WEST DEVON RESOURCES COMMITTEE - TUESDAY, 17TH SEPTEMBER, 2013

Agenda, Reports and Minutes for the meeting

Agenda No Item

1. **Agenda Letter (Pages 1 - 6)**

2. **Reports**

Reports to Resources:

- a) Item 5 - Medium Term Financial Strategy 2014/15 to 2017/18 (Pages 7 - 22)
- b) Item 6 - Transformation Programme - Progress to Date and Next Steps (Pages 23 - 60)
- c) Item 7 - Plymouth and Peninsula City Deal - To determine the Council's response to the offer to be submitted to Government (Pages 61 - 100)
- d) Item 8 - Advertising and Sponsorship (Pages 101 - 108)
- e) Item 9 - Capital Programme Monitoring as at 31 March 2013 (Pages 109 - 120)
- f) Item 10 - East of Okehampton Masterplan Supplementary Planning Document (SPD) (Pages 121 - 198)
- g) Item 11 - Interim Planning Guidance for Renewable Energy: Consultation Response (Pages 199 - 254)
- h) Item 12 - Five Year Land Supply Statement 2013 (Pages 255 - 282)

3. **Minutes (Pages 283 - 288)**

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Agenda Item 1

A G E N D A – RESOURCES COMMITTEE – 17th SEPTEMBER 2013

PART ONE – OPEN COMMITTEE

1. **Apologies for absence**

2. **Declarations of Interest**

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

3. **Items Requiring Urgent Attention**

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency (if any).

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4. Confirmation of Minutes Meeting held on 23 rd July 2013 (previously circulated)	
5. Medium Term Financial Strategy 2014/15 to 2017/18 Report of Chief Accountant	6
6. Transformation Programme – Progress to Date and Next Steps Report of Corporate Directors	19
7. Plymouth and Peninsula City Deal – To determine the Council's response to the offer to be submitted to Government Report of Corporate Director	56
8. Advertising and Sponsorship Report of the Head of Environment Services and Communication Manager	63
9. Capital Programme Monitoring as at 31 March 2013 Report of Chief Accountant	69
10. East of Okehampton Masterplan Supplementary Planning Document (SPD) Report of Strategic Planning Officer	77
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12. Five Year Land Supply Statement 2013 Report of Strategic Planning Officer	161

PART TWO ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS ON THE GROUNDS THAT EXEMPT INFORMATION IS LIKELY TO BE DISCLOSED (if any).

If any, the Committee is recommended to pass the following resolution:

“RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting on the grounds that exempt information may be disclosed as defined in the paragraphs given in Part I of Schedule 12A to the Act”.

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STRATEGIC RISK ASSESSMENT

Reports to Members

Members will be aware of the requirement to take account of strategic risk in decision making. This note is designed to support Members consider strategic risks as part of the assessment of reports from officers.

There are an increasing number of issues that we have a statutory requirement to take into account which affect all aspects of the Council's policies and service delivery (e.g. Human Rights Act). There are also discretionary issues we choose to highlight in our reports (e.g. Financial Implications, and Impact on Council Priorities and Targets). Common Law duty requires Local Authorities to take into account all things they need to take into account! The Courts hearing Judicial Review applications make this their starting point in deciding whether any decision is reasonable.

Officers have a responsibility to assess the implications of recommendations to Members. Members should ensure that before making a decision they have undertaken a similar consideration relating to the risks associated with the report.

Examples of risk to be considered:-

Statutory Requirement :

- Equalities and Discrimination, particularly Race Equality. (Consider the impact on each of the following equality areas: Race, Religion and Belief, Gender, Sexual Orientation, Disability, Age)
- Human Rights
- Crime and Disorder
- Health and Safety
- Employment Legislation
- Data Protection
- Freedom of Information
- Corporate activity with an impact on Areas of Outstanding Natural Beauty, National Parks, Sites of Special Scientific Interest, and biodiversity

Corporate Requirement :

- Impact on Council's Reputation
- Impact on Priorities, Cross-Cutting themes, Targets and / or Commitments
- Impact on Standing Orders / Financial Regulations
- Impact on Council's Assets
- Financial Risks
- Compliance with National Policies and Guidance
- Impact on Sustainability

Members' attention is drawn to the Risk Assessment section within each report. Members are encouraged to consider whether the report has satisfactorily identified all likely negative impacts and mitigating action that will be taken. Members also need to consider the opportunities presented by actions, noting that any change entails an element of risk. The challenge is to effectively manage that risk.

RISK SCORING MATRIX

Impact/Severity		Target impact	Stakeholder impact	Finance impact
1	Insignificant	Low impact on outcome & target achievement & service delivery	Low stakeholder concern	Low financial risk
2	Minor	Minor impact on outcome & target achievement & service delivery	Minor stakeholder concern	Minor financial risk
3	Moderate	Moderate outcome & target achievement & service delivery	Moderate stakeholder concern	Moderate financial risk
4	Serious	High impact on outcome & target achievement & service delivery	High stakeholder concern	High financial risk
5	Very serious	Very high impact on outcome & target achievement & service delivery	Very high stakeholder concern	Very high financial risk
Likelihood/Probability		Risk	Opportunity	
1	Very low	Negligible chance of occurrence; has not occurred	Possible opportunity yet to be investigated with low likelihood of success	
2	Low	Low chance of occurrence; has occurred infrequently but within internal control	Opportunity being investigated with low likelihood of success	
3	Medium	Equal chance of occurrence or non occurrence; could occur more than once and be difficult to control due to external influences	Opportunity may be achievable with careful management	
4	High	More likely to occur than not occur; has occurred more than once and difficult to control due to external influences	Good opportunity which may be realised	
5	Very high	Very high chance of occurrence but not a certainty; has occurred recently	Clear reliable opportunity with reasonable certainty of achievement	

Risk score = Impact/Severity x Likelihood/Probability

Likelihood	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
	0	1	2	3	4	5
Impact						

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WEST DEVON BOROUGH COUNCIL

NAME OF COMMITTEE	Resources
DATE	17 September 2013
REPORT TITLE	Medium Term Financial Strategy for 2014/15 to 2017/18
Report of	Chief Accountant
WARDS AFFECTED	All

Summary of report: To provide an updated forecast of the financial situation for the four-year period to 2017/18. The forecast is intended to provide a framework within which decisions can be made regarding the future service provision and council tax levels whilst building an approach that guarantees West Devon Borough Council's longer term viability.

FINANCIAL IMPLICATIONS:

The budget gaps identified in this report indicate the level of savings needed in each financial year to produce a balanced budget. The budget gaps are (per section 2.2):

2014/15	£760,078
2015/16	£562,344
2016/17	£540,204
2017/18	£512,181
Cumulative	£2,374,807

The budget gaps must be reduced to zero each year in order to set a balanced budget in each financial year. This reports sets out the strategy and options available to close the budget gap.

RECOMMENDATIONS:

That Council be recommended that:

1. The Financial Strategy be accepted as a foundation document for the Council's budget setting process.
2. The minimum level of Unearmarked General Fund Revenue Reserves is maintained to at least £750,000. The current level stands at £1,030,000 (section 3.2).
3. Members provide a set of "minded to" views in order to guide the 2014/15 budget process;
 - a) on the level of Council Tax Support Grant to be passed on to Parish and Town Councils (being the percentage reduction in the Council's government funding for 2014/15 – currently 13.66%)
 - b) to increase Council tax by 1.9%.

Officer contact: Jackie Waites, Chief Accountant, 01822 813543 –
Jackie.waites@swdevon.gov.uk

1. BACKGROUND

- 1.1 At the Resources Committee on 23 July 2013, Members acknowledged a £2.2m budget gap over the four financial years 2014/15 to 2017/18.
- 1.2 A number of events and announcements have taken place recently which impact upon the financial position of the authority and the budget gap going forward. These are summarised below:
- Completion of the final accounts provides a clearer view of the Council's outturn position and reserves position
 - The budget scouring exercise has been completed and this identified savings of £199,643 which will help close the budget gap. Members approved for these savings to be taken in the July 2013 committee.
 - The Comprehensive Spending Review announcement was made by the Chancellor of the Exchequer on 26 June 2013 which has a significant impact on funding over the next few years

2. THE MEDIUM TERM CHALLENGE

Comprehensive Spending Review

- 2.1 The Government released a two year settlement in December 2012. Along with another subsequent announcements, this has resulted in a reduction of 13.66% of government funding (referred to as SUFA - start up funding assessment) for West Devon for 2014/15.

In June 2012 a Comprehensive Spending Review covering 2015/16 was announced by the Chancellor which included a number of announcements which impact upon the Council's budget for 2015/16 and beyond. These are summarised below:

- Although it is widely reported that Local Government funding overall will fall by 10% in 2015/16, the DCLG has provided indicative figures which show that in reality, West Devon's government funding will reduce by about 15.5% - this is due to a number of 'top slices' that the Government will make to provide pots of funding for specific areas mostly in the area of social services.
- Council Tax Freeze Grant was announced for the next two years equivalent to a 1% increase. The Council tax referendum threshold remains at 2% for 2014/15 and 2015/16.
- In 2015/16, a £400m top slice of New Homes Bonus will part fund a £2bn economic growth pot for Local Enterprise Partnerships (LEPs) – this will significantly reduce the Council's New Homes Bonus grant from 2015/16 onwards
- An additional £100m Transformation Programme is to be made available to all Councils – this is an eleven fold increase on the £9.2 million programme to which West Devon and South Hams have made a joint bid

- 2.2 The impact of the Comprehensive Spending Review announcement on the budget gap analysis, originally considered at the February Resources Committee, is shown below:

<u>Budget Gap Analysis</u>	2014/15	2015/16	2016/17	2017/18	Cumulative gap
Budget Gap	728,626	454,329	423,671	512,181	2,118,807
	(reported to Council in February 2013)				
Further reductions in Government Grant	31,452	108,015	116,533		256,000
New Budget Gap	760,078	562,344	540,204	512,181	2,374,807

- 2.3 The table shows an additional £256,000 of funding reductions over the three years. The figures in bold show that the cumulative gap for the three years actually exceeds the predicted level of New Homes Bonus for 2016/17 (table in paragraph 4.1) which means that the New Homes Bonus by itself can't be the solution to a balanced budget in the medium term.

3. CLOSING THE 2014/15 BUDGET GAP

- 3.1 The table in **Appendix A** sets out some of the options that may bridge the gap and the 2014/15 to 2017/18 remaining budget gaps.

- 3.2 Since the previous report, the Council's final accounts process has been completed. Subject to audit, the accounts show an increase in the General Fund Reserve to £1.030m. This is significantly higher than the £750k agreed as the minimum level to cover unforeseen circumstances.

- 3.3 **Council Tax from additional properties.** This is based on an average band D equivalent of £200.69. The current 5 year land supply statement (another item on this agenda) shows a housing trajectory below;

2014/15	2015/16	2016/17	2017/18
134	184	329	374

These additional properties have been used to calculate the amount of additional Council Tax and also the potential for New Homes Bonus (see paragraph 4.2).

- 3.4 **Council Tax Support Grant** – The assumption currently is that the Council will recover the cost of the Council Tax Support, which would make the scheme cost neutral based on the government's Council Tax Support Funding – saving of (£63,359). This would put West Devon in line with a majority of Councils nationally. Members decided to adopt a scheme for 2013/14 that maintained the existing level of support given to residents under Council Tax Benefit due to a number of reasons.

These included the implementation of a new Revenue and Benefit system as well as staff resource requirement in implementing other welfare reform changes. It has allowed the Council to monitor the emerging national picture and identify any best practise from other Local Council Tax Support schemes.

- 3.5 **Council Tax grant for parishes.** Last year the government provided £119,453 of Parish Council Tax Support. In 13/14, this has been passed in full to the parish and town councils. However, this grant has now been aggregated with all Government funding and the latest figures show a reduction of 13.66% for 2014/15 (see 2.1). By maintaining the same level of parish grant as 2013/14 the Council would be effectively subsidising 13.66% of this support. It should also be noted that the Secretary of State has indicated that parishes and towns will not be capped in 2014/15. This will allow the parish and towns to manage any decrease in support from the Council by increasing their precept. The current assumption is that this reduction to the Council will be passed on to the Parishes and their grant be reduced by the same amount. This will reduce the budget gap by £16,000. **Appendix B** –sets out how this change would affect each parish based on the current taxbase.
- 3.6 **Budget Gap** The original budget gap for 2014/15 was £760,078. Now Members have agreed to use the budget scouring of £199,643 and to pursue the deferred savings of £87,000 the budget gap is now reduced to £473,435. If all the potential measures are taken £191,827 (Appendix A) the budget gap further reduces to £281,608. However, when we look at the five year view the Council is still faced with a gap of over £1.5million by 2017/18
- 3.8 **Transformation Programme (T18).** Because of the unprecedented scale of financial challenges demonstrated in this report, Members have been considering a Transformation Programme (T18) which is viewed as the primary driver to achieve the savings required over the next few years. On 26 March 2013, a report was presented to the Resources Committee on the proof of concept work. The programme is currently being designed to deliver a long term organisational vision which will prevent the need to attempt to deal with the budget gap through an annual services and financial planning process. It seeks to create financial capacity to continue to meet the Council's aspiration to deliver quality services and enhance the lives and communities of West Devon.
- 3.9 On 26 March 2013, a report was presented to the Resources Committee on the proof of concept work. In summary the proof of concept concludes that the total cost of implementing the Programme across both Councils is estimated to be approximately £4.7m, with an anticipated combined annual saving of approximately £3.5m which equates to 20% of the combined net revenue expenditure. Payback on the initial investment could be achieved in approximately two years.
- 3.10 It is anticipated that Members will make a decision on whether to progress with the Transformation Programme during the Autumn, but in the meantime, Members will note the progress report which is also on this agenda.

- 3.11 The report to Full Council in the Autumn will include specific details about how T18 could be financed. Officers are confident at this stage that a sound financial investment strategy can be developed for both Councils which would finance the Programme over its lifetime.

4. NEW HOMES BONUS

- 4.1 The table below also shows a reduction in New Homes Bonus from a high point in 2014/15. This reduction is due to the Government's intention to top slice £400m nationally from allocations in order to fund a £2bn Economic Growth fund. The impact of this top slice is a reduction of New Homes Bonus equal to 35% in 2015/16, 29% in 2016/17 and 28% in the years 2017/18 and 2018/19. An estimate of New Homes Bonus for the next five years is shown below:

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
2011/12	323,920	323,920	323,920	323,920	323,920	323,920		
2012/13		568,622	568,622	568,622	568,622	568,622	568,622	
2013/14			132,403	132,403	132,403	132,403	132,403	132,403
	323,920	892,542	1,024,945	1,024,945	1,224,945	1,324,945	1,101,025	132,403
Loss - Top Slice	0%	0%	0%	0%	-35%	-29%	-28%	-28%
Forecast NHB	323,920	892,542	1,024,945	1,024,945	666,214	727,711	504,738	95,330

4.2 NEW HOME BONUS ALLOCATION

	2012/2013	2013/2014	2014/2015	2015/16	2016/17	2017/18
Amount received	892,542	1,024,945	1,024,945	666,214	727,711	504,738
New build potential						
2014/15 134 properties			167,339	167,339	167,339	167,339
2015/16 184 properties				154,766	154,766	154,766
2016/17 329 properties					299,722	299,722
2017/18 374 properties						345,073
Estimate to fund the capital programme	(600,000)	(495,000)	(600,000)	(600,000)	(600,000)	(600,000)
Capital released (See <i>Capital Programme report on this Agenda</i>)		290,000				
Invest to save reserve	(52,292)					
Revenue budget	(200,000)	(353,076)	(353,076)	(353,076)	(353,076)	(353,076)
Dartmoor national park (estimate for 14/15 onwards)	(40,250)	(43,460)	(46,960)	(50,460)	(53,960)	(57,460)
Balance not committed	NIL	423,409	192,248	(15,217)	342,502	461,102

5. CONCLUSION

- 5.1 As previously concluded, the Council can remain financially viable through careful financial management and a focus on the Transformation Programme. This is not to understate the considerable financial pressures that the Council will face through the continuing reductions in Government Funding.
- 5.2 The Council's well above average performance in terms of New Homes Bonus provides an essential 'stop gap' in funding which allows the Council to deliver significant transformation savings via a well managed programme of change which aims to minimise any reductions to services.

6. LEGAL IMPLICATIONS

- 6.1 In accordance with the Council's Delegation Scheme, the Resources Committee is responsible for recommending to Council the budgetary framework. The Council is required to adopt the revenue budget.

7. RISK MANAGEMENT

- 7.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

8. OTHER CONSIDERATIONS

Corporate priorities engaged:	A balanced budget underpins the Council's capacity to delivers its corporate priorities.
Statutory powers:	Local Government Act 1972, Section 151
Considerations of equality and human rights:	N/A
Biodiversity considerations:	None directly related to this report.
Sustainability considerations:	None directly related to this report.
Crime and disorder implications:	None directly related to this report.
Background papers:	Report to Resources Committee on 23 rd July 2013 Meeting the Financial Challenge
Appendices attached:	Appendix A – Potential measures to bridge the Gap Appendix B – Examples of Parish Grant reduction

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Robustness of medium term financial strategy and service blue-prints	<p>Not achieving financial savings as anticipated</p> <p>External change to the national economic environment which may impact on our funding expectations.</p> <p>Implications of changes to the funding of local government through locally collected business rates and revenue support grant. Effect of the localisation of council tax.</p> <p>Achieving anticipated income targets in the current financial climate.</p>	5+	3	15	↔	<p>Corporate engagement in the development of the medium term financial strategy.</p> <p>Service commitment to business planning processes.</p> <p>Robust horizon scanning to monitor changes in Government policy.</p> <p>The Council responded to the consultation on the localisation of business rates and will carry out regular monitoring during the financial year to ascertain the effect of the new scheme on the Council's finances. (see Risk No. 2 below)</p> <p>Monitoring of corporate income streams and revenue budgets.</p>	<p>H of Finance & Audit</p> <p>Corporate Director (TW)</p> <p>Corporate Director (AR)</p> <p>H of F&A</p> <p>H of F&A</p>
2	Income from Business Rates	<p>The figures for income from Business Rates are best estimates at this date (the NNDR1 return forecasts Business Rates for the forthcoming year).</p> <p>Predictions could vary by</p>	5	3	15	↔	<p>The position will be monitored by the Head of Finance and Audit.</p> <p>The quarterly Revenue Budget Monitoring reports will monitor Business Rates income against projections. Any variances will be highlighted to</p>	H of F&A

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
Page 14		<p>£100,000.</p> <p>The figures are subject to volatility both from business rating appeals and from the economic climate.</p> <p>It is understood that a number of city based local authorities have threatened a Judicial Review in respect of the appeals allowance built into the localised business rates system. A successful Judicial Review might impact unfavourably on West Devon's localised rates position and the amount that is retained locally.</p>					<p>Members at an early stage.</p> <p>The Council is part of a Devonwide Pooling arrangement for business rates and the anticipated gains from pooling of £29,000 have not been built in the base budget funding as this income is not guaranteed.</p>	
	3	Setting a lawful budget	Failure of the Council to set a lawful budget	5	1	5	↔	<p>The Budget is compiled in accordance with best practice guidelines issued by CIPFA and the Government. The final budget report includes an assessment from the Section 151 Officer on the adequacy of the Council's reserves and the robustness of the estimates made.</p> <p>The budget process is laid down in the Council's Constitution.</p>

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
							Resources Committee and Council meetings are timetabled to meet the Statutory deadlines for setting the Council Tax.	
4	Corporate Priorities	Failure to target budgets to service priorities	5	3	15	↔	<p>Service priorities will be reviewed and reduced.</p> <p>Budget reductions include a section on their impact on council priorities and a risk assessment. The budget is subjected to extensive consultation with all Members, the public and the business community. Adequate levels of appropriately trained staff. Thorough planning and monthly monitoring of performance to management, quarterly to the Resources Committee.</p>	Head of Finance and Audit

Direction of travel symbols ↓ ↑ ↔

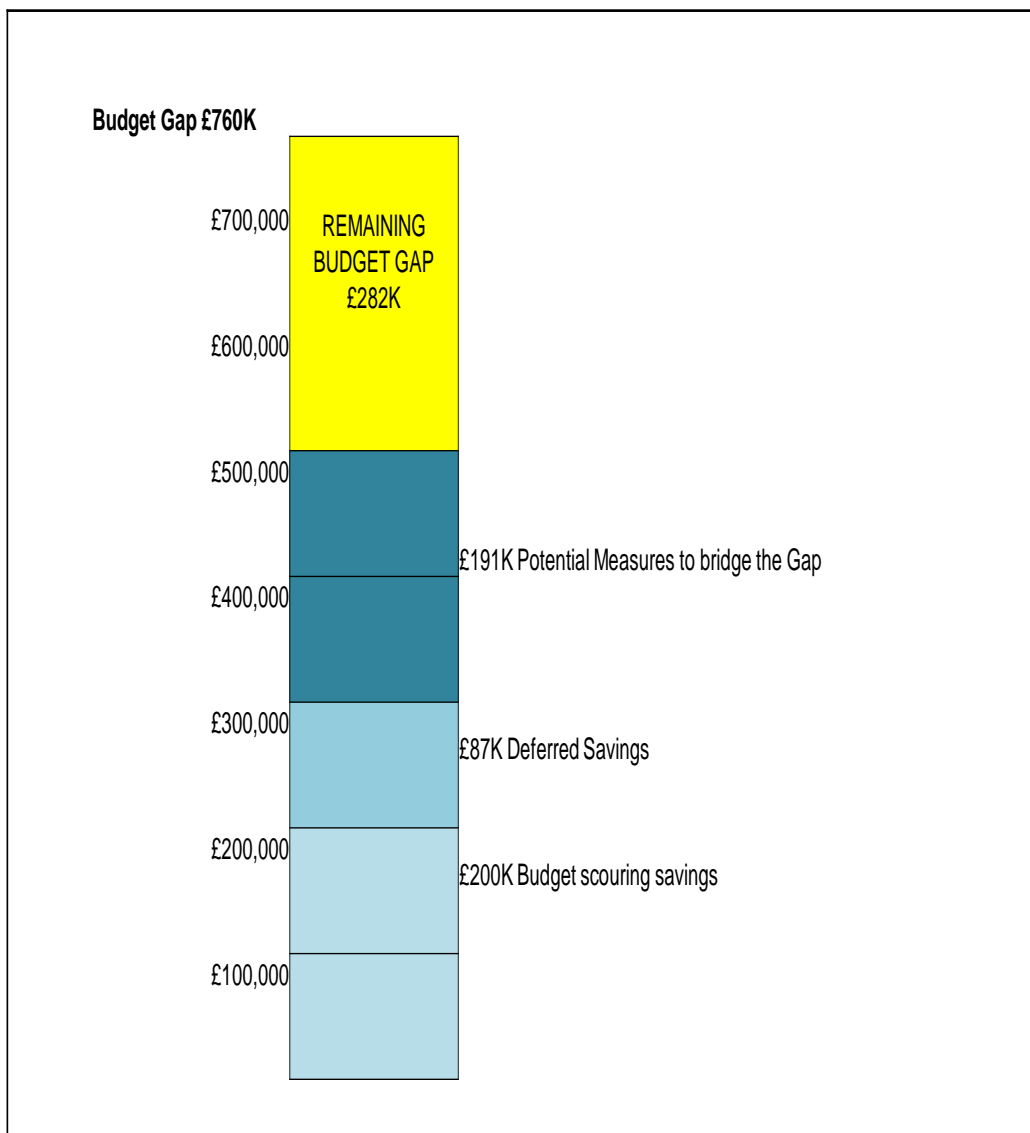
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Potential measures to bridge 2014/15 budget gap

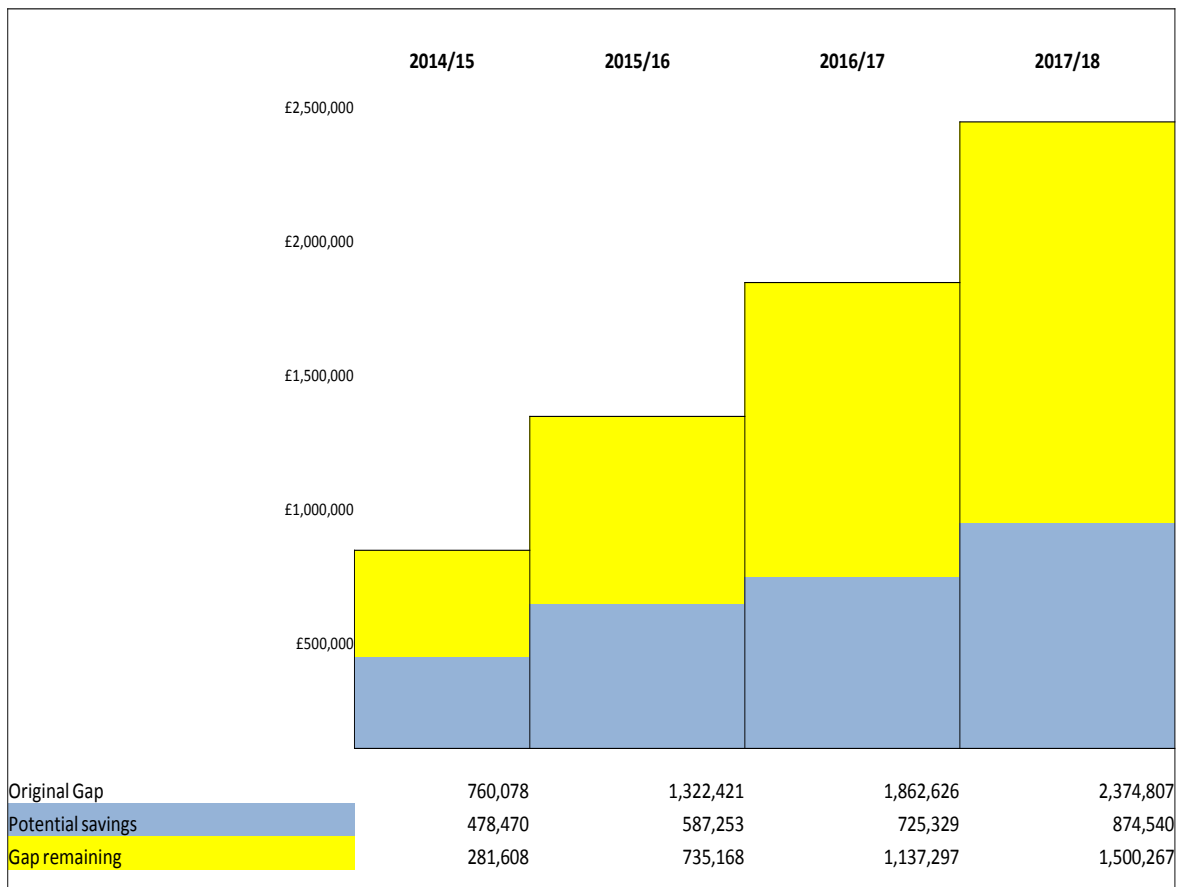
Council Tax increase = 1.9%.	73,000
Council Tax Support Grant Scheme to be cost neutral	63,000
Council Grant Support to Parishes -minimum reduction in line with Government Funding (Currently around 13.7%)	16,000
Council Taxbase to grow in line with the expected completions (5 year Land Supply Statement 2013)	39,000
Sub Total	<u>191,000</u>
Discretionary Rate Relief – no change has yet been discussed or agreed	Nil
Budget scouring and deferred savings	287,000
Total	478,000

Summary

If all of the potential measures of £478K to bridge the 2014/15 budget gap were implemented, this would reduce the budget gap from £760K to £282K.



APPENDIX A



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Parish Grant Support

Parish/Town	Council Tax Base 2013/2014 No. of Band D Equivalent	Council Tax Support Grant allocation for 2013/14	Illustrative Grant Reduction of 13.66%	Precept 2013/2014	Parish Band D rate 2013/2014	Increase in cost on an average Band D Household Per Year £	Percentage change in Precept
2 Okehampton Town	2177.92	27,817	-3799.80	172,469	79.19	1.74	-1.90
6 Hatherleigh	547.21	2,620	-357.89	17,880	32.67	0.65	-1.75
4 Bere Ferrers	993.18	7,413	-1012.62	55,226	55.61	1.02	-1.62
10 Lifton	384.28	1,227	-167.61	9,773	25.43	0.44	-1.52
5 Dartmoor Forest	354.22	1,919	-262.14	15,702	44.33	0.74	-1.49
19 Inwardleigh	155.06	301	-41.12	2,549	16.44	0.27	-1.44
1 Tavistock	4143.19	53,832	-7353.45	464,368	112.08	1.77	-1.42
12 Bridestowe	209.00	601	-82.10	5,219	24.97	0.39	-1.41
3 North Tawton	592.46	7,189	-982.02	70,168	118.43	1.66	-1.27
13 South Tawton	431.38	1,085	-148.21	11,155	25.86	0.34	-1.21
7 Horrabridge	669.93	2,553	-348.74	26,447	39.48	0.52	-1.20
17 Sampford Courtenay	222.60	505	-68.98	5,253	23.60	0.31	-1.20
8 Mary Tavy	329.74	1,255	-171.43	13,485	40.90	0.52	-1.16
14 Sourton	153.65	381	-52.04	4,119	26.81	0.34	-1.16
25 Lamerton	275.32	422	-57.65	4,578	16.63	0.21	-1.15
11 Drewsteignton	340.84	1,081	-147.66	12,608	36.99	0.43	-1.08
16 Northlew	268.22	612	-83.60	7,188	26.80	0.31	-1.07
37 Kelly	47.08	35	-4.78	415	8.81	0.10	-1.06
35 Spreyton	163.47	136	-18.58	1,664	10.18	0.11	-1.03
9 Chagford	695.27	2,353	-321.42	30,647	44.08	0.46	-0.97
29 Gulworthy	190.29	267	-36.47	3,633	19.09	0.19	-0.94
27 Sticklepath	152.59	229	-31.28	3,178	20.83	0.21	-0.92
22 Broadwoodkelly	92.81	157	-21.45	2,243	24.17	0.23	-0.89
39 Milton Abbot	342.58	252	-34.42	3,867	11.29	0.10	-0.84
34 Beaworthy	82.24	72	-9.84	1,147	13.95	0.12	-0.81
28 Exbourne & Jacobstowe	202.81	296	-40.43	4,849	23.91	0.20	-0.79
32 Meeth	65.50	73	-9.97	1,227	18.73	0.15	-0.77
20 Highampton	107.86	194	-26.50	3,306	30.65	0.25	-0.76
26 Bratton Clovelly	164.48	250	-34.15	4,350	26.45	0.21	-0.74
31 Iddesleigh	81.64	91	-12.43	1,609	19.71	0.15	-0.73
44 Sydenham Damerel	110.91	24	-3.28	426	3.84	0.03	-0.73
43 Burrator	661.89	216	-29.51	4,034	6.09	0.04	-0.69
42 Plasterdown	261.34	128	-17.48	2,407	9.21	0.07	-0.69
36 Stowford	117.45	93	-12.70	1,757	14.96	0.11	-0.69
45 Bondleigh	55.36	10	-1.37	190	3.43	0.02	-0.68
18 Okehampton Hamlets	216.17	446	-60.92	8,554	39.57	0.28	-0.68
30 Buckland Monachorum	1601.43	1,931	-263.77	37,196	23.23	0.16	-0.67
23 Monkokehampton	49.12	78	-10.65	1,622	33.02	0.22	-0.63
24 Lydford	180.02	279	-38.11	6,021	33.45	0.21	-0.60
33 Throwleigh	145.54	135	-18.44	3,151	21.65	0.13	-0.56
15 Peter Tavy	126.19	288	-39.34	7,212	57.15	0.31	-0.52
40 Belstone	115.34	67	-9.15	1,683	14.59	0.08	-0.52
41 Lewdown	323.12	159	-21.72	4,841	14.98	0.07	-0.43
38 Germansweek	71.71	53	-7.24	1,697	23.66	0.10	-0.41
21 Brentor	187.27	329	-44.94	11,241	60.03	0.24	-0.39
46 Gidleigh	61.08	0	0.00	0	0.00	0.00	0.00
	18920.79	119,454	-16317.42	1,052,354	1,377	16.23	

This illustrative example will be sent to the Parish Clerks in September and the taxbase will be updated as soon as it has been set (normally December each year). This will enable Town and Parish Councils to model the effect of the grant reduction on their Precept calculation.

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NAME OF COMMITTEE	RESOURCES COMMITTEE
DATE	17 SEPTEMBER 2013
REPORT TITLE	TRANSFORMATION PROGRAMME – PROGRESS TO DATE AND NEXT STEPS
REPORT OF	CORPORATE DIRECTORS
WARDS AFFECTED	ALL

Summary of report: This report summarises the work undertaken to date in developing a new Transformation Programme, in particular the findings of the proof of concept work which can be found at **APPENDIX 1** and is an essential component of this report. The outcome demonstrates that there is a sound business case and Members will be asked to make a formal decision on whether to implement the Programme at both Councils in autumn 2013.

Financial implications: After the initial investment of £1 in an iESE Ltd share there are no direct financial implications arising from this report.

RECOMMENDATIONS:

That the Resources Committee agrees to:

- (i) formally close the existing 2015 Transformation Programme, including its associated Member governance arrangements.
- (ii) accept the findings of the proof of concept work and authorise officers to complete the work necessary to create a detailed business plan for Council's consideration on 4 November 2013.
- (iii) the Council entering into partnership with iESE Ltd.
- (iv) consider the risks identified at the end of this report.

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1. BACKGROUND

- 1.1 In 2011 our 2015 Programme was created to deliver a range of projects along with financial savings. Despite its numerous successes, most notably in creating the 'voice' arrangements, new performance indicators and in particular a new website the extent of the financial challenge the Councils face means that we need to be more radical and fundamentally change the way we operate.
- 1.2 Between 2014 and 2018, The Councils have a combined total budget gap of £4.7m in the context of a combined net revenue spend of £16.8m. Both Councils have accepted that to continue the current approach of annual reductions in line with the medium term financial strategy is no longer achievable without undermining future service delivery.
- 1.3 In summary the financial gap to 2018 is as follows:

	SHDC	WDBC
Cumulative budget gap by 2017/18	£2.350m	£2.374m
£% reduction on current net spend by 2018	25%	30%
Income generated by a 1% increase in Council Tax (based on 2013/14 figures)	£51,000	£37,000

- 1.4 In order to create the financial capacity to meet both Councils' aspirations officers have been working on a new Programme which will also seek to improve the customer experience and increase choice in the way services are accessed. The emerging new operating model for the future is summarised in the diagram at **APPENDIX 2**.

2. WORK UNDERTAKEN TO DATE

- 2.1 In March 2013 both Councils approved funding to undertake proof of concept work to support the development of the vision to create a new operating model that would be financially sustainable in the medium to longer financial term. The two Councils have been working with iESE Ltd assisted by Ignite Consulting Ltd, to develop a high level business case to underpin the Programme.
- 2.2 The detailed report can be found at **APPENDIX 1**. However, in summary, it is anticipated the introduction of the model could achieve a saving of up to 24% on office based staff numbers without undermining the provision of key elements of front line services. It would give an annual saving of £3.5m, with an investment of £4.7m and a possible payback period of approximately two years. In addition there is a large range of customer, community and staff related benefits which are itemised on page 4 of Appendix 2.
- 2.3 While the savings are primarily generated by a reduction in headcount, to maximise savings opportunities there will be a requirement to further rationalise the current use of office accommodation through the agile working element of the proposed Programme.

2.4 Officers have reviewed a wide range of accommodation options including relocating staff from both existing headquarter buildings to a new office base. Having examined the cost of the various opportunities, officers have refined the options to the following:

- Continue with both headquarters pursuing opportunities to further let out space to tenants;
- Co-locate staff to Follaton House retaining a civic hub with a customer access point and staff touch down facility at Kilworthy Park;
- Co-locate staff to Kilworthy Park retaining a civic hub with a customer access point and staff touch down facility at Follaton House.

Detailed work continues to be undertaken and a recommendation will be made to Members in late autumn but early work suggests that a degree of co-location is likely to deliver the most significant savings.

2.5 Other work has included the submission in July of a bid to DCLG's Transformation Challenge Award for funding to support the emerging change programme. The bid document can be accessed through the following web link:

- http://www.southhams.gov.uk/e_news_letters/communications/T18220713/Breaking_the_mould.pdf.
- http://www.southhams.gov.uk/e_news_letters/communications/T18220713/supporting_information.pdf.

The outcome of the bid is not yet known and therefore has not been factored into the high level business case.

2.6 There has been a series of informal events with Members and staff regarding the emerging proposals. Senior officers have been in liaison and visited other pace setting councils, drawing on their experiences, particularly around agile working and commissioning services. Officers have also reviewed our own experience to date in delivering significant savings through both shared services and reengineering processes in some service areas.

3. ISSUES FOR CONSIDERATION

3.1 The pace of the work undertaken to date has only been possible by working with iESE Ltd and in order to sustain the additional capacity and flexibility it would seem prudent to formalise the relationship by becoming a member.

3.2 iESE Ltd is a not for profit company owned, led and governed by councils. Liability as a member of the company is restricted to £1 and its business is limited to 'advancing the improvement and/or efficiency of public services'. Therefore there is no financial risk to member councils and membership can be terminated at any time with three months notice.

3.3 There are however significant benefits to becoming a member of iESE Ltd. These include:

- significantly reduced day rates for any consultancy work
- the ability to use the services of the company free of the normal and sometimes costly procurement processes
- with over 75% of Councils using iESE there is real added value to be gained by transferring knowledge across the sector
- the opportunity to trade any surplus officer resource with other iESE members creating the potential to earn additional income.

3.4 A particular benefit at this time is the flexibility and shared risk approach that iESE can accommodate. Officers are currently engaged in dialogue with the company to consider whether their support is required to ensure that preparation work leading up to the Councils' decision in the autumn can continue. If the conclusion is that we do need further assistance pending Councils' decision, by being a member of the company iESE would provide this at their own risk.

3.5 To enable both Councils to formally consider whether to implement the emerging Transformation Programme in late autumn 2013 requires a great deal of further work. Before initiating that work this report seeks Member comments on the work to date and to authorise the ongoing commitment of a considerable level of staff resource in developing the approach.

3.6 Further work scheduled between September and late October includes testing the business case, developing the future customer access strategy, holding awareness sessions for all staff and designing key aspects of the model with Members (accommodation strategy, locality model, employment model and commissioning model). By autumn there will also need to be a comprehensive programme plan including how implementation will be funded and the savings shared between the two Councils. Officers are confident at this stage that a sound financial investment strategy can be developed for both Councils which will finance the Programme over its lifetime.

4. LEGAL IMPLICATIONS AND STATUTORY POWERS

4.1 The Resources Committee is responsible for developing the overall direction of the Council within the context established by the medium term financial strategy.

5. FINANCIAL IMPLICATIONS

5.1 Apart from the £1 share in iESE Ltd there are no direct financial consequences arising from this report. However future agreement to implement the Transformation Programme will involve significant costs and significant savings. These will be quantified in the report to both Councils in late autumn.

5.2 In summary the proof of concept indicates that the total cost of implementing the Programme across both Councils is estimated to be approximately £4.7m with an anticipated combined annual saving of approximately £3.5m which equates to 20% of the combined net revenue expenditure. Payback on the initial investment could be achieved in approximately two years. If Members accept the findings of the work to date a detailed business case will be prepared for consideration by each Council in October/November 2013.

6. RISK MANAGEMENT

6.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template. As this is the first major report to Members on the new Programme Members will note that the direction of travel symbols are all set at a neutral level but clearly risk will inevitably change as the Councils proceed through the Programme.

7. OTHER CONSIDERATIONS

Corporate priorities engaged:	This report relates to the future delivery of the Councils' four corporate priorities during a period of increasing financial constraint.
Considerations of equality and human rights:	This report updates Members on the opportunity for developing improved access to a range of Council services and meeting a wide range of customer needs.
Biodiversity considerations:	None.
Sustainability considerations:	The emerging model is designed to ensure that both Councils are sustainable in the medium term. Greater agile working linked to better use of technology should reduce the Councils' carbon footprints.
Crime and disorder implications:	None.
Background papers:	<ol style="list-style-type: none">1. DCLG Transformation Challenge Award – Breaking the Mould – Delivering services in a rapidly changing world.2. iESE/Ignite high level business case (Confidential)
Appendices attached:	Appendix 1 – High level business case Appendix 2 – Proposed new operating model.

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1.	Finance and asset risks	Funding availability for initial investment to implement the Programme	5	3	15	↔	<ul style="list-style-type: none"> Explore external funding opportunities Profile investment and the availability of resources 	Corporate Directors
2.	Finance and asset risks	Higher than anticipated costs and/or lower than anticipated savings arising from the Programme	4	3	12	↔	<ul style="list-style-type: none"> Proof of concept work to develop high level business case Detailed business case in place before committing to implementation of the Programme Ongoing monitoring of costs and savings within the Programme 	Corporate Directors and Head of Finance and Audit
3.	Finance and asset risks	Unexpected external cost pressures which diverts funding from the Programme and delays delivery	3	3	9	↔	<ul style="list-style-type: none"> Review the level of corporate priority of the Programme against the new cost pressure 	SMT
4.	Finance and asset risks	Integrated ICT solution proves less successful than anticipated. Business continuity and connectivity in remote rural areas will be key to successful implementation	4	2	8	↔	<ul style="list-style-type: none"> Achieve 'fit for purpose' specification Test through the procurement process Use 'tried and tested' innovation 	Corporate Directors and Head of ICT and Customer Services
5.	Management risks	Management capacity to deliver the Programme	4	2	8	↔	<ul style="list-style-type: none"> Programme identified as the key corporate priority Commission external support as required to ensure the Programme is delivered in line with the timetable 	Corporate Directors

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
6.	Management risks	Maintaining the shared vision for the Programme during a period of significant changes	4	3	12	↔	<ul style="list-style-type: none"> Effective communication strategy to engage with Members, staff and other stakeholders embedded within the Programme 	Corporate Directors
7.	Management risks	Managing organisational transition to the new operating model	4	2	8	↔	<ul style="list-style-type: none"> Once decision taken to implement Programme create sufficient organisational capacity to achieve programme timeframes Managing ongoing individual service performance 	Chief Executive and Corporate Directors Heads of Service
8.	Management risks	Establishing an effective and robust programme management arrangement given the complexity of the Programme	4	2	8	↔	<ul style="list-style-type: none"> Establish appropriate Member and officer Programme governance arrangements 	Corporate Directors
9.	Political risks	Ongoing political commitment to ensure that the Programme is delivered in the context of major external change and the inevitable challenges that will emerge during a major programme	4	2	8	↔	<ul style="list-style-type: none"> Ongoing liaison with Members to maintain shared vision Ensure that the new model delivers and retains separate Council identities Raise awareness of the scale of organisational change and the impact on both Members and staff Managing interest from potential partners in terms of securing project timescales and taking account of organisational capacity 	Chief Executive and Corporate Directors
10.	Political risks	Potential impact of national/local elections in 2015	3	2	6	↔	<ul style="list-style-type: none"> Monitor national direction of travel Ongoing engagement with Members 	Chief Executive and Corporate Directors

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
11.	Political risks	Securing joint agreement to the future accommodation strategy	4	4	16	↔	<ul style="list-style-type: none"> Engagement with Members to develop an agreed accommodation strategy in the context of financial pressures and the opportunities for localisation offered within the model Management of stakeholder and media messages/responses 	Corporate Directors and Head of Assets
12.	Staffing risks	Officer capacity and retain staff morale during significant corporate change	4	3	12	↔	<ul style="list-style-type: none"> Effective communication strategy embedded as part of the Programme Once agreement to the Programme is in place maintain the pace of the change to ensure that key staff are not lost to the organisation 	Corporate Directors and Head of Corporate Services
13.	Staffing risks	Securing successful implementation of major cultural change in relation to developing new skills and approaches to work styles within the new operating model	4	2	8	↔	<ul style="list-style-type: none"> Support cultural change with a comprehensive corporate training and development programme Communication strategy embedded as a key element of the Programme Ensure new systems and processes are resilient and sustainable 	Corporate Directors and Head of Corporate Services Corporate Directors and Head of ICT and Customer Services

South Hams District Council and West Devon Borough Council

High level business case

29 August 2013 v2.03



SMT have reviewed the high level business case and judge that the anticipated outcomes are both significant and achievable.

We are therefore confident to invest further resources to proceed with the next phase of the work to enable Members to make a decision later this autumn.

Whilst recognising that further detailed work may modify the currently predicted financial benefits, the business case is so strong that the impact on both the scale and the timescale for delivering the savings will not undermine our preliminary conclusions.

SMT believe that implementation of the Future Model is the appropriate way forward to meet our financial challenges.

Senior Management Team
September 2013

Contents

1. Summary
2. Background, scope and approach
3. Detailed findings/ proposals
 - a) Future Model overall
 - b) Strategy and commissioning
 - c) Universal customer contact
 - d) Delivery (including corporate support)
4. Enablers and costs
5. Implementation approach

1. Summary

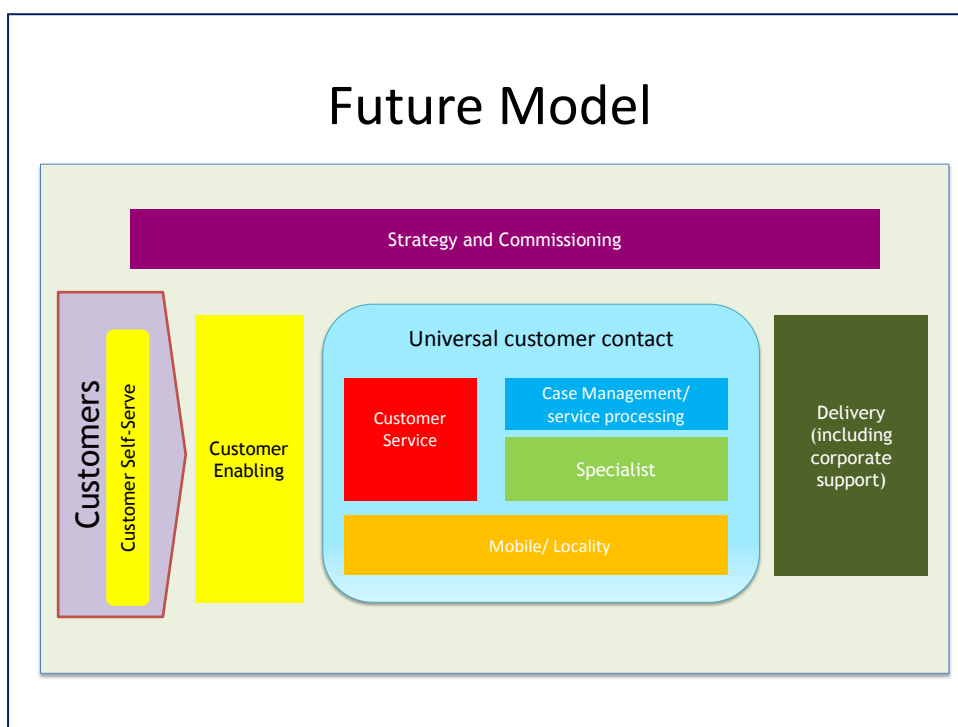
This document sets out the findings of a review to test the Future Model thinking and principles in South Hams and West Devon Councils (SHWD). The purpose of the review was to assess whether there is a business case for implementing the Future Model across both Councils and whether the business case makes sufficient contribution to the overall savings targets of the Councils to be taken forward as a programme of change. The proof of concept work was based on a detailed review of four key service areas (benefits development management, legal, and revenues) in tandem with a general view of all other services within the scope of the review. The business case will need to be further refined over the autumn to enable members to make a formal decision by November 2013 on whether to proceed with the Transformation programme.

The Future Model provides an approach to thinking about the way the Councils operate including:

- The relationship with customers and the wider community
- Staff roles and structures
- Technology and processes
- Culture and ways of working
- Costs
- Outcomes

Key principles of the Future Model include:

- Managing and reducing customer demand
- Delivering as much customer service as possible through a universal contact method
- Drawing on expert skills and knowledge only where appropriate
- Managing the organisation in an efficient and streamlined way.



The baseline staff cost in scope for the review is £10.4M (412 FTEs). The head line costs and financial benefits from applying the Future Model are shown below. The annual financial saving is £3.5M (97 FTEs).

This represents a saving of 24% on staff numbers without undermining the provision of key elements of existing services.

The financial costs are estimated at £4.7million. Taking account of the phasing of benefits and costs it is expected that the payback on the initial investment will be just under 2 years but this assumption is partly dependent on a range of variables to be subsequently determined by elected members in the two Councils.

In addition to the potential annual saving of £3.5M, a range of customer and staff related benefits are described below:

Customer and community related benefits:

- Implementation of the change described in this business case will allow the Councils a single view of customers across all services, so that all the information held about a customer can be seen together, for example information about council tax, benefits and arrears. This single view supports a number of benefits for the customer including more streamlined customer journeys, issues resolved more quickly and fewer hand offs/ touch points
- Greater resilience across services
- A larger, integrated mobile/locality team highly visible across the community
- Customers will have a wider choice of channels (web (self serve), phone, SMS, face to face) and will be able to track progress on queries
- Potential for faster processing of applications and cases.

Staff related benefits:

- More flexible and empowered roles
- Senior specialised staff able to focus on those areas that genuinely require their expertise.

Strategic benefits

- Enhanced strategic capacity and capability to support the transformation of the organisation and the delivery of outcomes
- Opportunity to respond to externally driven funding reductions while retaining key services, delivered in a new way
- Potentially enhanced capacity and capability to manage and deliver key corporate projects and corporate plan outcomes.

The delivery of the benefits case will be underpinned by two key enablers:

- Technology
- People and cultural change

Technology is the key enabler of the implementation of the Future Model. It is proposed that SHWD take the opportunity to introduce and replace technology so that a fully integrated suite of packages are in place to support fully integrated working.

The integrated suite of packages will support critical elements of the Future Model business case: customer and community enabling; customer self serve; single view of the customer; automated workflow; document management; mobile solutions; single software platform.

The Future Model design is aimed at delivering excellent customer service at a considerably lower cost, from an organisation that is designed around the customer, staffed by people that are customer centric in behaviours and attitudes using slick and efficient business processes. The Future Model will have a range of impacts on the staff and significant people and cultural change will be required.

The implementation would be approached in two distinct phases with Phase 1 being focussed on property related services, e.g. planning, waste administration, environmental health, licensing etc and with Phase 2 focussed on people related services, e.g. housing, revenues and benefits etc. Individual support services would be scheduled in line with most appropriate fit with Phase 1 and 2. It is expected that implementation will commence in November 2013 and could be completed by April 2016, subject to sufficient capacity to manage the significant change being available within the two organisations.

The outline implementation plan would enable the phased delivery of benefits with quick wins being delivered in Q4 of 2013/14 and Phase 1 and 2 benefits being delivered in Q4 of 2014/15 and 2015/6 respectively.

Full launch of the programme is dependent on three key things:

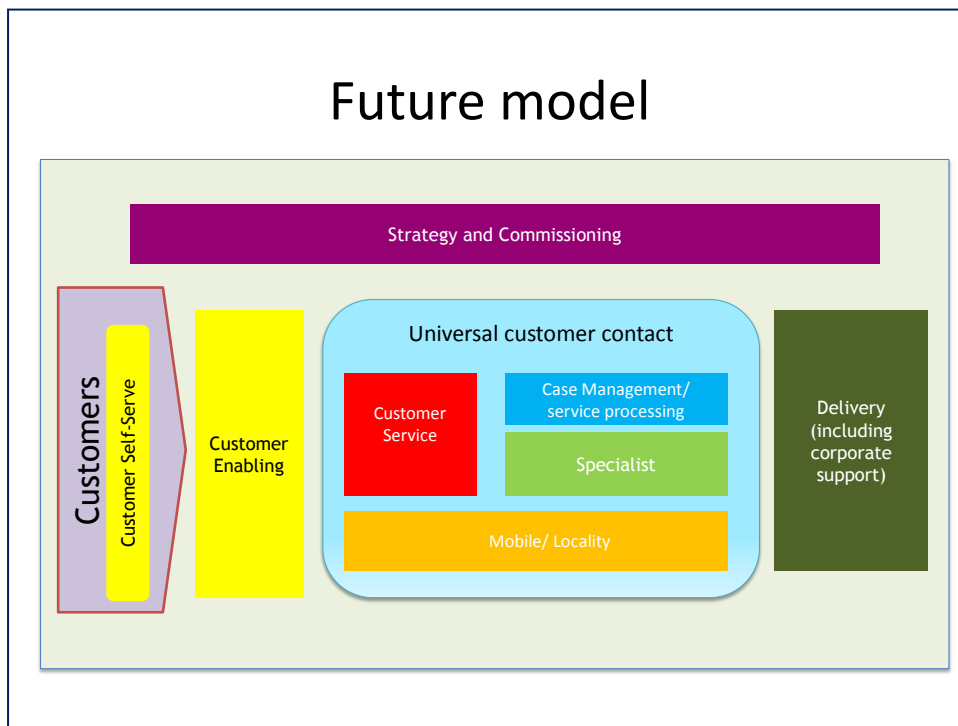
- Formal council approvals from both councils (scheduled for early November)
- Formal procurement of a technology solution – including the potential use of template prompts, diagnostics and processes. The pre work leading to a procurement process is scheduled to start in August 2013
- A more comprehensive blueprint design for the organisation and a comprehensive programme plan needs to be produced ideally the Blueprint phase would start as soon as possible to be ready for programme launch in early Q4)
- The level of savings identified in this document assume that the majority of the two councils' staff are based in one shared location however this is subject to the outcome of work being undertaken on the future accommodation strategy.

In conclusion the initial proof of concept work demonstrates that there is a clear business case to further refine the work to date and to develop a more detailed business case and implementation blue print for formal consideration by the two Councils during the autumn. It should be noted that the diagrams in this document illustrate the future operating model. Further work needs to be undertaken to populate the model with an appropriate organisational structure.

2. Background, scope and approach

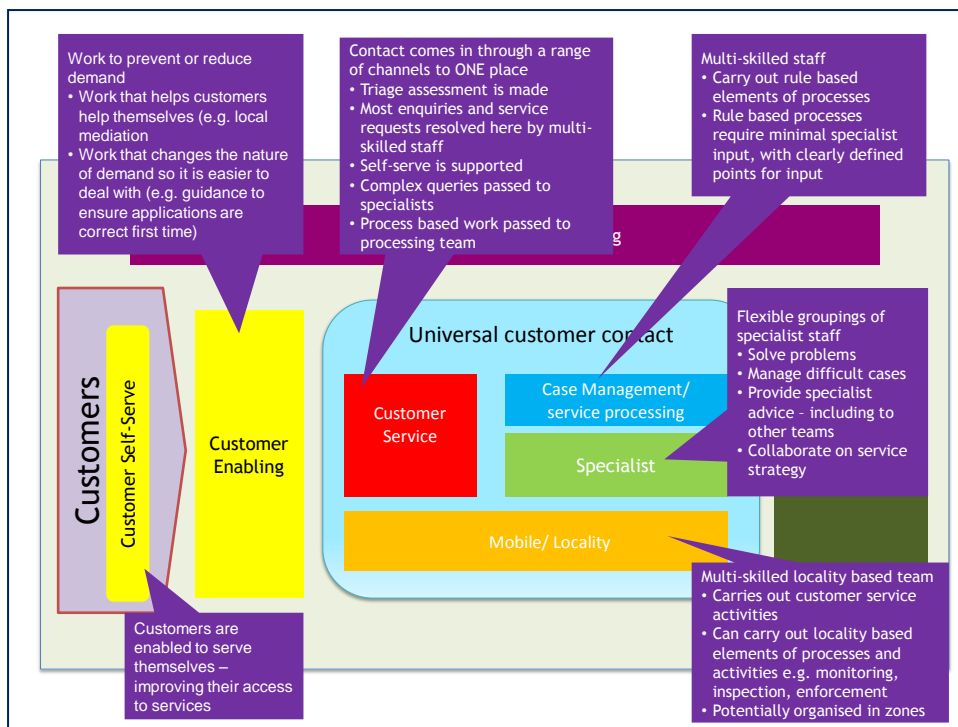
Background

The Future Model highlights core elements of Council activity:



- **Customers** – different customer groups access services in different ways. Some groups can be encouraged to self serve on line or draw on support from customer service staff only, whereas others may need to access the support of specialist staff more quickly
- **Strategy & commissioning** – translates community/ customer intelligence and political will and ambition into strategic direction, and commissions what's required to deliver this
- **Customer enabling** – helps the community and customers to help themselves so as to address aims and reduce demand for services
- **Universal customer contact** - all activity associated with customer contact, customer service, managing cases, resolving questions and issues (simple and complex), and scheduling input from others where required
- **Delivery and corporate support** – delivery of core services e.g. waste collection, street cleaning, leisure, culture etc; corporate support – non-customer facing back office functions, much transactional but some requiring organisational specific intelligence.

The diagram below shows how different elements of the Future Model work.



Key design principles include:

- Prevention and reduction of demand through enabling customers and communities where appropriate
- Improved access to services and information for customers
- Earliest possible resolution of customer enquiries
- Shifting work forwards in the organisation towards customer facing staff
- A modern, streamlined and efficient approach including common technology, processes and roles
- Empowered staff with attitudes and behaviours that support the model
- A sustainable level and quality of services.

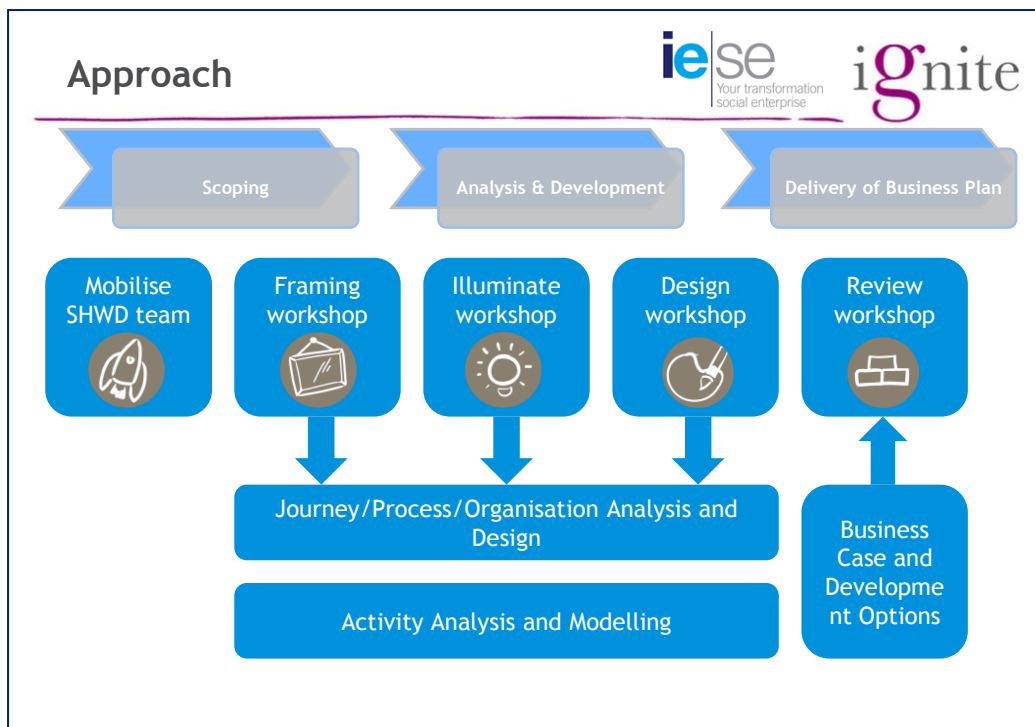
Scope

The scope of the review includes all Council services other than building control and the core delivery elements of waste and recycling, street cleansing and grounds maintenance. Building control has been excluded because it is already part of a wider shared service arrangement.

The services in scope provide a baseline of £10.4M staff costs excluding on costs (412 FTEs).

Approach

Our approach to the review has included a number of key strands:



- A series of workshops involving and engaging Council staff and Members so as to understand the challenges the Councils face and develop opportunities for change and improvement
- Activity analysis and modelling, so as to understand how current Council activity maps to the Future Model and how it might be modelled differently in the future
- Process and customer journey analysis, so as to understand how core processes map to the Future Model and how they might be modelled differently in the future
- Additional interviews and discussion with staff so as to understand current and potential technology, performance data and analysis, and existing improvement initiatives and plans.

As part of the review we looked at a small number of services (development management, legal, revenues and benefits) – “core” in greater detail. Other services – “non-core” were reviewed at a higher level.

The improvement opportunities identified in the detailed review of core services established a pattern of improvement drivers and savings. This pattern was selectively applied to the non-core services using information gathered in workshops, in meetings with service heads and from experience elsewhere to arrive at the specific improvements and savings.

3. Detailed findings and proposals

Future Model

Overall the number of FTEs and the FTE cost are reduced by 24% in the future operating model. The largest reductions occur in the specialist, senior management and corporate support areas. This is because specialist staff currently carry out some non specialist activity e.g. taking customer calls, and routine processing. Within the Future Model this activity is shifted into other teams e.g. taking customer calls is shifted into the customer service team, and routine cases are shifted into the case management/ service processing team. However it should be noted that within the case management team there will be a requirement for some staff defined in the current model as professional officers to fill some of these roles. Reductions in corporate support services take into account the shared services savings yet to be fully realised in this area particularly in financial services. The senior management reduction reflects the smaller organisation that would result from implementation of the model but does require further consideration of the strategic requirements of the councils. The only area with an increase in resource is customer enabling/ self serve. This is so as to invest in activity to help customers help themselves, where appropriate.

Although teams such as customer service and case management/ service processing take on additional activity e.g. from specialists, there is a net reduction as a result of other efficiencies, e.g. customer self serve, automation, process improvement and organisational remodelling.

Assumptions

The savings figures described here are based on a number of assumptions about potential changes. Overall the causes of change to FTEs and FTE costs are summarised in the table and described in more detail in the paragraphs below:

	Cause of change						Total
	Customer	Customer self	Internal	Technology or	Change skill	Agile	
Savings (£)	£199,969	£683,400	£956,978	£225,435	£38,775	£413,962	£2,518,520
%	8%	27%	38%	9%	2%	16%	100%
Savings (FTE)	8	30	34	9	0	16	97
%	9%	31%	35%	9%	0%	16%	100%

Savings associated with customer enabling include:

- Activity that is avoided or reduced through prevention or through customers helping themselves in other ways (9% of saving). Examples include better information on the web about planning requirements so as to reduce the number of appeals; proactive work to prevent arrears and to encourage payments by direct debit; allowing customers to view their own accounts/ records so as to reduce calls and queries. Internal opportunities also exist e.g. giving staff better access to financial information so as to reduce non complex queries to finance specialists.

Savings associated with customer self service include:

- Customers serving themselves fully or partly online (31% of saving) removing or reducing the need for input from Council staff, for example, a customer completing an application on line; making a booking or payment directly; reporting an issue e.g. a missed bin or a council tax change in circumstance.

Improvements to productivity include:

- Smoother customer journeys supported by improved technology and processes, with fewer hand offs between staff, fewer iterative contacts with the customer and automation where possible (9% of savings). Examples include the customer journeys associated with core council processes such as planning and benefits applications, and reporting changes of circumstance for council tax
- Remodelling so as streamline management and supervision around the model and to bring groups of staff together to work in a multi skilled way so that people can do more themselves, there are fewer hand offs between staff, there are flexible roles so people can cover for each other more easily and there is less duplication (35% of saving). Examples include staff working together to maintain and update databases e.g. council tax and electoral roll; staff working together on a range of applications e.g. benefits, grants and loans; customer service staff working across a range of services, for example housing advice, revenues and benefits enquiries; a single finance team
- Agile working (16% of saving). Agile working means not working from a fixed location, at a fixed time, all the time. Agile workers have the flexibility to work from a variety of places, without necessarily needing to have a fixed base to return to on a regular basis. Office savings related to agile working are not included here but we have made an assumption that the flexibility associated with agile working will generate a productivity saving linked to improved work/ life balance, lower sickness absence and staff turnover.

Skill mix savings arising from moving activity within the model include:

- Activity that is currently carried out by specialists that could in future be carried out within customer service, for example, enquiries
- Activity currently carried out by specialists that could in future be carried out by service processing/case management e.g. straightforward planning applications and debt recovery.

a) Strategy and commissioning

This strategy and commissioning area of the model is the 'brain' or 'sovereign' element. It is the core element of the Council that needs to be retained under any scenario. It includes senior management activity, support for the strategic cycle and corporate projects, and democratic support.

The resource for strategy and commissioning comes from a number of 'To Be' pots in the activity analysis, including senior management, strategy/ commissioning and democratic support.

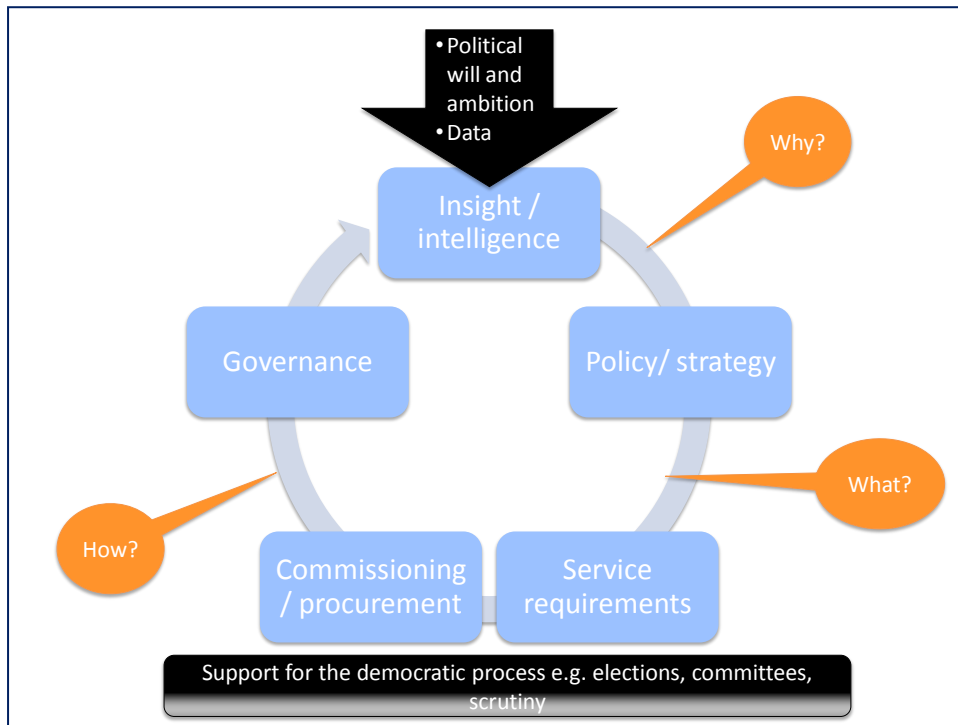
Principles

The strategy and commissioning element of the Future Model is the activity and resource required to translate political will and ambition to a range of actions taking place across the operating model. The approach ensures that the Councils retain their local identity, and remain democratically accountable and sustainable in the long term.

In more detail:

- The strategy and commissioning element contains those activities and resources that ensure the Councils remain unique accountable and capable public authorities
- This involves translating political will, data, insight and intelligence into policy, strategy and service requirements

- It also requires the development of strategy and approaches for commissioning services, and effective governance of these
- The strategy and commissioning element is accountable for service outcomes
- This is all underpinned by activity to support the democratic process.



Key principles are:

- Clear definition of and accountability for outcomes
- Effective collaboration and team work between strategy and commissioning and other elements of the model so that what is designed is deliverable, and what is delivered achieves the right outcome
- Recognition that whilst one team or role will be accountable for a service outcome, many others across the model will have a responsibility
- Focus on working together to deliver single outcomes rather than working in parallel or at odds to deliver multiple outcomes
- Strong interrelationship with specialists who develop service strategy. Strategy & commissioning has a role in facilitating, supporting and ensuring cohesion, alignment, and focus
- Planned/ proactive rather than emergent/ reactive approach, where possible
- A key role of strategy and commissioning is to protect the uniqueness of the Councils
- The resource required within strategy and commissioning will change depending on the balance of service that is in house/ external.

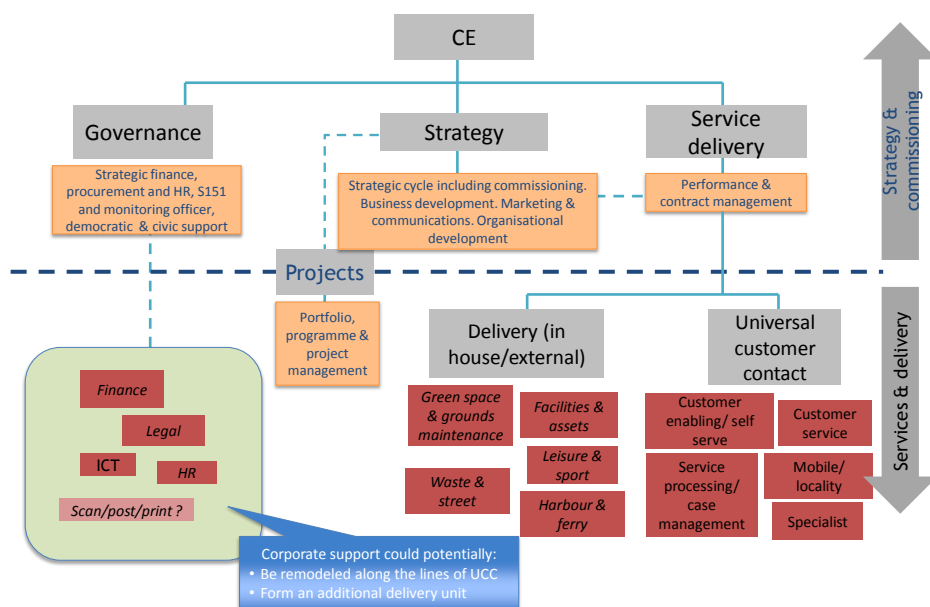
In organisational terms the following activity is included within strategy and commissioning:

- Senior management team
- The strategic cycle incorporating community engagement, strategy development, service design and commissioning, strategic performance and contract management (working with service specialists)
- Corporate project management through a programme management office (if required)
- Democratic support (including the management of elections).

Management and SMT

A potential structure for the Councils as a whole is shown below, with those in strategy and commissioning shown above the grey dotted line.

Future model structure



The model is offered merely as a starting point for discussion and factors to consider include:

- What senior/ manager roles do we need:
 - To secure the right level of senior capacity and capabilities
 - To symbolise the relative importance of different areas
 - To interface effectively with Members?

Consideration also needs to be given to:

- What roles make up SMT e.g. is it just the roles above the line, or also some of those below?
- How do senior roles and SMT interface with Members e.g. given that SMT as a whole is accountable for outcomes could each SMT role take on an account management role in relation to specific strategic themes and the interface with specific Member portfolio and shadow portfolio holders?

The As Is and To Be FTE and FTE costs for senior management and for management and supervision across services are shown below. The 'management' numbers here are currently an estimate and cannot be finalised until the target organisational design is further developed:

Senior management	FTEs AS IS	FTEs TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	10.0	6.6	-34%	£693,000	£455,994	-34%

Service management & supervision	FTE AS IS	FTE TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	23.7	17.4	-27%	£639,589	£470,098	-27%

Strategy

The purpose of this team is to provide capacity and capability across the broad areas of:

- Community and customer engagement, insight and intelligence
- Strategy and policy development
- Designing and commissioning how outcomes should get delivered
- Seeking resources - partnerships, funding etc
- Strategic performance and contract management.

It is not intended that this team develop service strategy – which remains within universal customer contact specialist roles, and within delivery units. This team does have a role, however, in facilitating, supporting and ensuring cohesion, alignment, and focus.

Members of the team would have different skills and strengths. Across the team the following are examples of the skills and activities which may be required:

- Community engagement
- Political, partner, stakeholder engagement
- Commercial acumen
- Risk management
- Entrepreneurial thinking
- Designing systems, models and partnership vehicles
- Securing resources – including partners, fundraising, shared services models etc
- Change management
- Workforce development
- Relationship management – partners
- Strategic contract management
- Strategic thinking/ development
- Research & analysis
- Performance management
- Communication/ PR.

This team would need to work closely with other areas, in particular with specialists in universal customer contact and those in delivery units who develop service strategy and manage service related partner relationships.

Project Management Office

The purpose of a project management office (PMO) is to improve the way a Council manages corporate projects, including strategy development and enhances project outcomes.

The role of a PMO could be to:

- Develop and maintain project management guidance, approaches, tools and templates to be used across the Councils
- Check compliance with the agreed project management approach
- Provide support and guidance so as to develop project management capability across the Councils

- Ensure that appropriate governance structures and processes are in place for each corporate project and support the effective functioning of project and programme boards
- Develop an approach to regular reporting and monitoring including against corporate plans – looking ahead and responding to issues e.g. resourcing
- Provide expert trouble shooting advice to specific projects as required.

Consideration needs to be given to the resource required to deliver key corporate projects across the Councils. The output from this would support a decision on whether a dedicated PMO should be developed.

Democratic Support

The purpose of the democratic support team is to provide specialist input on managing elections and the democratic process, and to provide admin and other support to Members and SMT.

As Is and To Be FTEs and FTE costs

The As Is and To Be resource for strategy and commissioning is set out below:

- The figures exclude senior management which is shown separately above
- The figures also exclude service related strategy and commissioning , which is included in the ‘specialist’ area
- A core of staff would form the strategy team
- There might additionally be a small number of project roles
- The resource to support the democratic process (including administration support to SMT and Members) is also included in these figures.

Strategy & commissioning	FTEs AS IS	FTEs TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	16.8	14.2	-16%	£413,557	£350,373	-15%

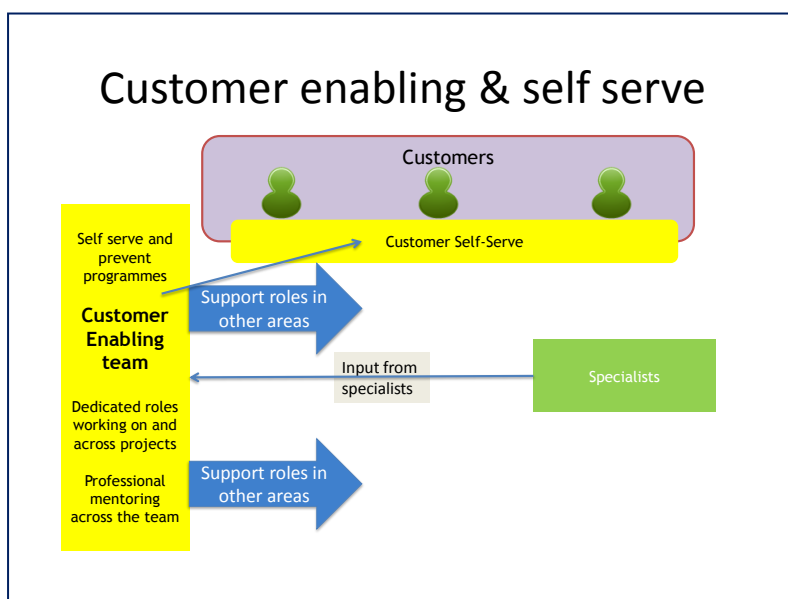
The cause of change is as follows:

- A limited level of efficiency has been applied to this area. Rather the emphasis is on refocusing the existing resource
- There is an efficiency associated with agile working of up to 6%
- There are customer self serve and technology efficiencies within democratic support associated with encouraging Members to self serve and developing ‘paperless’ committees
- Corporate admin resource has been reduced in line with the senior management resource.

b) Universal Customer Contact

Universal customer contact encompasses all the activity associated with customer contact, customer service, managing cases, resolving questions and issues (simple and complex), and scheduling input from others where required. The following sections provide detail on how each element of universal customer contact would be shaped in South Hams and West Devon.

Customer enabling



The purpose of this area of the Future Model is to help the community and customers to help themselves so as to address aims and reduce demand for services. It is a critical element of the Future Model as it enables efficiencies in other areas of the model.

The focus is on:

- Reducing demand for services by preventing problems occurring in the first place e.g. encouraging community mediation, providing better guidance to enable right first time applications
- Generating and supporting culture change across South Hams and West Devon customer groups and communities so as to help people help themselves where possible
- Aligning campaigns and programmes of preventative work so as to make the most of the resource available
- Encouraging customers to choose the new self-service options – developing a channel shift programme that models channel shift, tracks shift and potential resource saving, promotes digital inclusion etc.

Geodemographic information such as the CACI profile of rural communities suggests that whilst residents are not dominated by modern technology, they will use on-line services several times a week, for example, managing bank accounts, purchasing groceries. Online services are seen as particularly helpful given the remote nature of some communities

Examples of how customer enabling and self serve might work in South Hams and West Devon

- On line information about benefits claims including next payment date and the payment amount. Also the ability to report a change of circumstance
- Better online information including self help, FAQs and guidance relating to legal, HR, finance services – so as to reduce simple and easy to solve queries, Council tax and business rates customers able to complete online notification of occupation and vacation and attach supporting documentation

- Online benefit claim applications
- Further use of Gov Portal for on line planning applications and improved data capture e.g. photos, plans and payments. Also access to customers opened up so they can obtain information directly online, upload information directly etc
- Online access to legal related information for internal services (including Members) and external customers e.g. private law practices
- On line payments for additional environmental services e.g. pay for a container, order a container, report a missed bin, pay a parking fine
- Environmental Health - greater use of web to self-report issues and potential use of a smart app to allow digital sound recordings as evidence for noise complaints. Improved information on the web - with self-help options and standard letters to assist with neighbour disputes
-

The AS IS and TO BE resources for the customer enabling area are set out below. Our mapping of existing activity to the Future Model shows there is 14 FTE worth of enabling and preventative activity currently. Once we apply modelling drivers so as to create the 'To Be' resource, the resource in this area is enhanced. It would also be refocused – working much more clearly as a Council team to an agreed customer enabling strategy and programme of work.

Community & customer enabling	FTEs AS IS	FTEs TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	13.9	15.5	11%	£360,344	£403,647	12%

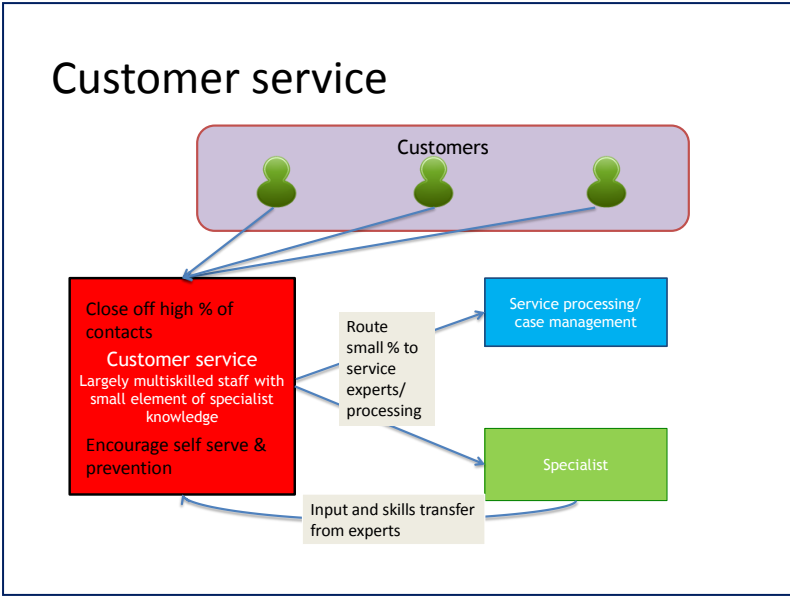
Cause of change/ assumptions:

- There is a shift forward of work from specialists into this area in some services e.g. development management and benefits
- There is an efficiency associated with agile working (6%)

Impact and benefits:

- Aligned programmes and campaigns focused on customer enabling and prevention
- Best use of limited resource in this area.
- Customers and communities more able to help themselves - preventing and reducing current and future demand.

Customer Service



The purpose of this area of the Future Model is to provide a multi-skilled customer service team where individuals exhibit a broad range of skills, a comprehensive knowledge of council services, and are able to support customers to access services across a range of different channels. Drawing on prompts, diagnostics, single customer records and work flow technology staff are able to close off enquiries or route them quickly to the right team.

Examples of how customer service might work in South Hams and West Devon

- For service such as revenues, benefits and planning - online applications and uploaded documents cross-checked against prompts and checklists automatically generating customer notifications and identifying and requesting any more information required. At this point more specialised cases would transfer to a case manager or specialist
- With relevant prompts, diagnostics and training, all form filling / information collecting for revenues might be completed by the customer service team. This team could also action changes and validations
- With access to appropriate records the customer service team could inform and update customers on the current status of cases and input customer updates to some types of case
- Housing needs advice and assessment could largely be undertaken by this team reducing the level of specialist input

The AS IS and TO BE resources for the customer service area are set out below. Our mapping of existing activity to the Future Model shows there is 57.5 FTE worth of customer service activity currently. Once we apply modelling drivers so as to create the 'To Be' resource, the resource in this area is reduced by 22%.

Customer service		% change	FTE Cost AS IS	FTE Cost TO BE	% change	
Total	57.7	44.9	-22%	£1,235,654	£959,063	-22%

Cause of change/ assumptions:

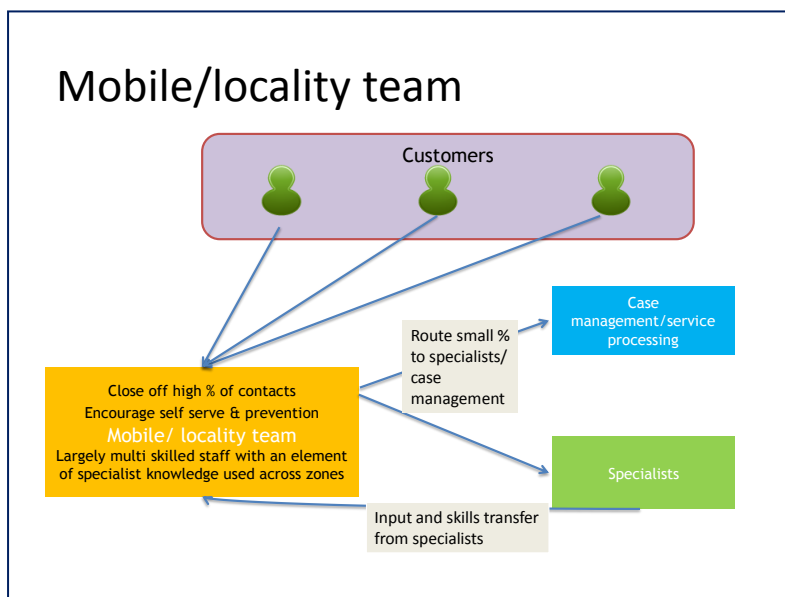
- There is a target resource saving of 20% as a result of customer self serve

- There is a shift forward of customer service type activity from service processing and specialist areas into customer service in some services e.g. development management, housing options advice, revenues and benefits
- There is a remodelling efficiency of 10% associated with flexible multi skilled roles
- There is a 5% technology/ process efficiency arising from the impact of prompts, diagnostics and workflow improvements
- There is an efficiency associated with agile working of 3%. A lower savings assumption (than for other areas of the Future Model) has been made on agile working because of the wide range of other cost drivers that are also relevant to this area.

Impact and benefits:

- Single view of the customer enables more streamlined customer journeys
- Higher customer satisfaction with more calls resolved quickly, fewer hand offs and customers able to track progress
- Higher staff satisfaction – more empowered staff in more flexible roles.

Mobile/locality team



The purpose of the mobile/ locality team/officers is to act as ambassadors for the Councils in the community, dealing with customer and business issues, resolving these on initial contact as far as possible or referring to other teams. A further key element of the role is to support the ward members to carry out their roles more effectively. They work collaboratively to improve customer service, develop and maintain deep understanding of an assigned geographic zone including expected standards, take ownership of the zone carrying out a range of work to maintain and improve standards, and work in partnerships with local members, other agencies and the community so as to achieve aims and outcomes. They can also gather and record information, place orders, complete applications, undertake site visits/ inspections, and carry out investigations and enforcement.

Examples of how mobile/ locality officer might work in South Hams and West Devon

- Form filling / information collecting when a visit is required e.g. for revenues, benefits, housing
- Supporting self serve and online applications whilst out in the field
- Acting as the local eyes and ears for other services and reporting issues
- Monitoring environmental standards in an area
- Putting up planning notices
- Liaison with ward members

The AS IS and TO BE resources for the mobile/ locality area are set out below. Our mapping of existing activity to the Future Model shows there is 30.7 FTE worth of activity currently. Once we apply modelling drivers so as to create the 'To Be' resource, the resource in this area is reduced by 26%.

Mobile/ locality	FTE AS IS	FTE TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	30.6	22.7	-26%	£692,607	£506,834	-27%

Cause of change/ assumptions:

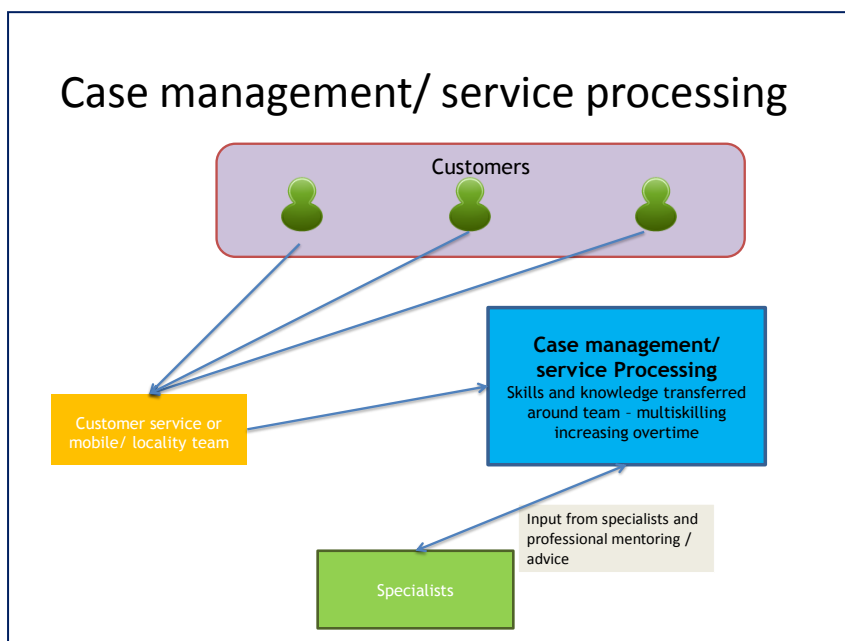
- There is a saving of up to 5% from enabling customers to help themselves. In a small number of services this efficiency is higher e.g. 10% in waste and recycling and civil enforcement/ street scene
- There is a saving from customer self serve of up to 10% in some services (e.g. recycling and waste),
- There is a shift forward of work from case management/service processing into the mobile/locality team in some services (e.g. in revenues)
- There is a remodelling saving, arising from bringing mobile activity together, of 5%
- There is a saving from improved technology and processes, including mobile technology, of up to 5%. In a small number of services this efficiency is higher e.g. 10% in environmental health
- Agile savings are 6%

There may also be an opportunity for further 'economies of scale' savings from partnership working with other locality based teams (e.g. Housing Associations) but these have not been explored.

Impact and benefits:

- A larger, integrated mobile team, highly visible in the community and providing greater resilience
- Higher customer satisfaction – local and knowledgeable staff able to resolve enquiries and issues
- Higher staff satisfaction – more empowered staff in more flexible roles.

Case management/ service processing



The focus of this area of the model is on fast, technology enabled and customer focused processing of applications and cases. The team would deal with straightforward application, cases, reports/ complaints and associated activity e.g. enforcement, site visits. They would also assist with more complex and contentious cases. Additionally, they might undertake a range of administrative activities e.g. consultation processing and analysis, and data collation.

Some of the team might initially focus on a particular area e.g. planning, benefits, and debt recovery. Over a period time the level of multi skilling would rise with knowledge and skills transferred around the team.

Examples of how case management/ service processing might work in South Hams and West Devon

- All routine applications (that can't be closed off by customer service staff) e.g. minor planning applications, licensing applications, more complex council tax and housing benefit cases and homeless applications.
- Elements of inspection programmes across development and environment (where these can't be completed by the mobile/ locality team)
- Routine enforcement, complaints, and appeals
- Recovery of payments (e.g. council tax, NNDR, housing benefit overpayments, sundry debts)

The AS IS and TO BE resources for the case management/ service processing area are set out below. Our mapping of existing activity to the Future Model shows there is 70.4 FTE worth of activity currently. Once we apply modelling drivers so as to create the 'To Be' resource, the resource in this area is reduced by 12%.

Case management/service processing	FTE AS IS	FTE TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	70.1	61.7	-12%	£1,512,325	£1,368,014	-10%

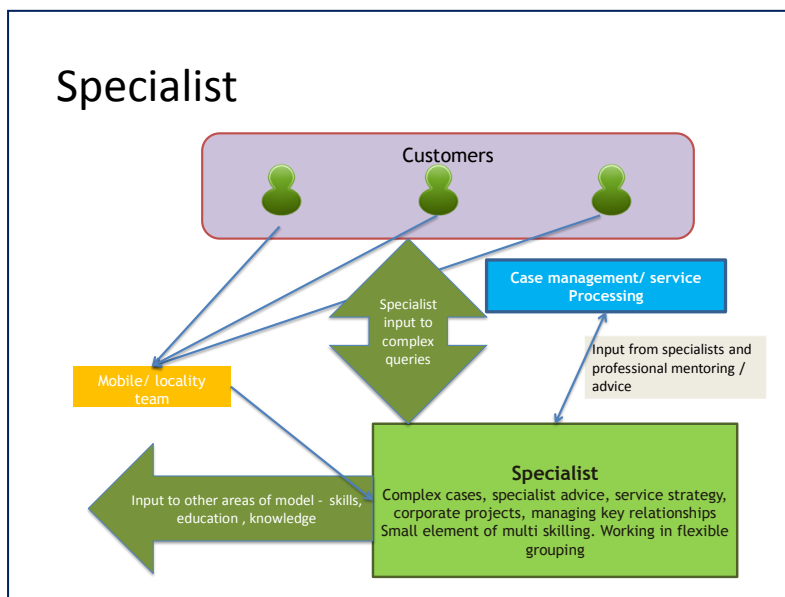
Cause of change/assumptions:

- There is a saving of up to 10% flowing from customer enabling and self serve. The saving is higher at 20% in some services, in particular revenues and benefits
- There is a shift forward of work from specialist areas into case management/ service processing e.g. in development management, environmental health, benefits and across housing services. There is also a shift from case management/ service processing forward into customer service and mobile/ locality teams e.g. in revenues and benefits
- There is a remodelling saving, arising from bringing case management/ service processing activity together, of 5%
- There is a saving from improved technology and processes, including automation, of 5%. In a small number of services this efficiency is higher e.g. 10% in environmental health and private sector housing
- Agile savings are 6%.

Impact and benefits:

- Greater resilience across services
- Faster processing of applications and cases – higher customer satisfaction
- Higher staff satisfaction – more empowered staff in more flexible roles.

Specialist



The purpose of this team is to provide flexible groupings of expert staff to solve problems, manage difficult cases, provide specialist advice (including to customer service and case management/service processing teams), collaborate on corporate projects and service strategy, and manage and influence key relationships (e.g. with businesses, partners and members, raising profile and reputation). Specialists might work in flexible teams organised around customer groups e.g. businesses, people (high need) and property/ place or around geography. There would be a very small but developing element of multi skilling (where specialists would develop new skills so that they can provide an element of cover for each other, respond to demand and extend capacity) but this team is largely made up of staff with specialist skills and experience.

The AS IS and TO BE resources for the specialist area are set out below. Our mapping of existing activity to the Future Model shows there is 94 FTE worth of activity currently. Once we apply modelling drivers so as to create the 'To Be' resource, the resource in this area is reduced by 37%.

Specialist	FTE AS IS	FTE TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	94.0	59.1	-37%	£2,517,429	£1,603,714	-36%

Cause of change/ assumptions

- There is a saving of up to 5% from enabling customers to help themselves. In a small number of services this efficiency is higher e.g. 20% in waste and recycling
- There is a limited saving from customer self serve other than in a few services where there is more scope for an impact on specialist work e.g. development management and housing options advice
- There is a significant shift forward of work into case management/service processing and customer service in many services. Some of the current expertise in these areas would likewise shift with the work, e.g. environmental health, development management, housing, revenues and benefits, and fraud
- There is a remodelling saving, arising from bringing specialist activity together, of 5%. This is higher in some small strategic services e.g. strategic planning and economic development
- There is a saving from improved technology and processes (including integration between different services) , including mobile technology, of 10% in one or two services (e.g. environmental health and private sector housing
- Agile savings are 6%

There may be scope for 'specialist' staff to generate additional income by selling expertise, for example, expert Environmental Health customer education opportunities. In addition there maybe opportunities for specialist staff to develop their expertise so that work that is currently contracted out to private providers can be provided in house.

c) Delivery (including corporate support)

The delivery area of the Future Model is made up of standalone delivery units that deliver core Council services and corporate support services.

The Councils will need to decide how to configure delivery units and decide which are to be provided in house and which provided in other ways.

There is a critical interconnection between each delivery unit and strategy and commissioning. Strategy and commissioning sets out the strategy for the service and parameters for commissioning, and also carries out strategic or high level contract and performance management.

The following are potential delivery units for South Hams and West Devon Councils:

Service delivery units

- Waste and street
- Green space and grounds maintenance
- Leisure & sport
- Harbour and ferry
- Asset and facilities management

Corporate support delivery units

- Finance
- HR
- Legal
- ICT
- Print/ scan/ post

Each delivery unit is made up of a number of components drawn from the following list - not all delivery units include all components. The Councils will need to decide where they want these components to sit in the model/ organisation. For example is customer management to be delivered through the universal customer contact team or by a delivery unit itself?

- Core service - processes/ customer journey/ delivery
- Strategy
- Governance/ performance management
- Proactive/ enabling/ marketing
- Customer contact/ management
- Asset management
- Facilities management
- Back office - IT, finance, HR, legal etc
- Contract management/monitoring.

The AS IS and TO BE resource for the delivery areas are set out separately below for each of corporate support, asset and facilities management and delivery (Note - delivery for the purposes of this report is mainly the ferry and harbour services as other delivery e.g. waste collection is not in scope).

Corporate support	FTE AS IS	FTE TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	56.2	39.4	-30%	£1,498,889	£1,052,710	-30%
Asset & facilities management						
	FTE AS IS	FTE TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	15.5	12.2	-21%	£401,525	£314,077	-22%
Delivery						
	FTE AS IS	FTE TO BE	% change	FTE Cost AS IS	FTE Cost TO BE	% change
Total	23.3	21.1	-10%	£393,421	£355,296	-10%

Cause of change/ assumptions - corporate support

- There are a similar levels of savings to those applied to universal customer contact but in the corporate context (i.e. customer service, case management/ service processing and specialist areas become corporate customer service, corporate case management/ service processing and specialist corporate work). Specific variations include:
 - There is a higher level of remodelling savings within the specialist ICT and finance resource through bringing respective teams across the two Councils together (20%)
 - There is a higher level of savings related to customer enabling and self serve within finance and HR (up to 20%)

- There are opportunities for a higher level of savings through technology and process improvement across finance and legal services (10%)
- There is a shift forward of work in legal services in particular from more specialist staff into case management/service processing and customer service.

Cause of change/ assumptions - asset and facilities management, and delivery

- For the activity remaining in scope, specific service related efficiencies have been applied across the drivers resulting in an overall efficiency in the order of 20% for asset and facilities management, and 10% for service delivery.

4. Enablers and costs

The delivery of the benefits case will be underpinned by two key enablers:

- Technology
- People and cultural change

Technology

Technology is the key enabler of the implementation of the Future Model. It is proposed that SHWD take the opportunity to introduce and replace technology so that a fully integrated suite of packages are in place to support fully integrated working.

The integrated suite of packages will support critical elements of the Future Model business case:

- Customer enabling; providing better information on the web
- Customer self serve; providing fully automated transaction processing, accessible through a customer portal
- Single view of the customer; enabling seamless customer service and the basis for moving work forwards closer to the customer. This also enables service advisors to see a customer's full transaction history with the council, which the customer could also see if they have registered an account on-line
- Automated workflow; supporting efficient business processes and Future Model working
- Document management; enabling agile working and improved use of premises
- Mobile solutions; enabling remote working
- Single software platform; enabling the integration of service delivery across the two councils

There will be a range of factors that will be considered in deciding on the final technology investment and implementation:

1. Scope of software to be implemented. The major packages that are considered in the business case are:
 - Implementation of full suite of integrated customer service software
 - Implementation of back office packages
2. Adoption of template prompts, diagnostics and processes. This will reduce the implementation cost considerably
3. Use of internal resources for IT implementation and Business Change implementation

People and cultural change

The Future Model design is aimed at delivering excellent customer service at lower cost, from an organisation that is designed around the customer, staffed by people that are customer centric in behaviours and attitudes using slick and efficient business processes.

The Future Model will have a range of impacts on the staff. People will:

- be more multi-skilled
- be given access to a wider range of information to enable them to serve customers
- be given greater empowerment and accountability; encouraging people to take greater responsibility and ownership of a customer's problem
- generally work closer to the customer and will need to have more comprehensive customer service skills and capabilities
- be required (and given the opportunity) to take on a wider range of service functions working across the old service boundaries
- work to tighter business processes, making it clear where judgements are to be made
- be more collaborative, particularly Specialists, who, even though they will be less multi-skilled will work in mixed teams of specialists
- work in larger, multi-skilled teams, with more broadly defined roles with less hierarchical management structures.

This will mean that staff will need to adapt both in terms of their skills and knowledge as well as mind-set.

Significant investment will be required in the development of people and in the management of change. In addition to the programme and project management cost included in the technology section of the business case (appendix removed as commercially sensitive) an additional sum is being provisioned for training and development, for example, in relation to customer service training, performance management training.

Considerable change to the profile of the workforce will also be required. It is not yet clear which staff would leave the organisation. We have therefore calculated a redundancy provision on a reasonable estimate of average redundancy costs. Given the potential for loss through natural wastage over the implementation period it is anticipated that this figure represents the top of the range.

In addition, there is an accommodation strategy review in progress. The business case makes an assumption that a refit of one of the offices will be required to create a shared working space.

5. Implementation approach

It is expected that implementation will commence in November 2013 and could be completed by April 2016.

The implementation would be approached in two distinct phases with Phase 1 being focussed on property related services, e.g. planning, waste, environmental health, licensing and with Phase 2 focussed on people related services, e.g. housing, revenues and benefits. Support services would be scheduled in both phases.

Full launch of the programme is dependent on three key things:

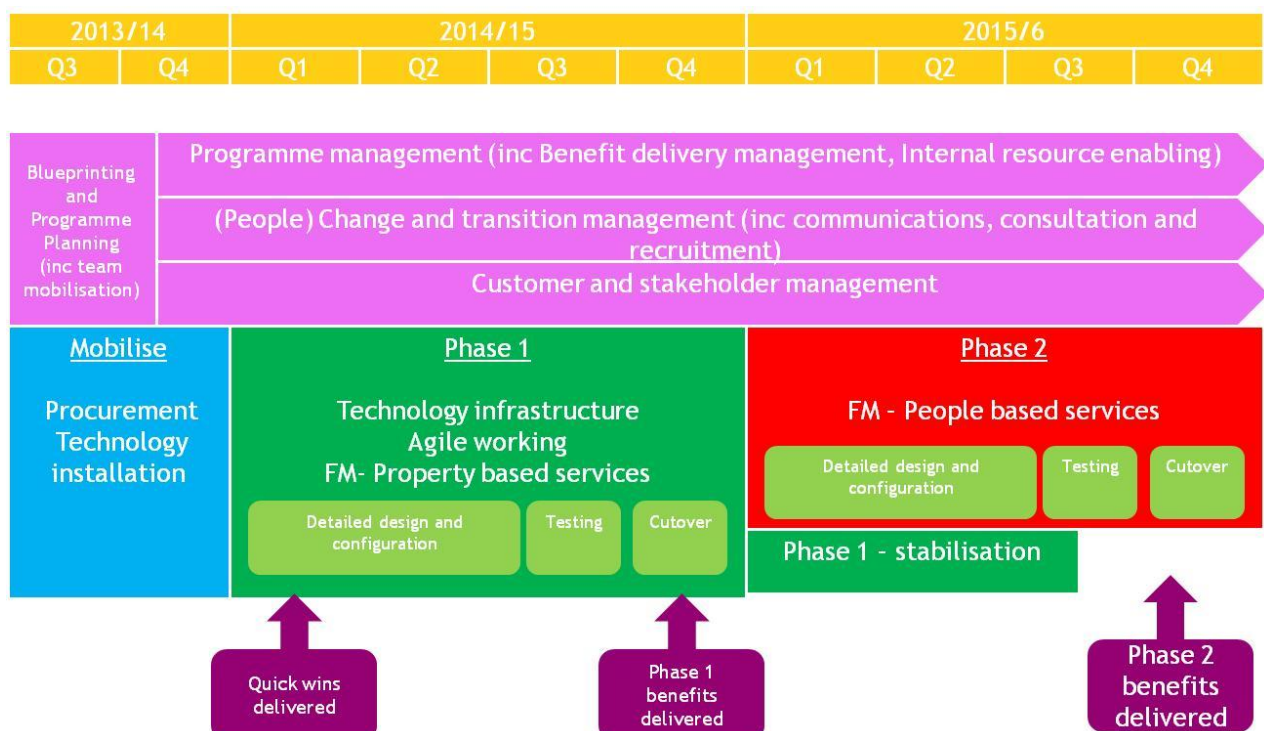
- Formal council approvals from both councils (scheduled for early November)
- Formal procurement of a technology solution – including the potential use of template prompts, diagnostics and processes. (The pre work to the procurement process is scheduled to start in August 2013)
- A more comprehensive blueprint design for the organisation and a comprehensive programme plan (Ideally the Blueprint phase would start in September to be ready for programme launch in early Q4).

The Blueprinting phase would extend the Proof of Concept work and deliver:

- A revised business case (having undertaken detailed activity analysis of the services not covered in the Proof of Concept)
- A Target Operating Model
- Standard Journey designs for the core processes; enquiries, reports, applications, bookings, payments, inspections
- Programme plans - having answered key implementation questions;
 - Detailed scope and scheduling
 - Use of template prompts, diagnostics and processes
 - Big bang vs phased implementation
 - Implications of property on customer access and location of people
 - HR, consultation, recruitment, redundancy strategy.

Implementation plan

The diagram below illustrates at a high level the outline implementation plan.



The programme would be comprised of four core work streams

Programme management - focussing on the overall management of the programme and in particular on developing and maintaining the business case, the Target Operating Model, the management of benefit delivery, transition management and communications. Any property related changes will be managed in this stream although it is expected that there will be a separate project to manage major changes in property and infrastructure.

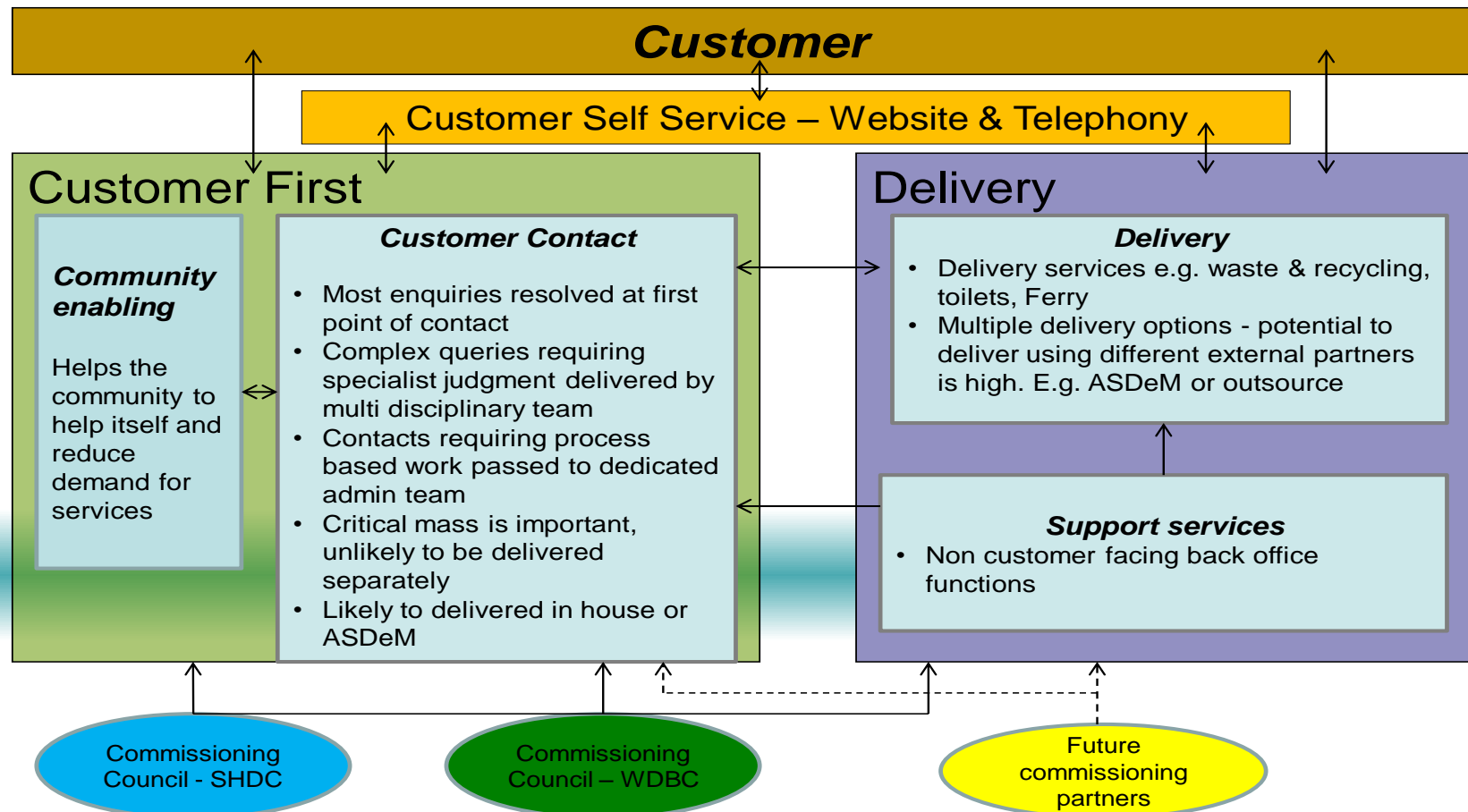
People – focussing on the management of change in the organisation. In particular this would include the definition of detailed role and people specifications, consultation, recruitment into roles, preparation for people in role – including training, cultural change and performance management.

Customer – focussing on engagement of customers in detailed design, the development of a portfolio of projects and interventions for enabling (demand management), channel shift strategy and management, engagement of community in change.

Process and technology – focussing on the detailed design of customer journeys and processes and the implementation of technology to support those journeys and processes. The business case is assuming that the organisation will use template prompts, diagnostics and processes as a basis for implementation. In this case the task will be to adapt these templates to the local needs with minimal modification. This will become a significant change management challenge.

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Proposed new operating model



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WEST DEVON BOROUGH COUNCIL

NAME OF COMMITTEE	Resources Committee
DATE	17 September 2013
REPORT TITLE	Plymouth And Peninsula City Deal – to determine the Council’s response to the offer to be submitted to Government
REPORT OF	Corporate Director (AR)
WARDS AFFECTED	All

Summary of report:

Plymouth City Council and strategic partners within the sub-region have been developing a “City Deal” with the Government. The Government’s objective is to address the long term economic challenges affecting the City Deal area. The purpose of this report is for Members to agree the principles of the Plymouth and Peninsula City Deal proposals which will be presented as a draft to the Government in October 2013. Following this member meeting the officer team will continue to ‘polish’ the document.

Financial implications:

At this stage, there are no direct financial implications for the Council. However, in future the Council may wish to consider the benefits of partnership working, including the potential pooling of some resources, to achieve economic outcomes.

RECOMMENDATION

It is recommended that the Corporate Director (AR) be granted delegated powers to agree the submission of the City Deal Negotiating Document to Government, in consultation with the Leader, on behalf of West Devon Borough Council

Officer contact:

Alan Robinson, Corporate Director
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 email: alan.robinson@swdevon.gov.uk

1. BACKGROUND

1.1 In October 2012, twenty cities and their hinterlands were invited to bid for “radical new powers to boost economic growth”. On 11 December 2012 the Council resolved as follows:

“CM 56 - PLYMOUTH AND PENINSULA CITY DEAL

An urgent report was considered which advised that Plymouth City Council and strategic partners within the sub-region had been invited to submit a bid to develop a ‘City Deal’ with the Government, which focused on addressing economic challenges affecting the area.

In discussion, reference was made to:-

- (a) the potential benefits arising from this proposal. In expressing their support, some Members stated that Plymouth had received insufficient investment for a number of years and this proposal could lead to a number of benefits for the Southern part of the Borough;
- (b) this proposal not committing the Council to any financial involvement at this stage;
- (c) a concern in relation to a Greater Plymouth area evolving. In response, Members were given assurances that this proposal would not result in the Council relinquishing any governance or control to Plymouth City Council.

It was then moved by Cllr P R Sanders, seconded by Cllr R E Baldwin and upon the motion being submitted to the Meeting was declared to be **CARRIED** and **“RESOLVED** that the Chief Executive be authorised to support the submission to Government of the City Deal Expression of Interest, in consultation with the Leader of Council, on behalf of West Devon Borough Council”.

- 1.2 Although it was initially expected to be a competitive process leading to ‘winners and losers’, all 20 Expressions of Interest were taken forward by the Government and partners in each area were asked to develop their local ‘Deals’ . A draft version of the Negotiating Document is scheduled to be submitted to the Government in October 2013. Partners that have been involved in developing the submission include Plymouth City Council (lead agency), Plymouth University, Plymouth Chamber of Commerce and Industry, Devon County Council, Cornwall Council, Torbay Council, Heart of the South West LEP and Cornwall and Isles of Scilly LEP. The work has been undertaken in close liaison with representatives of the Cabinet Office and the Department for Business, Innovation & Skills.

2. THE CITY DEAL

- 2.1 The current draft version 4 of the City Deal Negotiating Document is available on the Council’s website as an appendix to this report.
- 2.2 The objective of the local ‘Deal’ is to create a long term economic vision for Plymouth and the Peninsula to drive future growth, with the focus on enabling the area to become a world leader in the marine sector.
- 2.3 The intended outcomes are to improve the economic viability of the area; to generate jobs; to promote a balance between employment and housing led growth; and to create greater employment opportunities for young people. Initial

growth within the City is intended to act as a stimulus for further growth across other economic sectors throughout the City Deal area. The proximity of South Hams and West Devon to Plymouth creates the opportunity to share in the benefits of growth.

- 2.4 The marine sector has the potential to grow based on the importance of existing marine based companies as well as the availability of learning and research facilities. The area has a significant concentration of marine businesses, including a number of high profile companies such as Babcock, Princess Yachts, Pipex and Kawasaki. It is estimated that over the two LEP areas the marine sector currently comprises over 700 companies with 25,000 employees, and there is the opportunity to create a substantial supply chain. Prospects for future growth are also promising in the marine renewable energy sector, following the South West's designation as the UK's first Marine Energy Park (SWMEP) and this should promote collaboration between Government, LEPs, technology developers, academia and industry. Initiatives such as bringing forward employment sites in South Hams and West Devon through the planning process and the roll out of super fast broadband, provides opportunities in rural locations for small/medium enterprises (SMEs), as well as micro businesses, to benefit from the City Deal.
- 2.5 While there are opportunities, there are also challenges. The area has the lowest level of productivity of any of the LEPs in southern England. Many businesses have low growth rates with limited access to specialists and technical advice. In preparing the submission, major companies identified that their productivity is constrained by the international nature of their supply chains which increases costs. The South West has had a poor track record of attracting foreign investment and exports from the area are relatively low. The 2013 Ernst & Young UK attractiveness survey identified the South West as the worst performing region in 2012. Many leading marine and precision engineering companies report an ageing workforce, emerging skills gaps and difficulty in recruiting relevant skills.

3. THE PROPOSAL

3.1 In summary the proposal comprises the following:

- Establishing a Peninsula-wide Marine Industries Production Campus (MIPC), including an 'anchor' flagship development at South Yard, to create a linked portfolio of sites that global marine and related industries require for innovation and production. In the medium term it is anticipated that there will be opportunities to promote supply chain growth on sites such as Langage and Noss-on-Dart/Baltic Wharf in the South Hams and Plymouth Road, Tavistock and Opportunity Okehampton in West Devon.
- Improving business support through an initiative known as GAIN (Growth Acceleration and Investment Network). The support will initially focus on the marine sector but will be transferable to all sectors of the economy over time.

- Delivering a step change in the export readiness of local businesses and increasing the opportunity to secure inward investment.
- Developing an employer led Apprenticeship and Skills Hub which meets the requirements of a growing marine sector.
- Ensuring young people are able to access opportunities created by growing marine businesses through intensive support programmes targeting young people.
- Establishing a fit-for-purpose City Deal governance structure, likely to be based on a joint committee that enables shared ownership and accountability for the City Deal across the strategic partners. The arrangement will include representation from local authorities as well as the LEPs, the higher education sector and the private sector.

3.2 The City Deal submission is based on a series of ‘asks’ and ‘offers’. Key requests from Government include:

- Co-operation to secure regeneration of MoD sites, with implementation supported by the HCA’s Public Land Infrastructure Fund.
- Flexing of ‘standard’ national business support interventions to enable specific targeting to local businesses, including the provision of funding from the Regional Growth Fund.
- Realigning UKTI national export initiatives to support local opportunities to generate exports.
- Creating better opportunities for young people to access jobs, supported by funding from, for example, the Youth Employment Challenge Fund.

3.3 Much of the initial public sector funding will be from the City Council; future bids to access European funding, Growing Places Funding and Regional Growth Funding; and investment from the higher education sector. These public sector funding streams will be used in partnership with private sector investment.

3.4 The initial key request to South Hams and West Devon Councils is that both authorities:

- Ensure that key strategies (such as the Connect Strategy and the Local Plan) and service activities (e.g. Development Management and Economic Development) support the City Deal; and
- Support the development of effective governance arrangements across the City Deal area.

4. KEY MATTERS FOR CONSIDERATION

- 4.1 Members may conclude that the initial expectation that the Government's 'offer' through City Deal would be a radical shift in power to enable greater local control of economic growth across the sub-region has not materialised. However for two lower tier councils to be central to an initiative that the Government appears to regard as a key tool for economic regeneration should result in future benefits.
- 4.2 As the early focus of the City Deal is on the marine sector and is Plymouth centric, Members may feel that it is difficult to identify immediate benefits for the more distant rural areas apart from the multiplier effect arising from growth in the City. This concern is perhaps balanced by the fact that neither South Hams nor West Devon Councils are being asked to provide financial resources at this stage. Therefore both Councils have the opportunity to assess the success of the initiative before committing funding to any future proposals.
- 4.3 It is believed that there will be longer term opportunities across the rural areas as it is the Government's intention to increasingly devolve the allocation of both national and European funding streams through the LEP. On-going engagement by the two Councils in the City Deal should help create a stronger sub-region and by demonstrating a shared vision, it may influence future resource allocations.

5. NEXT STEPS

- 5.1 During September each of the local authority partners will be seeking Member support in principle for the City Deal Negotiating Document, with anticipated submission of the final version to Government in early October. In tandem with the member meetings, the partner agencies will continue to develop the current draft document.
- 5.2 It is anticipated that a small group of representatives from the City Deal partners will present the proposal to Ministers on 9 October. If the proposals are accepted by Ministers, subsequent negotiations will take place to enable the Government and City Deal partners to sign the finally agreed 'Deal' during 2014.
- 5.3 The City Deal covers the economic geography of two LEPS, four Unitary Councils (Plymouth, Cornwall, Torbay and Isles of Scilly), the two County Council areas of Devon and Somerset and the twelve District Council areas of the two Counties. Therefore future governance arrangements across this geography could become complex and the model is still being developed. Members may wish to note that South Hams and West Devon Councils are the only two district tier authorities currently engaged in the City Deal discussions. The principle currently being discussed is that a district 'voice' could have the same level of influence as a unitary or county council 'voice'. Future governance arrangements will also include representatives from the business sector and higher education, and the balance between local authorities and other sectors is yet to be determined.

The Government's drive for wider representation across other sectors in strategic decision making creates a series of governance/legal issues which will

need to be worked through. If a new inclusive governance model is successfully established, it may help the two Councils to demonstrate compliance with the 'duty to cooperate' requirements that are key to the statutory planning process.

6. LEGAL IMPLICATIONS

6.1 None at this stage. However, both Councils will wish to be involved with partners in developing governance arrangements to ensure that the needs of rural communities are taken into account within a future "City Deal".

7. FINANCIAL IMPLICATIONS

7.1 None at this stage. However, both Councils will need to consider the value-for-money of any future commitment of local resources, including funding and member/staff time.

8. CONCLUSION

8.1 The view of both Leaders and senior officers is that the two Councils should support the submission of the Plymouth and Peninsula City Deal Negotiating Document, because its fundamental objective to address long term economic challenges across the City Deal area has the potential to benefit rural communities in the longer term.

9. RISK MANAGEMENT

9.1 The risk management implications are appended to this report (Appendix 1).

10. OTHER CONSIDERATIONS

Corporate priorities engaged:	Primarily the Economy priority, but there is also potential benefits for Homes and Community Life.
Statutory powers:	General Powers of Competence under the Localism Act 2011
Considerations of equality and human rights:	At this stage, the details of the proposals have not yet been agreed. However the partners will need to take into account equality and human rights issues that arise from the City Deal.
Sustainability considerations:	At this stage, the details of the proposals have not yet been agreed. However the partners will need to take into account sustainability considerations that arise from the City Deal.
Crime and disorder implications:	At this stage, the details of the proposals have not yet been agreed. However the partners will need to take into account crime and disorder issues that arise from the City Deal.
Background papers:	None
Appendices attached:	Strategic Risk Assessment Table (Appendix 1) Plymouth and Peninsula City Deal Negotiating Document (Appendix 2) – available on the Council website

STRATEGIC RISKS

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Rural communities do not benefit from the City Deal	In the longer term, the City Deal does not benefit rural communities because South Hams and West Devon Councils have not engaged in developing the proposal.	4	2	8	↓	Despite time pressures and capacity challenges, the two Councils have prioritised political and senior officers' engagement in developing the City Deal.	SH Leader, WD Leader and CD(AR)
2	Uncertain future resource commitments	No financial implications at this stage. However, potential future partnership funding requirement to achieve agreed economic outcomes.	3	3	9	↔	Continue to engage in developing the City Deal and review future resource commitments if the Negotiating Document is agreed and detailed proposals are subsequently developed.	CD(AR)
3	Vacuum in strategic liaison across the sub-region	Engagement in the City Deal process has provided a catalyst for more effective joint working.	3	2	6	↓	Continue to engage in developing the City Deal and monitor the success of emerging governance arrangements, assuming the Negotiating Document is agreed and detailed proposals are subsequently developed.	CD(AR)

Risk Score 20-25: very high; 12-19: high;
Direction of travel symbols = ↓ ↑ ↔

8-12; medium; <8: low

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PLYMOUTH CITY DEAL NEGOTIATING DOCUMENT – DRAFTV4

Plymouth City Deal Executive Summary

Our long term economic vision is that **Plymouth and the Peninsula will be a world leader in the marine sector and associated sub.** Across the Heart of South West and Cornwall and Isles of Scilly we are already in the process of delivering this vision through: our on-going development of our marine knowledge base; the support we provide to our marine and advanced manufacturing businesses; and by our promotion of the areas access to deep water – which is crucial for the marine sector.

Building on this work the Plymouth City Deal provides a unique opportunity to further support our long term economic vision and to tackle critical infrastructure, skills and business growth barriers that could put further growth in the marine sector at risk. **Delivery of the Plymouth City Deal will deliver the following impacts over the coming 15 years:**

- **£268m uplift in GVA**
- **Generate 6,000 jobs**
- **Generate a further 2,500 indirect jobs**
- **Create 86, 0000 sq m of workspace**
- **Support over 800 young people into sustainable employment**
- **Attract 100 new businesses to the Peninsula**

Our opportunity and challenge

The Heart of the South West (HotSW) and Cornwall and Isles of Scilly (C&IoS) Local Economic Partnership, has a population of 2.2m population, provides 1.1m jobs and contributes over £33bn of GVA to the national economy. The area's economy has a number of strengths. These include: advanced manufacturing and research and development. However our most significant area of strength and comparative advantage is our marine sector which is the fastest growing sector within the South West.

The strength of these sectors in Plymouth and the Peninsula can be seen in the number of global companies that are already located within the area. These include: [Babcock Marine](#), [Princess Yachts](#), [Pipex](#), [Augusta Westland](#) and [Kawasaki](#). These are complemented by over 700 marine sector companies across the peninsula, which employ over 25,000 employees.

This concentration of companies is augmented by world leading marine research expertise at University of Exeter and University of Plymouth and innovation facilities that are located within the Plymouth City Deal area. These facilities are the product of over £100 million of investment and include: the [South West Marine Energy Park](#) and its associated testing facilities at FaB Test in Falmouth and Wave Hub in Hayle; testing and academic expertise facilities at [Plymouth University](#), [Exeter University](#) and [Plymouth Marine Laboratory](#).

We will ensure that in combination these sector and spatially focussed initiatives will act as a further stimulus for growth across the wider economy throughout the City Deal area

Despite these strengths growth in this critical sector is being held back for a variety of factors. These include:

- **Lack of suitable employment sites for the marine sector:** Plymouth and the Peninsula have a limited number of sites that have both: access to deep water to enable testing and commercialisation of marine sector R&D; and close proximity to major marine

sector employers such as those listed above and key marine assets (Devonport Dockyard and Naval Base), which would facilitate the relocation of international supply chain companies to the UK.

- **Lack of effective business, trade and export support:** The majority of marine sector businesses, many with high-growth potential, are SMEs. They currently face a complex set of business and export support schemes which has led to low take-up of national schemes and/or specific business support schemes that do not meet the needs of this sector.
- **Labour market and skills challenges:** Marine and precision engineering companies have an aging workforce, emerging skills gaps and difficulty in recruiting relevant skills. The area has also has a wider challenge with youth unemployment with 3,910 16-18 year old people not in education, employment or training and 8,410 people under 24 currently unemployed.

These factors not only put further growth in our marine sector at risk they also limit the ability of the marine sector to contribute to a key underlying macro- economic weakness of low levels of productivity. Currently Plymouth and the Peninsula has the **lowest levels of productivity** (as measured by per capita GVA) of any LEPs in Southern England. The proposals within the City Deal therefore will not only maximise growth in our key sector it will also make a wider contribution to underlying macroeconomic weaknesses within our economy.

Our response

To address these issues and seize these opportunities we have developed a coherent and transformative set of proposals in our City Deal that will help realise our vision. The key strands of our response are:

- I. **Unlocking the South Yard site at Devonport Naval base** to provide a critical employment, R&D and marine product testing site. South Yard will join other employment, research and innovation sites to create a peninsula-wide **Marine Industries Production Campus (MIPC)**¹.
 - This site will enable up to **30 supply chain businesses** to support existing marine businesses.
 - Provide waterside access for **leading marine renewable businesses** to trial and build tidal and wave energy devices. These businesses need deep water to allow large ships to load and unload their products.
 - The development of South Yard as a production campus enables us to exploit testing and research facilities at **Plymouth University, PML and Wave Hub and FaB Test** in Cornwall.
 - Unlocking this site will also provide up to **2,000 highly skilled jobs** in South Yard. This increases to over 4,300 jobs when the other marine sites in the South West are included.
 - A £20m expansion of our successful **Growth Accelerator and Investment Network (GAIN)** scheme that provides targeted and tailored business, export and trade support for our marine sector companies and local SMEs. **Business support web portal** that increases uptake of national business support schemes and offers tailored local business support programmes.
 - Development of a more **flexible innovation voucher scheme**

¹ The MIPC will bring together a series of employment sites, marine sector companies, high education institutions and R&D/product commercialisation facilities that support the growth of our marine sector and attract inward investment from international marine companies.

- A **marine focused Knowledge Transfer Programme (KTP)** programme providing more flexible routes for businesses to access KTP expertise
 - Flexing of national programme such as **Manufacturing Advisory Service and Growth Accelerator** to provide more tailored support for local businesses
 - Delivering a step change in **export readiness** to enable businesses to trade on line
 - **Inward investment**, culminating in a global expo showcasing local and UK excellence alongside the Mayflower 2020 celebrations.
 - The Growth Hub will **support 22,000 businesses** and **create over 1400 jobs**
2. Trialling a new approach to **supporting young people back to work** which will involve
 - a new intensive support programme targeting unemployed young people to gain sustainable employment and reduce their reliance on in work benefit payments
 - Development of an **employer led apprenticeship and skills initiative** that meets the requirements of the growing marine sector by creating a central point for low cost, high quality marine sector training and development.
 3. Establishing an **innovative city deal governance structure** based on joint committee to enable bi-LEP, local authority, public, private and third sector shared ownership of and clear accountability for delivery, outcomes and performance management

Our key offer and asks Our 'asks' of government totalling **£25m** are:-

- Withdrawal of the MoD from the 35 ha. South Yard site, part of Devonport dockyard;
- Up to £15m government investment to help unlock South Yard
- Government national business support to flex their standard offer(s) to local businesses;
- £7 million investment (RGF) to redesign business support.
- UKTI and government partners to support the Mayflower 2020 global expo
- £3 development of an innovative engagement and progression employment hub for young people supported by Youth Unemployment Challenge Fund.

In return significant public and private sector resources totalling £155m

- £5million from the PCC Growth Fund for direct development at South Yard;
- £15million private sector match for Growth Hub and grant support;
- £5 million EU funding to support the Growth Hub and the Skills initiative
- £5 million from the Heart of the South West LEP for South Yard
- £0.4m HEFCE investment to support hosting and support of GAIN;
- £115m private sector investment in South Yard
- £5.6 million soft landing package to support inward investment
- £4.3 million Employer led skills initiative to enable 'cradle-to-grave' skills support

PLYMOUTH CITY DEAL NEGOTIATION DOCUMENT V4

Section I – Local Economic Context

The Heart of the South West (HotSW) and Cornwall and Isles of Scilly (C&IoS) Local Economic Partnership, has a population of 2.2m population, provides 1.1m jobs and contributes over £33bn of GVA to the national economy. The area's economy has a number of strengths. These include: advanced manufacturing and research and development. However our most significant area of strength and comparative advantage is our marine sector which is the fastest growing sector within the South West.

In total the marine sector comprises over 700 companies and 25,000 employees with substantial supply chain, accounting for over 10% of the local economy and 14% of the national marine sector. Prospects for future growth are strong; the sector forecast for GVA growth is 2.7% to 2030, the strongest rate of growth of any sector in the South West. The marine renewables sector is forecast to create a minimum of 5000 jobs across the peninsula over the next ten years⁵.

The strength of these sectors in Plymouth and the Peninsula can be seen in the number of global companies that are already located within the area. These include: [Babcock Marine](#), [Princess Yachts](#), [Pipex](#), [Augusta Westland](#) and [Kawasaki](#). These are complemented by over 700 marine sector companies across the peninsula, which employ over 25,000 employees.

This concentration of companies is augmented by world leading marine research expertise at University of Exeter and University of Plymouth and innovation facilities that are located within the Plymouth City Deal area. These facilities are the product of over £100 million of investment and include: the [South West Marine Energy Park](#) and its associated testing facilities at FaB Test in Falmouth and Wave Hub in Hayle; testing and academic expertise facilities at [Plymouth University](#), [Exeter University](#) and [Plymouth Marine Laboratory \(see Box 1 for more details\)](#).

Despite these strengths growth in this critical sector is being held back for a variety of factors. These include:

- **Lack of suitable employment sites for the marine sector:** Plymouth and the Peninsula have a limited number of sites that have both: access to deep water to enable testing and commercialisation of marine sector R&D; and close proximity to major marine sector employers such as those listed above and key marine assets (Devonport Dockyard and Naval Base), which would facilitate the relocation of international supply chain companies to the UK.
- **Lack of effective business, trade and export support:** The majority of marine sector businesses, many with high-growth potential, are SMEs. They currently face a complex set of business and export support schemes which has led to low take-up of national schemes and/or specific business support schemes that do not meet the needs of this sector.
- **Labour market and skills challenges:** Marine and precision engineering companies have an aging workforce, emerging skills gaps and difficulty in recruiting relevant skills. The area has also has a wider challenge with youth unemployment with 3,910 16-18 year old people not in education, employment or training and 8,410 people under 24 currently unemployed.

These factors not only put further growth in our marine sector at risk they also limit the ability of the marine sector to contribute to a key underlying macro- economic weakness of low levels of productivity. Currently Plymouth and the Peninsula has the **lowest levels of productivity** (as

measured by per capita GVA) of any LEPs in Southern England. The proposals within the City Deal therefore will not only maximise growth in our key sector it will also make a wider contribution to underlying macroeconomic weaknesses within our economy.

To address these issues and seize these opportunities we have developed a coherent and transformative set of proposals in our City Deal that will help realise our vision. The key strands of our response are:

Unlocking the South Yard site at Devonport Naval base to provide a critical employment, R&D and marine product testing site. South Yard will join other employment, research and innovation sites to create a peninsula-wide **Marine Industries Production Campus (MIPC)**².

- This site will enable up to **30 supply chain businesses** to support existing marine businesses.
- Provide waterside access for **leading marine renewable businesses** to trial and build tidal and wave energy devices. These businesses need deep water to allow large ships to load and unload their products.
- The development of South Yard as a production campus enables us to exploit testing and research facilities at **Plymouth University, PML and Wave Hub and FaB Test** in Cornwall.
- Unlocking this site will also provide up to **2,000 highly skilled jobs** in South Yard. This increases to over 4,300 jobs when the other marine sites in the South West are included.

A £20m expansion of our successful **Growth Accelerator and Investment Network (GAIN)** scheme that provides targeted and tailored business, export and trade support for our marine sector companies and local SMEs. **Business support web portal** that increases uptake of national business support schemes and offers tailored local business support programmes.

- Development of a more **flexible innovation voucher scheme**
- A **marine focused Knowledge Transfer Programme (KTP) programme** providing more flexible routes for businesses to access KTP expertise
- Flexing of national programme such as **Manufacturing Advisory Service and Growth Accelerator** to provide more tailored support for local businesses
- Delivering a step change in **export readiness** to enable businesses to trade on line
- **Inward investment**, culminating in a global expo showcasing local and UK excellence alongside the Mayflower 2020 celebrations.
- The Growth Hub will **support 22,000 businesses** and **create over 1400 jobs**

Trialling a new approach to **supporting young people back to work** which will involve

- a new intensive support programme targeting unemployed young people to gain sustainable employment and reduce their reliance on in work benefit payments
- Development of an **employer led apprenticeship and skills initiative** that meets the requirements of the growing marine sector by creating a central point for low cost, high quality marine sector training and development.

To ensure that in combination these sector and spatially focussed initiatives will act as a further stimulus for growth across the wider economy throughout the City Deal area.

² The MIPC will bring together a series of employment sites, marine sector companies, high education institutions and R&D/product commercialisation facilities that support the growth of our marine sector and attract inward investment from international marine companies.

By focusing on these areas the City Deal will create genuine additionality to the economy. Specifically, **in the period up to 2025 our City Deal will deliver:**

- **£268m uplift in GVA (based on South Yard and Growth Hub only)**
- **Generate 6,000 jobs**
- **Generate a further 2,500 indirect jobs**
- **Create 86, 0000 sq m of workspace**
- **Support over 800 young people into sustainable employment**
- **Attract 100 new businesses to peninsula**

Box 1 Our Marine Assets

The City Deal area has a unique range of marine knowledge and physical assets, the result of over £100 million investment. These include;

- **Plymouth University** has state of the art model testing facilities including wave tanks enabling the testing of devices in controlled water conditions ;
- Plymouth Marine Laboratories
- **Exeter University** runs the **FaB Test facility in Falmouth** enabling wave energy device developers to test components, concepts or full scale devices in a moderate wave climate;
- **Wave Hub** a unique grid-connected offshore facility for the large scale testing of technologies

.Princess Yachts International (PYI) a global leader in luxury yacht manufacturing occupy part of the South Yard site including a 300,000 sq. ft. production hanger with direct deep water access to the sea. The company has secured over £30 million investment (with an additional RGF allocation) increasing employment in Plymouth from 1800 to around 2200 FTEs with high average earnings (c.£35000 pa).PYI believe up to 1000 additional jobs

could be created with the production of three new super yacht models due to commence at South Yard in 2014.

- **Kawasaki** has invested £25m in developing a state of the art production line to make hydraulics supplying leading companies such as Caterpillar and JCB. Over 20% of production supplies the marine sector.
- **Babcock** are one the UK's leading defence contractors and a ftse 100 company with over 4000 employees in the South West.
- **Pipex** are a cutting edge composites company manufacturing components for marine and nuclear industries. The potential application of composites for marine companies is considerable (e.g. 50 year seawater design life, high strength, low weight).
- At the peninsula level, the **South West Marine Energy Park (SWMEP)** provides a focus for industry and investment in order to generate jobs and business opportunities as well as secure low carbon energy. SWMEP's national designation recognises the superb physical assets and resources in the South West as well as the high concentration of research facilities and industrial excellence

With a range of partners from the private sector and education, the city has already established a **University Technical College (UTC)** specialising in marine engineering and advanced manufacturing; this will complement the UK's first marine academy also based in Plymouth. South Devon College is also on the path to achieving UTC status. This is testament to the close collaboration of our academic institutions responding to employer demand.

The next section of this document sets out clearly how we intend to take decisive action. It is important to stress that our proposals are built on the firm foundation of collaborative work

across a complex area, involving a wide range of public and private sector partners, stimulated by the City Deal process. We have established robust arrangements which bring together partners from across both LEPs in order to develop our City Deal

Section 2 – City Deal Policy Proposals

Overcoming physical constraints to growth through the assembly of public (especially MOD) land, which will support the continued growth of the marine, maritime and advanced manufacturing sectors is a pressing requirement. Our City Deal seeks to address this issue head-on, whilst also undertaking complementary actions around SME and business support and skills, labour market. This coherent programme of action will:

- 1) **Maximise the economic impact of our marine and maritime assets**
 - To establish a peninsula-wide **Marine Industries Production Campus (MIPC)**, including an 'anchor' flagship development at South Yard, Plymouth. This will incorporate **30 supply chain businesses** to support existing marine businesses and provide waterside access for **leading marine renewable businesses** such as Tocardo, TGL and SeaRoc to trial and build tidal and wave energy devices. These businesses need deep water to allow large ships to load and unload their products.
 - Creating a network of **five** strategic marine sites (Falmouth, Hayle, Brixham, Noss and Appledore) across the City Deal area, linked to existing physical assets and opportunities, to act as catalysts for wider clusters and collaborative networks.
 - Support supply chain development opportunities for marine businesses which are not dependent on immediately adjacent deep water access, by ensuring a pipeline of available employment sites throughout the City Deal area including opportunities which are in relatively close proximity to South Yard such as Langage, employment allocations in Tavistock and Okehampton
- 2) Provide effective **support to our SMEs** to enable them to grow through the creation of a **business growth hub**.
 - Development of a seamless business support platform and network (building on the Growth Acceleration and Investment Network (GAIN)) - a robust innovation 'eco-system' to drive productivity growth;
 - Co-design and local flexing of national programmes to meet local needs; and
 - A programme of "export readiness" and inward investment support.
- 3) Ensure people have the **right skills** to access employment in growing sectors by aligning SME skills demands to local provision;
- 4) trialling a new approach to supporting **unemployed young people back into work** reducing their reliance on in work benefit payments

Flagship proposal: Maximising the impact of maritime and maritime assets by unlocking critical employment sites

~~Providing a suitable employment site for our growing marine, maritime sector that has deep water access and is in close proximity to our key economic assets (Devonport Dockyard and Naval Base~~

and our principle marine and advanced manufacturing businesses) is critical to the development of the marine sector in the South West. Our flagship proposal therefore seeks to tackle this challenge by unlocking the South Yard site currently part of Devonport Dockyard in Plymouth.

With South Yard as a principal hub, the Plymouth City Deal is developing the concept of a Marine Industries Production Campus (MIPC). This would comprise a distributed network of premier peninsula marine industries and services sites including Falmouth, Hayle, Appledore and other appropriate South Devon ports. However, within MIPC, the complementary roles of Plymouth and Falmouth as the only two ports with deep water are crucial along with strong linkages to marine testing and R&D at Plymouth University, PML, Fab test and Wave Hub.

One of the most significant barriers which puts the continued expansion of this sector at risk is **the availability of suitable marine sector employment sites that have both:**

- **access to deep water to enable testing and commercialisation of marine sector R&D;** and
- **close proximity to major marine sector employers** such as those listed above and key marine assets (Devonport Dockyard and Naval Base), which would facilitate the relocation of international supply chain companies to the UK.

Despite the location Plymouth and other coastal towns within the peninsula have few viable sites available with deep water access due to the availability of viable sites and with—. For example, within Plymouth the naval dockyard comprises 260ha along 6km of Plymouth's prime waterside locations. This represents over a third of all waterfront access. Other potential locations [Millbay in Plymouth and Torbay] already provide a range of other water based activities e.g. leisure and tourism, which are also crucial sectors to the local economy.

Proposal

In order to tackle this economic barrier our proposal is to work with the Ministry of Defence (MOD), Defence Infrastructure Organisation (DIO) and Homes and Communities Agency (HCA) **to secure the release and re-development of the South Yard site at Devonport Naval Base.** Occupying a plot of 35ha adjacent to Plymouth's city centre the site comprises a number of jetties and slip ways with deep water access. Princess Yachts International (PYI) acquired 7 ha of South Yard from the MOD in 2010 to build a new super yacht production facility. This demonstrates the potential of the site.

Ultimately the release and re-development of South Yard into an employment and innovation site for the marine sector, over the medium long term, will act as an important addition to Plymouth and the peninsula's **economic aim of creating a Marine Industries Production Campus (MIPC).** The campus will be developed as an distributive model linking South Yard to existing marine facilities. These include Falmouth, Hayle, Appledore and other appropriate north and south Devon ports. However, within MIPC, the complementary roles of Plymouth and Falmouth as the only two ports with deep water are crucial along with strong linkages to marine testing and R&D at Plymouth and Exeter Universities and Plymouth Marine Laboratories (PML) and Fab test and Wave Hub Falmouth and nearby Hayle on the north Cornwall Coast.

The MIPC at and address current gaps in our marine offer by fulfilling the following functions:

- **Significantly enhancing the availability of R&D and testing facilities for our growing marine sector companies and enabling more of the world leading marine research undertaken by local universities to be commercialised by UK companies. South Yard will provide deep water testing and validation facilities** meeting the demands of emerging commercial

technologies in wave and tidal vessels and devices. Orkney based company European Marine Energy Centre (EMEC) has already expressed an interest in expanding its operations and undertaking new investment in deep water testing in Plymouth. Their expectation is that this will be matched by industry developments of wave and tidal over the next 5-10 years that will be lost to the peninsula and potentially the UK if such facilities as those proposed at South Yard are not available.

- Allowing our major marine companies in the area to relocate international supply chain companies to the UK—bringing further benefits to the local and national economy. This includes major employers such as (but not exclusively) **Princess Yachts International (PYI)** and **Babcock Marine**. PYI is investing £30 million in South Yard increasing employment in Plymouth from 1,800 to around 2,200 FTEs with high average earnings (£35000 pa). The company see the next phase of South Yard rationalisation as an opportunity to help relocate significant elements of the u supply chain to South Yard which are currently located overseas. |This will help to enhance production and reduce overhead costs. Similarly Babcock Marine currently occupy part of South Yard. Opportunities to locate additional or supply chain activities will improve both Babcock's competitiveness; therefore reducing their costs to the MOD.

Once developed we believe this site would deliver:

- 2,000 highly skilled jobs;
- 25,000 sq m² of new employment space;
- 60,000 sq m² of workspace refurbished;
- 30 new marine and advanced engineering businesses
- 90 new homes

Securing agreement to progress the South Yard site, in partnership with the MOD, DIO and HCA, also compliments our business growth proposals contained within the Plymouth City Deal. This includes the expansion of our GAIN programme that will roll out business support, trade and export support programmes to our marine sector and SMEs more widely.

Delivering the proposal—scope of City Deal agreement

We fully recognise that unlocking the South Yard site is both a complex and long term goal, with decisions on this site linked to wider MOD and DIO programmes that are seeking to dispose of MOD land assets across the country. However we believe the City Deal presents a once-in-generation opportunity for local partners and the Government to establish a formal joint working model that will: **take a series of practical steps** in 2013/14 and 2014/15 to bring this proposal forward; and secure significant local funding to support the delivery of this proposal—whilst ensuring positive economic outcomes and good value for money for the Government. Through the Plymouth City Deal we want to secure the following:

- A commitment from the Government to work with Plymouth City Council and the Heart of South West Local Enterprise Partnership (LEP) throughout 2014/15 to **develop a “whole-site” strategy for South Yard** that defines, in more detail, the potential employment and housing uses for the site.
- Agreement by the MOD and DIO to allow the HCA and Plymouth City Council to **undertake, in 2014/15, the necessary preparatory analysis and survey work needed** to secure the potential release of South Yard.

- ~~An agreement between local partners and the Government to the **transfer and phased release of the South Yard site by the MOD to the HCA**. The specific timescale for this transfer and phased release will be determined jointly in 2014/15 and would be subject to the findings of the above analysis and survey work.~~
- ~~Agreement to a **financial model that will fund the provision of enabling infrastructure, land remediation and other preparatory works on the South Yard site**, subject to a final decision being taken by the Government to release the South Yard site.~~

Delivering the proposal – analysis and preparatory work

The City Deal mechanism provides a significant opportunity to advance the development of the South Yard proposal and secure both financial and non-financial commitments that are needed to underpin any future development on this site.

At the outset we would seek to formalise joint working on the South Yard proposal through the formation of a South Yard Project Board. This project board would comprise representatives from MOD, DIO, HCA, Government Property Unit, Plymouth City Council, English Heritage and the Heart of South West Local Enterprise Partnership and would be tasked with developing detailed proposals for the future use of South Yard. In support of this in 2014/15 this board would commission and oversee preparatory work necessary to advance the release of the South Yard site. This work includes: the procurement of RICS “Red Book” valuation to support the transfer of South Yard; site investigations; site survey work; and site master planning—including agreement of what a phased release of South Yard could look like.

Subject to the completion of the survey and analysis work set out above and satisfactory findings, the Board will recommend to Government the transfer of agreed areas within South Yard to the HCA. This would exclude the MOD enclaves that will remain in long term ownership due to ongoing military operational needs. The HCA will oversee the delivery of preparatory works for South Yard—reporting back to the South Yard Property Board at agreed intervals. Areas within South Yard that are needed for military use in the short-medium term, but will not be needed indefinitely, will be leased back by the HCA to the MOD either at: zero cost with the MOD paying for ongoing maintenance of buildings; or at a low annual cost which will cover the ongoing maintenance of buildings over the life of the lease.

Once preparatory works have been completed the HCA, taking full regard for ongoing military constraints, will sell sites to private sector developers for a mix of employment and housing uses. This proposal expects the overwhelming majority of sites will be for marine-based companies and could be subject to the same security and access requirements as existing companies on the site. Employment sites are likely to comprise a mix of industrial warehouse, workshops, laboratories and office space. A small number of new homes (90) could be delivered in the north east section of South Yard.

In order to facilitate the development of South Yard we want to put in place a positive regulatory environment which include: developing a ‘single conversation’ with agencies such as English Heritage to ensure a smooth transition of site use and enhance the role of the South Yard Project Board. We also want to make South Yard an attractive investment proposition and propose to implement an LDO and assemble a ‘soft landing package’ to support inward investment including Business Rate relief.

Delivering the proposal – financial model

In addition to agreeing the establishment of the above Project Board and key work programme for 2014/15 we also wish to agree, through the Plymouth City Deal, a financial model that will secure sufficient funding to prepare the South Yard site for private sector investment. Plymouth City Council and the Heart of South West Local Enterprise Partnership fully recognise that local investment is needed to support any City Deal proposal. Therefore as part of our proposed financial model both the council and the LEP are willing to make a significant capital investment to underpin the delivery of the South Yard proposal.

Based on initial estimates [using x and y sources] we believe £25 million is needed to undertake the required enabling work, land remediation work and development of the first employment site on South Yard (£20m enabling/remediation and £5m building of employment site). With regard to the enabling and land remediation works our proposed funding model would see 25% of this being secured from local investment (£5m from Heart of South West LEP), 25% (£5m) from a future HCA PLIF funding round or PLIF under spend—which will be fully recoverable and 50% (£10m) from either Government capital under spend or land value secured from wider public sector property asset disposal. 100% (£5m) of the cost of developing the first employment site would be provided by Plymouth City Council.

Given that South Yard is an acknowledged liability on MOD finances³, we propose that it is transferred to the HCA without charge. However, recognising both that the MOD is pursuing a challenging asset disposal target and is bound by current HMT rules on public land disposal we believe the MOD should share in any future land value uplift (once the cost of any public sector loan finance has been repaid) secured by South Yard. We strongly believe this meets two key financial tests for the MOD and DIO: securing a financial return for the disposal of a site; and the ability in the short-medium term to free the MOD from an ongoing financial liability.

As stated above our financial model assumes £10m is secured either from Department under spend and provided as a grant or through the disposal of public sector land within the Plymouth and peninsula area. If £10m cannot be secured through under spend then we would look to establish a Public Sector Land and Property Board, similar to the Property Board agreed in the Bristol City Deal in 2012. This Board would comprise the DIO, Government Property Unit, Plymouth City Council, Heart of South West LEP and other relevant partners (to be determined) and would assemble a portfolio of sites (including both local and central government sites) that could be re-developed for housing. Funding to develop these sites would be secured using PLIF (or any future round of loan based finance made available). Land value uplift secured from these sites would be used (a) repay PLIF and (b) fund the ongoing development of South Yard.

Given that any release of land on the South Yard would be undertaken in phases the additional time it would take to identify and dispose of public sector land to secure this funding would not delay any re-development of South Yard. In addition, discussions with HCA local and national colleagues on the use of PLIF have been positive. HCA officials are submitting a PLIF expression of interest in September 2013 to signal the opportunity of using this funding as part of a possible future South Yard proposal in 2014/15—subject to future rounds of PLIF or current PLIF under spends being made available.

Once preparatory works and enabling infrastructure has been provided we estimate that this will unlock £115m of private sector investment—an almost 5:1 leverage. A summary of costs and income streams that underpin this model is set out in the three tables below.

³ Currently only half the site currently available for income producing use and development. In addition much of the site consists of historic listed buildings and docks that are expensive to put and to keep in good repair. Further the site has obsolete infrastructure and services.

Table 1: South Yard Site Acquisition – Costs and Income Streams

Proposed costs	£	Proposed income	£
South Yard acquisition	£0	No income stream needed but MOD to share in a percentage of land value uplift from the re-developed South Yard site	*
Total cost	£0	Total income	*

Table 2: South Yard Preparatory Work – Costs and Income Streams

Proposed costs	£	Proposed income	£
Preparatory works (Site investigations surveys; master planning; planning demolition; site clearance; remediation; utilities/services/ roads; public realm; repairs to buildings and docks; holding costs; and professional fees)	20m	Heart of South West LEP investment	5m
		HCA (PLIF or other form of loan finance recoverable from sale of service sites and premises)	5m
		Department under spend or funds secured from public sector land disposal (overseen by the Public Sector Land and Property Board)	10m
Total costs	£20m	Total income	£20m

Table 3: South Yard Site Development – Costs and Income Streams

Proposed costs	£	Proposed income	£
Direct development (over lifetime of development)	120m	Plymouth City Council	£5m
		Private sector	£115m
Total cost	£120m	Total income	£120m

Asks and offers

We believe this proposal both recognises: the inherent complexity facing the potential release of South Yard, including wider MOD land release programmes; recognises the need to secure good value for money for any land disposal; and recognises the challenges around agreeing a robust financial model. **Using the City Deal process our asks and offers therefore set out clear tangible steps to move this long term proposal forward in 2014/15**, whilst also providing sufficient scope for the MOD, DIO and HCA to play an active role in shaping this proposal as it develops over the next 12-18 months.

Our offer to Government	Our asks of Government
Establishment of a South Yard Project Board which will formalise joint working between local partners (Plymouth City Council and Heart of South West LEP) and central Government (MOD, DIO, HCA and	MOD, DIO, HCA and Government Property Unit involvement in the South Yard Project Board HCA to submit a PLIF expression of interest

<p>Government Property Unit) to take forward the potential release of South Yard. Provision of £10m of capital investment (LEP and Plymouth City Council) to fund South Yard preparatory works and initial site development.</p> <p>In 2014/15 work with the HCA to undertake: "Red Book" valuation to support the potential transfer of South Yard; site survey work; and master planning.</p> <p>If Government department under spend cannot be found to support the South Yard financial package, Plymouth City Council will, in 2014/15, establish the Public Sector Land and Property Board which will identify public sector land/property that could be disposed of and used to fund the redevelopment of South Yard.</p> <p>Supporting secretariat, master planning, appraisal, procurement and deliver management processes of the project board; and subsequent participation in any SPV with the HCA as required.</p> <p>Completing and developing the demand work started by Arup, and supporting negotiations with PYI and other private sector investors/developers/operators who are potential MIPC participants</p> <p>Development of an LDO for South Yard</p> <p>Creation of a 'soft landing package' for South Yard to stimulate inward investment including business rate relieve</p>	<p>in 2013/14 to highlight the strategic importance of the South Yard proposal.</p> <p>Subject to final agreement being reached, transfer agreed South Yard sites to the HCA in 2014/15, with those sites needed in the short-medium term by the military being leased back to the MOD.</p> <p>Subject to final agreement being reached on the disposal of South Yard, HCA to submit a £5m capital request to PLIF or future rounds of PLIF type funding. This would be repaid from sites and premises disposal receipts.</p> <p>£10m of capital funding secured to support South Yard preparatory works. This would be secured either through Department under spend. Alternatively if capital under spend is unavailable this funding would be secured through the disposal of public sector land, via the Public Sector Land and Property Board.</p> <p>MOD, DIO, HCA and Government Property Unit involvement in the Public Sector Land and Property Board.</p> <p>Agreement to the 'single conversation' with government regulatory agencies (including English Heritage and possibly Crown Estates) regarding future planning and development status of the South Yard site and the marine catchment it is designed to service</p>
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The Heart of the South West and Cornwall and Isles of Scilly economies have a series of sectoral strengths. These include: advanced manufacturing and research and development. However the peninsula's most significant area of strength and comparative advantage is the marine sector which is the fastest growing sector within the South Wes with a rate of 2.7% to 2030, the strongest rate of growth of any sector in the South West.

The strength of these sectors in Plymouth and the peninsula can be seen in the number of global companies that are already located within the area. These include: Babcock Marine, Princess Yachts, Pipex, Augusta Westland and Kawasaki. These are complemented by over 700 marine sector companies across the peninsula, which employ over 25,000 employees. This concentration of companies is augmented by world leading marine research expertise and innovation facilities that are located within the Plymouth City Deal area. These include: the South West Marine Energy Park and associated testing facilities at FaB Test in Falmouth and Wave Hub in Hayle; testing

facilities and academic expertise at Plymouth University, Exeter University and Plymouth Marine Laboratory.

Despite these strengths a number of **barriers** currently exist which put the continued expansion of this sector at risk. **One of the most significant is the availability of suitable marine sector employment sites that have both:**

- **adjacent/ access to deep water to enable testing and commercialisation of marine sector R&D;** and
- **close proximity to major marine sector employers** such as those listed above and key marine assets (Devonport Dockyard and Naval Base), which would facilitate the relocation of international supply chain companies to the UK.

Despite the location Plymouth and other coastal towns within the peninsula have few viable sites available with deep water access. For example, within Plymouth the naval dockyard comprises 260ha along 6km of Plymouth's prime waterside locations. This represents over a third of all waterfront access. Other potential locations [Millbay in Plymouth and Torbay] already provide a range of other water based activities e.g. leisure and tourism, which are also crucial sectors to the local economy.

Proposal

In order to tackle this economic barrier our proposal is to work with the Ministry of Defence (MOD), Defence Infrastructure Organisation (DIO) and Homes and Communities Agency (HCA) **to secure the release and re-development of the South Yard site at Devonport Naval Base.** Occupying a plot of 35ha adjacent to Plymouth's city centre the site comprises a number of jetties and slip ways with deep water access. Phase 1 of the redevelopment has already commenced with Princess Yachts International (PYI) acquiring 7 ha of South Yard from the MOD in 2010 to build a new super yacht production facility. This demonstrates the potential of the site.

Ultimately the release and re-development of South Yard into an employment and innovation site for the marine sector, over the medium-long term, will act as an important addition to Plymouth and the peninsula's economic aim for marine industries across the peninsula and for the UK as a whole. The creation of a **Marine Industries Production Campus (MIPC)** will be developed as an distributive model linking South Yard to existing marine facilities. These include Falmouth, Hayle, Appledore and other appropriate north and south Devon ports. However, within MIPC, the complementary roles of Plymouth and Falmouth as the only two ports with deep water are crucial along with strong linkages to marine testing and R&D at Plymouth and Exeter Universities and Plymouth Marine Laboratories (PML) and Fab test and Wave Hub Falmouth and nearby Hayle on the north Cornwall Coast.

The MIPC will address current gaps in our marine offer by fulfilling the following functions:

- Significantly enhancing the availability of R&D and testing facilities for our growing marine sector companies and enabling more of the world-leading marine research undertaken by local universities to be commercialised by UK companies. South Yard will provide **deep water testing and validation facilities** meeting the demands of emerging commercial technologies in wave and tidal vessels and devices. Orkney based company European Marine Energy Centre (EMEC) has already expressed an interest in expanding its operations and undertaking new investment in deep water testing in Plymouth. Their expectation is that this will be matched by industry developments of wave and tidal over

the next 5-10 years that will be lost to the peninsula and potentially the UK if such facilities as those proposed at South Yard are not available.

- Allowing our major marine companies in the area to relocate international supply chain companies to the UK – bringing further benefits to the local and national economy. This includes major employers such as (but not exclusively) **Princess Yachts International (PYI)** and **Babcock Marine**. PYI is investing £30 million in South Yard increasing employment in Plymouth from 1,800 to around 2,350 FTEs with high average earnings (£35000 pa). The company see the next phase of South Yard rationalisation as an opportunity to help relocate significant elements of their supply chain to South Yard which are currently located overseas creating a focus for marine supply chain businesses providing capacity for business growth and expansion. This will help to enhance production and reduce overhead costs. Similarly Babcock Marine currently occupy part of South Yard. Opportunities to locate additional or supply chain activities will improve both Babcock's competitiveness; therefore reducing their costs to the MOD.

Once developed we believe this site would deliver:

- 2,000 highly skilled jobs;
- 25,000 sq m² of new employment space;
- 60,000 sq m² of workspace refurbished;
- 30 new marine and advanced engineering businesses
- 90 new homes

Securing agreement to progress the South Yard site, in partnership with the MOD, DIO and HCA, also compliments our business growth proposals contained within the Plymouth City Deal. This includes the expansion of our GAIN programme that will roll out business support, trade and export support programmes to our marine sector and SMEs more widely. In addition, any development works will create significant construction jobs. Furthermore, as the development takes shape the opportunity to create apprenticeships will increase.

Delivering the proposal – scope of City Deal agreement

We fully recognise that unlocking the South Yard site is both a complex and long term goal, with decisions on this site linked to wider MOD and DIO programmes that are seeking to dispose of MOD land assets across the country. However we believe the City Deal presents a once-in-generation opportunity for local partners and the Government to establish a formal joint working model that will: **take a series of practical steps** in 2013/14 and 2014/15 to bring this proposal forward; and secure significant local funding to support the delivery of this proposal – whilst ensuring positive economic outcomes and good value for money for the Government. Through the Plymouth City Deal we want to secure the following:

- A commitment from the Government to work with Plymouth City Council and the Heart of South West Local Enterprise Partnership (LEP) throughout 2014/15 to **develop a “whole-site” strategy for South Yard** that defines, in more detail, the potential employment and housing uses for the site.
- Agreement by the MOD and DIO to allow the HCA and Plymouth City Council to **undertake, in 2014/15, the necessary preparatory analysis and survey work needed** to secure the potential release of South Yard.

- An agreement between local partners and the Government to the **transfer and phased release of the South Yard site by the MOD to the HCA**. The specific timescale for this transfer and phased release will be determined jointly in 2014/15 and would be subject to the findings of the above analysis and survey work.
- Agreement to a **financial model that will fund the provision of enabling infrastructure, land remediation and other preparatory works on the South Yard site**, subject to a final decision being taken by the Government to release the South Yard site.

Delivering the proposal – analysis and preparatory work

The City Deal mechanism provides a significant opportunity to advance the development of the South Yard proposal and secure both financial and non-financial commitments that are needed to underpin any future development on this site.

At the outset we would seek to formalise joint working on the South Yard proposal through the formation of a South Yard Project Board. This project board would comprise representatives from MOD, DIO, HCA, Government Property Unit, Plymouth City Council, English Heritage and the Heart of South West Local Enterprise Partnership and would be tasked with developing detailed proposals for the future use of South Yard. In support of this in 2014/15 this board would commission and oversee preparatory work necessary to advance the release of the South Yard site. This work includes: the procurement of RICS “Red Book” valuation to support the transfer of South Yard; site investigations; site survey work; and site master planning – including agreement of what a phased release of South Yard could look like. Agreement to how constraints associated with various listings within the Yard can be minimised and overcome. On the back of an already adapted Area Action Plan for Devonport we will be able to fast track an SPD/Master plan to provide developers with certainty regarding future plans.

Subject to the completion of the survey and analysis work set out above and satisfactory findings, the Board will recommend to Government the transfer of agreed areas within South Yard to the HCA. This would exclude the MOD enclaves that will remain in long term ownership due to ongoing military operational needs. The HCA will oversee the delivery of preparatory works for South Yard – reporting back to the South Yard Property Board at agreed intervals. Areas within South Yard that are needed for military use in the short-medium term, but will not be needed indefinitely, will be leased back by the HCA to the MOD either at: zero cost with the MOD paying for ongoing maintenance of buildings; or at a low annual cost which will cover the ongoing maintenance of buildings over the life of the lease. Jointly agreed arrangements between the HCA, MOD, DIO would be developed to ensure that MOD enclaves required for military operational needs would be developed.

Once preparatory works have been completed the HCA, taking full regard for ongoing military constraints, will sell sites to private sector developers for a mix of employment and housing uses. This proposal expects the overwhelming majority of sites will be for marine based companies and could be subject to the same security and access requirements as existing companies on the site. Employment sites are likely to comprise a mix of industrial warehouse, workshops, laboratories and office space. A small number of new homes (90) could be delivered in the north east section of South Yard.

Delivering the proposal – financial model

In addition to agreeing the establishment of the above Project Board and key work programme for 2014/15 we also wish to agree, through the Plymouth City Deal, a financial model that will secure

sufficient funding to prepare the South Yard site for private sector investment. Plymouth City Council and the Heart of South West Local Enterprise Partnership fully recognise that local investment is needed to support any City Deal proposal. Therefore as part of our proposed financial model, both the council and the LEP are willing to make a significant capital investment to underpin the delivery of the South Yard proposal.

Based on initial estimates⁴ we believe £25 million is needed to undertake the required enabling work, land remediation work and development of the first employment site on South Yard (£20m enabling/remediation and £5m building of employment site). With regard to the enabling and land remediation works our proposed funding model would see 25% of this being secured from local investment (£5m from Heart of South West LEP), 25% (£5m) from a future HCA PLIF funding round or PLIF under spend – which will be fully recoverable and 50% (£10m) from either Government capital under spend or land value secured from wider public sector property asset disposal. 100% (£5m) of the cost of developing the first employment site would be provided by Plymouth City Council.

Given that South Yard is an acknowledged liability on MOD finances⁵, we propose that it is transferred to the HCA without charge. However, recognising both that the MOD is pursuing a challenging asset disposal target and is bound by current HMT rules on public land disposal we believe the MOD should share in any future land value uplift (once the cost of any public sector loan finance has been repaid) secured by South Yard. We strongly believe this meets two key financial tests for the MOD and DIO: securing a financial return for the disposal of a site; and the ability in the short-medium term to free the MOD from an ongoing financial liability.

As stated above our financial model assumes £10m is secured either from Department under spend and provided as a grant or through the disposal of public sector land by the HCA within the Plymouth and peninsula area. If £10m cannot be secured through under spend then we would look to establish a Public Sector Land and Property Board, similar to the Property Board agreed in the Bristol City Deal in 2012. This Board would comprise the HCA, the DIO, Government Property Unit, Plymouth City Council, Heart of South West LEP and other relevant partners (to be determined) and its task would be to oversee and co-ordinate the strategic release and disposal of surplus public sector land and property across the two LEP areas, through the HCA, to optimise opportunities for economic development and new housing; and to assemble a portfolio of sites (including both local and central government sites) vested in the HCA that could generate sufficient receipts to meet the additional £10m required, together with any additional costs incurred by the HCA in bringing the sites forward for disposal and redevelopment.

Given that any release of land on the South Yard would be undertaken in phases the additional time it would take to identify and dispose of public sector land to secure this funding would not delay any re-development of South Yard. In addition, discussions with HCA local and national colleagues on the use of PLIF have been positive. HCA officials are submitting a PLIF expression of interest in September 2013 to signal the opportunity of using this funding as part of a possible future South Yard proposal in 2014/15 – subject to future rounds of PLIF or current PLIF under spends being made available.

⁴ Our estimates are based on work carried out for SWRDA by Bailey Partnership in 2007 and by Halcrow in 2008

⁵ Only half the site is currently available for income producing use and development. In addition much of the site consists of historic listed buildings and docks that are expensive to put and to keep in good repair. Further the site has obsolete infrastructure and services.

Once preparatory works and enabling infrastructure has been provided we estimate that this will unlock £115m⁶ of private sector investment – an almost 5:1 leverage. A summary of costs and income streams that underpin this model is set out in the three tables below.

Table 1: South Yard Site Acquisition – Costs and Income Streams

<u>Proposed costs</u>	<u>£</u>	<u>Proposed income</u>	<u>£</u>
<u>South Yard acquisition</u>	<u>£0</u>	<u>No income stream needed but MOD to share in a percentage of land value uplift from the re-developed South Yard site</u>	<u>*</u>
<u>Total cost</u>	<u>£0</u>	<u>Total income</u>	<u>*</u>

Table 2: South Yard Preparatory Work – Costs and Income Streams

<u>Proposed costs</u>	<u>£</u>	<u>Proposed income</u>	<u>£</u>
<u>Preparatory works</u> <u>(Site investigations surveys; master planning; planning demolition; site clearance; remediation; utilities/services/ roads; public realm; repairs to buildings and docks; holding costs; and professional fees</u>	<u>20m</u>	<u>Heart of South West LEP investment</u>	<u>5m</u>
		<u>HCA (PLIF or other form of loan finance recoverable from sale of service sites and premises</u>	<u>5m</u>
		<u>Department under spend or funds secured from public sector land disposal (overseen by the Public Sector Land and Property Board)</u>	<u>10m</u>
<u>Total costs</u>	<u>£20m</u>	<u>Total income</u>	<u>£20m</u>

Table 3: South Yard Site Development – Costs and Income Streams

<u>Proposed costs</u>	<u>£</u>	<u>Proposed income</u>	<u>£</u>
<u>Direct development</u> <u>(over lifetime of development)</u>	<u>125m</u>	<u>Plymouth City Council</u>	<u>£5m</u>
		<u>Private sector</u>	<u>£120m</u>
<u>Total cost</u>	<u>£125m</u>	<u>Total income</u>	<u>£125m</u>

Asks and offers

We believe this proposal both recognises: the inherent complexity facing the potential release of South Yard, including wider MOD land release programmes; recognises the need to secure good value for money for any land disposal; and recognises the challenges around agreeing a robust financial model. **Using the City Deal process our asks and offers therefore set out clear tangible steps to move this long term proposal forward in 2014/15**, whilst also providing sufficient scope for the MOD, DIO and HCA to play an active role in shaping this proposal as it develops over the next 12-18 months.

⁶ The rationale for the private sector investment leverage is derived from Princess Yachts' £30m investment in their 7ha plot of South Yard, which comprises approximately 20% of the total site area, so by scaling up, we come pro rata to a figure of £120m.

<u>Our offer to Government</u>	<u>Our asks of Government</u>
<p><u>Establishment of a South Yard Project Board which will formalise joint working between local partners (Plymouth City Council and Heart of South West LEP) and central Government (MOD, DIO, HCA and Government Property Unit) to take forward the potential release of South Yard.</u></p> <p><u>Provision of £10m of capital investment (LEP and Plymouth City Council) to fund South Yard preparatory works and initial site development.</u></p> <p><u>In 2014/15 work with the HCA to undertake: “Red Book” valuation to support the potential transfer of South Yard; site survey work; and master planning.</u></p> <p><u>If Government department under spend cannot be found to support the South Yard financial package, Plymouth City Council will, in 2014/15, establish the Public Sector Land and Property Board which will identify public sector land/property that could be disposed of and used to fund the redevelopment of South Yard.</u></p> <p><u>Supporting secretariat, master-planning, appraisal, procurement and deliver management processes of the project board; and subsequent participation in any SPV with the HCA as required.</u></p> <p><u>Completing and developing the demand work started by Arup, and supporting negotiations with PYI and other private sector investors/developers/operators who are potential MIPC participants.</u></p> <p><u>On the back of an already adapted Area Action Plan for Devonport we will be able to fast track an SPD/Master plan to provide developers with certainty regarding future plans.</u></p>	<p><u>MOD, DIO, HCA and Government Property Unit involvement in the South Yard Project Board</u></p> <p><u>HCA to submit a PLIF expression of interest in 2013/14 to highlight the strategic importance of the South Yard proposal.</u></p> <p><u>Subject to final agreement being reached, transfer agreed South Yard sites to the HCA in 2014/15, with those sites needed in the short-medium term by the military being leased back to the MOD.</u></p> <p><u>Subject to final agreement being reached on the disposal of South Yard, HCA to submit a £5m capital request to PLIF or future rounds of PLIF-type funding. This would be repaid from sites and premises disposal receipts.</u></p> <p><u>£10m of capital funding secured to support South Yard preparatory works. This would be secured either through Department under spend. Alternatively if capital under spend is unavailable this funding would be secured through the disposal of public sector land, via the Public Sector Land and Property Board.</u></p> <p><u>MOD, DIO, HCA and Government Property Unit involvement in the Public Sector Land and Property Board.</u></p>

Plymouth's proposition in relation to this element of our bespoke offer is focused on the scaling up, and embedding of GAIN – the Growth Acceleration and Investment Network⁷ - creating a business led model to achieve the following:

This expanded and enhanced business growth and support service would seek to achieve the following outcomes:

- A more co-ordinated and client-centric approach to business support services that allows more flexibility in provision;
- Significantly increased business take up of national programmes, especially in relation to R&D (for instance we aim to see the take up of R&D tax credits rise to the level of the best performing regions outside London);
- Measurably increased growth and productivity in those businesses that are not currently defined as “high growth”⁸ but have the potential to be so in the future (creating the high growth businesses of tomorrow);
- Increased take up of support, and increased growth and productivity in the marine sector, through focused demand stimulation and a bespoke programme of support where it adds value;
- Create a culture of co-operation and flexibility in business support providers that are not driven by time related outputs (such as “business assists”);
- Increased productivity through raising the proportion of our businesses that export, and
- A substantial increase in both the number of businesses who are interested in the area and the number which actually land here, generating significant numbers of new jobs.
- Increase the number of businesses trading outside the LEP area, improving the pipeline for UKTI core service by 30%.
- Doubling the number of FDI businesses which invest in the area through improved marketing and promotion, targeting marine businesses⁹

This central proposition will further develop the Growth and Investment Network (GAIN) to create a seamless knowledge based network to support innovation and enterprise across the City Deal area, using the physical sites outlined above as touchpoints, and ensuring that great business ideas receive the support and investment they need to blossom here. GAIN does not seek to replicate or replace existing services, products or networks but rather add value to, and augment, them, providing a neutral platform that coordinates all business support activity, no matter who is delivering it. This includes local business support offers provided by Local Authorities and other local partners (such as those delivered under the Rural Growth Network) as well as national schemes. GAIN is also sector blind. All businesses benefit from the coordination, networking and joining up of business support provision. **However, it is our intention to ensure we provide a significantly improved offer to the marine sector, as part of our expansion of GAIN – given the area's specialism, and the significant opportunities in this sector.** By networking the networks GAIN will add value to and increase the uptake of, local and national schemes, ensuring growing enterprises (as well as entrepreneurs) have a point of contact and referral across the whole City Deal geography.

Why is this needed?

Uptake of some business support services is low in the peninsula and lack of awareness of what is available is an issue for many businesses. The current business services landscape lacks clarity and coherence and therefore many businesses struggle to find the support that is most appropriate for them. This acts as a significant constraint on business growth and productivity.

This particularly relates to the failure to commercialise knowledge by turning it into a successful business proposition. There is no shortage of expertise and knowledge (much of it within our HEIs)

⁷ For an overview of GAIN see Appendix A

⁸ The definition applied for the Growth Accelerator is 20% growth year on year for 3 years

⁹ UKTI 2011-12 base line data for FDI businesses.

but much of this knowledge is untapped, when it could be driving significant growth in the economy.

Direct feedback from businesses received during consultation events held as part of the City Deal development process has also showed that there is frustration that they do not know where to go for support or are not aware of what is on offer.

Levels of uptake of some programmes in our area is also low, with the main reason for this being a lack of awareness of the support available (a good example being that only 4% of the value of R&D tax credits claimed in 2008-9 were for SW based businesses (see <http://www.hmrc.gov.uk/research/report107.pdf>)

Our export and inward invest record is very poor. This is partly down to the poor coordination of local and national provision. In terms of inward investment leading local businesses have indicated that there is significant demand to locate to the South West from other global markets but businesses need help in securing these investments. The peninsula (Cornwall, IoS, Devon, Somerset, Torbay and Plymouth) only generated 195 new jobs in 2011/12. This is only 0.35% of the national successful landings (source: national inward investment pipeline).

Many of our smaller SME's and micro's are reluctant to export due to the perceived complexities of doing so. Less than half (41%) of respondents reported selling goods or services beyond their ~~what?~~ 33% of respondents cited general IT skills as requiring improvement. Of the non-hardware related reasons businesses gave for restricted ICT uptake primary reasons given were: cost, not enough skilled staff, insufficient ROI, and lack of knowledge of benefits. Despite having the tenth best coverage of Superfast Broadband in the UK actual take up in Plymouth is well below average levels.

Our proposition

To be successful and sustainable, GAIN will need to be scaled up and draw on government support through the following key strands:

Flexing provision and filling the gaps

Central to our proposed expansion of GAIN is more effective targeting of national programmes, by flexing their delivery locally, and looking to address gaps in provision where they exist. We will work with BIS, TSB and businesses in our area to co-design local provision of national programmes and to fill local gaps. Our City Deal area has an extensive geography, covering two LEPS, and linking together the various Innovation assets across this geography is central to our Growth Hub proposition. These physical assets will be underpinned by a more bespoke and locally flexed range of business support services that will really drive business growth and productivity. The physical spokes of the Growth Hub will act as conduits for this support, ensuring there is a local touch point for businesses seeking support across the City Deal area.

We want more flexibility in how Business support providers can work together to provide client-centric solutions. While the commitment is there from providers to make this happen, contractual output requirements can hinder this (in particular ERDF requirements that have a time related definition for a business assist). To enable closer provider engagement and referral, there needs to be much more flexibility in output definitions.

We want to work with local businesses, BIS, TSB and providers on the following:

Co-designing Growth Accelerator type support to fill the gap that currently exists for those businesses that don't meet the GA criteria

This will involve development and procurement of a support package for SMEs that do not meet the current GA criteria, but who would benefit from the sort of support GA delivers. This would

be locally co-designed with businesses to ensure it meets local needs, using the marine sector as a pilot for the approach.

Flexing of MAS to deliver a marine focused offer locally

As above, this will involve working with marine sector businesses and MAS to assess need and co-design support that is relevant and appropriate for the sector. This will complement the MAS Offshore wind specialist advisor for the South West in driving demand for MAS support and offering a specific marine focused service.

Development of a more flexible innovation voucher scheme

Voucher schemes for business support have always been popular with businesses as it gives them greater control over the support they get. The Growth Voucher scheme is therefore welcome. However its scope is likely to be tightly focused and there is local demand for a much more flexible scheme, both in terms of what the voucher can be used for, and the size of voucher offered. We wish to develop a larger innovation focused voucher scheme, building on the successful schemes that are currently running in both Cornwall and the HoTSW areas, but using the intelligence gathered to flex the scheme and increase its impact.

Development of a locally focused Accelerator Programme based around our physical innovation assets

We propose to include as part of the Growth Hub an accelerator programme to support the incubation of technology and other knowledge intensive start-up businesses¹⁰. These programmes emerged from the USA, driven by investors and successful tech entrepreneurs, and their success led to the establishment of a small number of UK versions such as [Seedcamp London](#).

Successful start-ups would benefit from an investment into the business in return for an equity stake, six months rent free accommodation in a workspace centre (with a further six months at half price), and a bespoke package of mentoring and support, including opportunities to be coached in preparing pitches for investors and at the end of the accelerator an exclusive pitch to a group of investors.

A marine focused KTP programme

This would involve working with BIS and TSB to develop a locally focused marine focused proposition that would increase the uptake of KTP Programmes. We are asking for three flexibilities in particular

- To soften the financial eligibility constraints for the marine sector to increase the number of companies that will be able to apply;
- To reduce the cost to the business (which is currently prohibitive for smaller businesses) through a local subsidy;
- Work to develop a collaborative KTP offer (for instance where two companies could “share “ a KTP to address a particular supply chain issue).

Marine network development

A key barrier to the co-design and targeting of business support with the marine sector is the lack of a coordinated network of marine sector businesses across the City Deal area. A number of local networks do exist, the most well established being the Cornwall Marine Network, which has around 100 members. However in the rest of the City Deal area, there is no coherent network through which to engage business, and support providers. A key part of our offer, therefore, and an essential underpinning of our aim to drive growth of the marine sector, is to establish a business

¹⁰ This section draws heavily on Nesta's report "Startup Factories" which examines the growth and success of these programmes in the US and Europe <http://www.nesta.org.uk/library/documents/StartupFactoriesv18.pdf>

led network across the whole City Deal geography (with the potential to link to the West of England and Dorset LEPs over which the South West Marine Energy Park (SWMEP) designation stretches). This would also be a key component of our work to build on the South West Marine Energy Park status.

Our offer to Government	Our asks of Government
<p>Growth accelerator Input of local businesses (time) to co-design of Growth Accelerator type support for wider SME base / marine sector.</p>	<p>Growth accelerator BIS to work with local businesses in co-designing Growth Accelerator type support for wider SME base.</p>
<p>Local accelerator programme Subject to further discussions with operators, provide a total of £180,000 per year (tbc – 10 awards per year) for 3 years to fund an Innovation Centre rent subsidy for Start Up Accelerator Programme “winners”.</p>	<p>Local accelerator programme Utilise RGF Round 4 funding to provide pump prime funding of two accelerator programmes (primarily costs of setting up revolving equity fund).</p>
<p>Flexing MAS Input of businesses to the design and creation of a marine MAS platform (along lines of SC21 for aerospace). Heart of South West / Cornwall & IOS LEPs to provide EU (ERDF) to subsidise any additional local MAS offer, as defined by co-design process</p>	<p>Flexing MAS MAS to work with marine sector businesses to assess the nature of demand, and co-design a programme of support. Dependent upon the nature of this support and the extent to which it requires new resource over and above MAS core resource, the intention will be to include this in the forthcoming Local Growth Deals.</p>
<p>Innovation voucher Provide £1 million amount of private sector match funding (tbc) to expand the innovation voucher scheme locally.</p>	<p>Innovation voucher Use £500,000 of RGF Round 4 funding to expand the innovation voucher scheme.</p>
<p>KTP Heart of South West and Cornwall & IOS LEPs to provide EU (ERDF) to subsidise marine KTPs and reduce match funding requirement from businesses Greater alignment between the offers to the marine sector from the HEIs in the City Deal area, through creating a seamless progression route for renewables testing and deployment (wave tank – Fabtest – Wave Hub) and in the wider offer to businesses working in partnership with the South West Marine Energy Park.</p>	<p>KTP Flexibilities in KTP eligibility requirements for the marine sector and development of collaborative KTPs</p>

Access to finance – the GAIN investment market place

The second aspect of our GAIN programme seeks to tackle a key barrier to innovation within businesses and subsequent commercialisation of these ideas. This issue is access to finance. Key causes of this problem are: a more risk averse culture in the banks; lack of “investor readiness”; and importantly a lack of awareness of what finance may be available and what is most appropriate for their need.

While there is finance available through a number of routes, there is a lack of coherence in terms of what is available. This is on both sides: from businesses not knowing what finance opportunities are available and unable to access what is there; and from investors who are unaware of the range of investment opportunities in the City Deal area and do not have the full picture of which businesses want investment.

To tackle this weakness in access to finance we will work with key partners across the City Deal geography, including the South West Investment Group (SWIG), financial intermediaries and business networks to create an “Investment Escalator” model and network – a platform that provides a coherent range of financial solutions to business need, from pre-incubation to re-capitalisation. This will build on the work of the Devon Finance & Investment Partnership which aims to bring together agencies and organisations that provide finance or act as intermediaries including banks, and raise awareness of finance available with businesses and business advisors.

Our offer to Government	Our asks of Government
Creation of a City Deal area Finance and Investment Network to include private and public sectors.	No specific asks of Government for this element of the GAIN programme. City Deal has given the impetus to develop solutions that cross the political and geographic boundaries of the area.
Establishment of a GAIN Crowd-Funding platform, a bespoke GAIN crowd-funding web presence with a mixture of different crowd funding models: donation; reward; loan and equity on one website.	
Local law firm to develop an “access to finance” information platform. This is equivalent to £10,000 of in-kind support.	
Potential contribution (amount tbc) from local investment funds, including SWIG “legacy” funds (subject to cross LEP discussion) to establish a new innovation funding/investor readiness platform	

First stage exporting support (web-fuelled)

Businesses in Devon Cornwall and Somerset do not export as much as the rest of the UK. Many SME’s start exporting digitally, 25% of pay-pal transactions are now international. To increase the number of SME’s trading internationally we will get more businesses trading online and encourage growth through online international trade. Our urban areas (Plymouth, Torbay, Exeter and Yeovil) do not have any businesses support to get them trading on-line. The imminent roll out of superfast broadband in rural areas of the HOTSW LEP provides significant opportunities for SME’s and micro businesses in rural locations across the City Deal area

A business support package which helps businesses trade internationally online and act as a sales funnel for UKTI.

The project will be split into two stages:

Stage 1 – awareness events – trading on line, targeted at people trading on line for the first time

Stage 2 Raise awareness about online overseas markets- helping businesses access new markets overseas through their online presence and raising awareness for growth vouchers

Stage 3 – Growth Vouchers - Vouchers will fund 50% of implementation costs to make changes in eth business which secure new markets. We will focus on web translation, international search engine optimisation, eBay for exports, video conferencing, cloud applications, remote

working and web security. The project would run as a 3 year pilot and will aligned with current DCMS and UKTI programmes, with a view to expanding the model using ERDF funding post 2015.

The proposed project could simultaneously act as a pilot for the e-commerce strand of the BIS Information Economy Strategy.

Enhancing Foreign Direct Investment Support

Devon, Cornwall and Somerset do not get as many FDI businesses landing in the area as other regions. In 2011/12 we received 13 successful enquires (six in HotSW LEP and seven in Cornwall). This is only 1.17% of the national figure. Ernst Young UK attractiveness survey 2013 identified that the SW performed the worse in 2012 in terms of projects into the SW and UK market share it saw a net loss of 40% change on 2011. The USA represents 39% of all investments into the UK in 2012 making it the biggest source of FDI project by a wide margin. This combined with the upcoming 2020 celebrations means this is a key market. The area is currently not well promoted in UKTI literature; in the UKTI app only Hayle is currently mentioned, though this is being addressed

Use the City Deal as a catalyst to improve the co-ordination between the local inward investment offers and UKTI. This will require the development of a customer journey for FDI businesses which is best in class. We need to substantially increase both, the number of businesses who are interested in the area and then improve the number which actually land here. **The aim to increase the number of successful landings to 100 businesses locating in the area generating at least 1000 new jobs**

We need to develop a clear offer positioning on our strengths around Marine, Marine Energy and Marine advanced engineering as key sectors for the area.

Development of a series of inward investment events, which raise the profile of the area. These should piggy back with high profile events which will entice people down. e.g. targeting Japanese firms around the Clove (replica of square rig ship, which was first trade mission to Japan 400 years ago) in September 2014, corporate inward investment events linked to Rugby World Cup in Exeter 2014, end of the fast-net in 2015.

Development of a co-ordinated tool kit which can be used by the City Deal area to promote the area to the key sectors working with UKTI – the LEP needs to have key information (availability of premises, business support, access to skilled workforce, public and private sector ambassadors to sell the area)

Develop a soft landing package working with the LEP’s, this may include next stage EU funding (note there is a growth voucher bid submitted by SWIG which could form part of a soft landing package, this needs to be explored with Andrew Lightfoot, could include GBI type activity)

Use businesses in the area to act as ambassadors, through their networks and supply chains, which extend beyond UKTI’s, standard networks of Embassies. Develop a team of local ambassadors from the public and private sector to “sell” the area to potential businesses.

Our Offer to Government	Our Ask of Government
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Our Offer to Government	Our Ask of Government
<p>Exports Provide premises for events 36 events @ £500 = £18,000 UKTI to support events through attendance at events and joint marketing = day rate of £250 per day @12 events = £3,000</p> <p>Private sector match funding for business support at 50% (using ERDF co-financing model). Chamber of Commerce promotion/awareness of events in kind contribution of £5,000 Pro bono work from local ICT network = providing ambassadors</p> <p>Enhancing Foreign Direct Investment Support Dedicated Local Authority Inward Investment resources to produce a co-ordinated offer focused on Marine, Marine Energy and Marine Advanced Engineering. Assume each LA (Plymouth , Devon, Cornwall, Somerset and Torbay allocate £20k per year for 2 years in time/cash to inward investment) = £200K – note need approval from each LA this is okay can we all area to call it invest in Hot SW/ Cornwall, Plymouth</p> <p>Private ambassadors 50 days @£750 per day = £37,500 to jointly promote the peninsula to potential inward investors, targeting marine businesses and their supply chain.</p> <p>40K contribution from Plymouth Chamber of Commerce</p> <p>Sponsorship for events 25K (Clove, Rugby World Cup, Fireworks)</p>	<p>Stage 1 - awareness events in Plymouth Torbay Exeter Taunton and Yeovil and Truro – 24 why selling on line is good for your business – Cost £2,000 per event = £48,000 funding assumes 15 businesses per event = 360 businesses assisted</p> <p>Stage 2 Raise awareness about online overseas markets 12 events – online trading targeting international markets, legal implications delivered in partnership with UKTI Cost £2000 per event = £24,000assume 15 businesses per event = 180 businesses</p> <p>Stage 3 – Growth Vouchers – financial assistance to help businesses implement change, assume can fund capital and revenue. Assume 40 businesses @ 20K per business = £800K <i>The proposed project could simultaneously act as a pilot for the e-commerce strand of the BIS Information Economy Strategy.</i></p> <p>Enhancing Foreign Direct Investment Support A dedicated partnership manager @45K for 2 years = 90K based in Plymouth Chamber to promote the peninsula and help FDI businesses in the area. = 90K salary costs funded from RGF plus overhead at 20K per year</p> <p>Support from UKTI to raise the visibility of our offer making sure it presses the right buttons so it appears on searches both nationally and internationally. Help from UKTI on best practice dissemination from other areas on how we can improve the offer.</p> <p>Commitment from UKTI to support for 4 -5 investment briefing tours per year for the area Commitment for support from UKTI to support for Marine Energy Businesses to attend National conference in Belfast plus 3 others Commitment from UKTI to support a trade mission to METs in Netherlands and Boat show in 2 other areas Commitment from UKTI to support, inward investment events – Clove, Plymouth 2020, Rugby World Cup, Fastnet</p>

Scaling up GAIN

In order to support the increased use of GAIN as Plymouth and the Peninsula's key business growth and support mechanism we will use the City Deal to support the expansion of GAIN. This

investment in the GAIN infrastructure will enable the expanded programmes (set out above) to be implemented effectively. In order to do this we have set out the following asks and offers.

Our offer to Government	Our asks of Government
A £170,000 HEFCE investment in development of the GAIN portal and associated activity	Provide £230,000 until March 2015 from Plymouth's RGF Round 4 funding for four posts -GAIN Director, Gain Network Manager, Web Editor and CRM / Admin
Incorporation of the Rural Growth Network information and diagnostic service (operating in Devon/Somerset) into the GAIN portal	Provide £165,000 until March 2015 to fund a business information hub from Plymouth's RGF Round 4 fund. This will be an additional resource to provide advice and guidance to businesses on the support suitable for their needs, building demand for both national and local provision across the whole City Deal geography (3 posts)
Provide a total of £165,000 per annum (made up of ERDF, HEFCE HEIF and PU funds) until mid 2015) to fund three (existing) posts in the Marine Innovation Centre (currently constrained by ERDF to work in the Competitiveness area).	That national business support providers join a providers network to ensure effective cross referral across the whole City Deal geography etc
Provision of £60,000 p/a over 3 years from Plymouth University for GAIN project manager to support the development of partnership initiatives and to act as contract manager.	
Provision of local match of c£50,000 per annum for 3 years establish a marine innovation specialist advisor to extend the reach of marine innovation activities across the whole City Deal geography (with a focus on Cornwall & the Isles of Scilly). This dedicated member of staff will target the marine sector specifically providing advice on business and R&D support to increase the uptake of national business support programmes	
Provision of £50,000 per annum for 3 years from the private sector to support the operation of GAIN	

While establishment of GAIN as a Growth Hub needs some pump priming investment, the longer term aim is to establish GAIN as a company (either limited by guarantee or shares) which partners would buy into. This entity could generate income (through licensing, consultancy, project management and sponsorship etc) which would mean that GAIN will become self- sustaining over time.

	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Ask of Government						
Offer to Government						
Businesses assisted						
Growth in GVA						

Skills

Narrative needs revising

Addressing the Youth Unemployment and Under-employment Challenge

Around X,000 young people are currently unemployed across the Plymouth, Devon, Somerset, Torbay, Cornwall and Isles of Scilly LA areas with a combined unemployment rate of X. Of these, X per cent are long term unemployed and been out of work for six months or more. Those young people that are able to find work often get trapped in dead-end jobs or cycle in and out of work with limited career prospects [stat to support]. This limits our young people's aspirations and represents wasted economic potential.

Insert table: Capturing NEETs and youth unemployment comparisons local area Vs national average

Tackling youth unemployment, and particularly long-term youth unemployment, is both a national and local priority, yet research suggests we are failing our young people who feel underwhelmed and isolated from today's job opportunities and part of a "failed generation"[insert ref]. Moreover, we have compounded the problem by creating a confusing and fragmented support system that is inflexible, suffers from extensive duplication and offers poor value for money.

Insert diagram on different youth schemes

Evidence also suggests that our interventions could make a greater impact, such as via preventative measures where fast-tracking tends to be a last resort rather than based on a set of objective risk indicators. Interventions for most young unemployed people target outputs, such as off benefit rates or qualifications, rather than outcomes, such as sustained employment or career and wage progression. Targeting off-flow rates seems a particularly short-sighted success measure when I in X young people cycle back onto benefits within X months because of poor job matching [insert ref – DWP longitudinal analysis] which results in further costs as the previous process is repeated. Despite this, we remained tied to a system of support that fails to align employment and skills investments to young people or prioritise success measures that better relate to medium or long-term career aspirations of young people, such as sustained work, higher skills and increased earnings.

This fragmented and inefficient system is further hampered by the way in which we currently engage employers and businesses. Our offer to business consists of multiple forms across different agencies and providers lacking coherence or structure. Employers continually complain that the current offer is too complex, uncoordinated and inefficient. [insert ref re DWP's E&S research report]. Employers prefer a rationalised structure and a single local conversation, led by one entity that is able to navigate the complexity and "hide the wiring" of the multiple offers in a place. In addition, this has led to weak and fragmented engagement of employers in schools and FE, despite employers demonstrating a strong appetite to participate. This disconnect has contributed to a reduction in young people's understanding of the essential skills that businesses crave and value, such as literacy, numeracy and soft skills. For instance, in Plymouth...insert X. draft Employability report, by Plymouth's Employability Group 2013, ESB analysis from across the area

The Solution

In order to tackle stubbornly high rates of youth unemployment and to equip our business with a steady flow of young people ready and able to contribute to local growth we will create a **two-tiered** gateway model that focuses on providing a **step change in how we engage business** to drive up the quality and number of opportunities for young people (demand side), alongside a more **integrated and sophisticated** (supply side) support model that provides tailored interventions to our young people drawing on existing initiatives and new schemes that add value to mainstream services.

Through this combined effort our Youth Deal will:

- [Insert headline metrics]
- X jobs...

Driving up business engagement – the “100,000 Club”

To deliver our vision for local young people we will need our business to provide better and greater opportunities for our young people, from work experience to apprenticeships and jobs. To achieve this we will build on Plymouth City Council’s hugely successful 1,000 Club and roll this out across both LEP geographies to “100,000” businesses. The **“100,000 Club” brokerage model is the demand side of our GATEWAY** and will better target local business and business groups, as well as co-ordinate and develop the existing range of national and local employment and skills opportunities into a **simple, accessible single offer** across the City Deal area under a single brand. Success will be driven by a step change in the number of business engaged and additional opportunities that are levered from this rationalised service offer.

Our Youth Deal will establish how best to **incentivise businesses** to engage with the employability agenda, by making their engagement a condition of accessing public grant funding via the City Deal/LEP. This would be based on a scoring matrix, depending on size of company, with evidenced business support for Gateway activities and support for young people in education and into work. This evidence of employer engagement would be added criteria for businesses seeking public funding.

We have also listened to local businesses who continually complain that the skills system is unable to equip young people with the soft skills and employability that they crave. To tackle this we will create a **local Employability Charter** that will challenge employers to play a greater role in equipping young people for the world of work by working more closely with our educational institutions. Our primary delivery vehicle will be a **web-based Employability matching service** linked to 100,000 Club membership aimed at matching employers and industry experts with schools, colleges and universities. To support his approach we will also devise best practice guidance to develop structured and impactful business and education collaboration as part of our charter, which will include school competitions, project based assignments, work experience and work placement opportunities, open days, job fairs and career seminars. We believe this will build the capacity and quality of employer interventions within educational institutions and help drive up the understanding of the type of skills needed by young people to adapt to new and emerging technologies and working practices.

We will also create an **employability kite mark** for schools, colleges and employers who can demonstrate that their commitment to improving employability across the area. This kite mark will act as a signal to future employers, as well as parents and students when deciding which educational institutions to attend or which firms to work for.

To support the **marine related sector** in particular, we will develop the skills of teaching staff and STEM Ambassadors through a package of bespoke training and learning. We will provide

specialist and technical advice to enhance the opportunities for young people in our schools to progress, via FE & HE, into STEM-related careers within the region. Successful interventions create a platform for creativity, technical knowledge and innovation, as well as the employability skills that today's businesses demand.

Equipping young people for the world of work and learning

Our commitment to driving up the number of opportunities that local employers offer young people needs to be matched by more sophisticated interventions for young people. Currently the supply side offer for young people is congested by a myriad of local and national schemes which many young people and parents struggle to navigate. Our vision is to simplify this landscape for our young people and build on the success of the caseworker/adviser model. We will promote our activity through a **comprehensive marketing communications campaign** that will recognise the importance of peer groups to young people and the ability to reach them through social networking, as well as providing better 'education' to parents and carers.

Our starting point for young people will be the creation of a **single web-based careers portal** to provide Labour market intelligence that links to the National Careers Service website for all of our young people, but offers greater granularity of data on jobs, wages, vacancies and skills required by different sectors and occupations. The web portal will have two tailored entry points, one for young people (and possibly parents) so that they can understand career choices and the jobs available in the local economy, with the other for providers and practitioners so that they can have instant access to courses, provision and how these map to the needs of the local economy.

Our analysis suggests that some of our young people **require more intensive support to make the transition from school to work or to get back into work after a period of unemployment**. We recognise that not every young person will require intensive support and have therefore designed our youth interventions to offer greater support for those in most need, especially those young people reaching long-term youth unemployment, at the same time as ensuring that we complement mainstream provision and only intervene where there are clear gaps. Our approach is based on the principles that underpin the personalised caseworker model that we believe can help young people better understand the options at different stages of their journey to work and learning. It will offer **skills development and employment opportunities** that are linked to robust labour market intelligence and real time business needs, to ensure that our young people are given access to the most appropriate and timely opportunities (this could include **incentivised brokerage** for employers providing opportunities for young people entering the labour market). The engagement of training providers and employers is crucial to the success of this strand, and this will be achieved through working with the Training Provider Networks and a range of business representative organisations.

Our basic model will build on the principles underpinning DWP's interventions that increase with intensity as the duration of a young person is out of work. We will aim to offer a more intensive, **personalised caseworker approach** (with clear advisor discretion) for the majority of young people who are **out of work for X months** linking to existing offers across the employment and skills landscape, including a combination of:

- Intensive job search and IAG;
- Basic employer-led employability skills;
- Work experience, work placements and job trials;
- Employment, apprenticeships and subsidised jobs;
- Post-employment and career progression;

For those young people that we assess as being **at risk of long-term detachment we will fast track those onto the personalised caseworker support from day one**. We will use a series

of indicators to fast-track young people at risk including, spells of NEETS between 16 and 18, low or no qualifications, history of truancy and no formal work experience or work history. For those still **out of work at six months** we will double the intensity of the support we provide. As part of this intervention our **success measures will go beyond those used currently by DWP** to include off-flows and **sustained work and earnings progression**. Once young people are out of work for nine months they will **transition over to the Work Programme**.

For those young people who are unsuccessful in finding work through the Work Programme we will **design a subsidised private sector employment programme** for 25 hours per week over six months in our key local sectors. This will be a jointly funded DWP and City Deal programme.

Our approach will be strengthened by joining together existing **employability / entrepreneurialism / self-employment** activities, awards and funded support, such as National Enterprise Week, New Enterprise Allowance, Youth Enterprise Awards, Enterprise Coaching and business mentoring, Peter Jones Academy (FE Colleges) Programmes, the Big Bang SW (National STEM competition). There is also the opportunity to develop and extend a range of local initiatives, some currently in pilot stage: Community Entrepreneurship Pilot, through the Rural Growth Network (RGN) Devon and Somerset; Plymouth Children's Passport; Focus Five Award (Exeter ESB).

Progression programme

We recognise that finding young people work is only one of the success measures for our employment and skills system and many young people who find jobs can only find part-time work or cycle back into unemployment quickly. As a result we do not observe sustained success. We want to extend the parameters of employment and skills support to focus on helping to boost earnings and reduce in-work benefit claims in line with the principles of the Universal Credit.

We will work with one of our **two local Work Programme** providers to **pilot progression** as an additional element to the Work Programme support for young people locally. **The pilot would be designed to** increase the productivity and average earnings of young people within the Work Programme. The main deliver vehicle for progression will be **Career Coaches** will provide dedicated support and develop a personalised action plan, which could consist of additional job search (to build up hours), skills training provided by SFA-funded providers etc.

We would also look to pilot a Getting On programme to support those in low paid work to progress. We will design and deliver a programme structured around:

- **Engagement** – Engaging those in low paid work through trusted intermediaries like RSL's, trades unions etc;
- **Assessment** – A structured assessment of individual needs with a dedicated Progression Consultant to agree an Action Plan;
- **Support** – An individualised package of support, including referral to other sources of eg skills support where appropriate. This could include whole family support via the ESF Families programme.

Section 3 - Impact

Plymouth City Deal will deliver the following impacts

- ***£268m uplift in GVA (based on South Yard and Growth Hub only)***
- ***Generate 6000 jobs***
- ***Generate a further 2500 indirect jobs***
- ***Create 86, 0000 sq m of workspace***
- ***Support over 800 young people into sustainable employment***
- ***Attract 100 new businesses to the Peninsula***

Section 4 - Governance

The city deal (uniquely) covers the economic geography of two LEPs – HoSW and C&IoS. The two LEPs' full territory encompasses four unitary council areas – Plymouth, Torbay, Cornwall, and Isles of Scilly, the two county council areas of Devon and Somerset, and potentially the twelve district council areas of the two counties. Necessarily, therefore, governance arrangements across this geography are likely to be complex.

The purpose of the deal is to significantly raise the economic performance of this geography's major city AND the overall profile and reputation of the peninsula economy as a centre of marine industries growth and innovation. The governance arrangements for this deal need to be fit for purpose, complementary to other governance regimes across the peninsula, and flexible enough to be capable of further development during the life of the deal.

City deal partners initial proposals for governance, therefore, is focused on partners involved in the EoI. The local authorities involved in the EoI started with the strong track record of delivery through the 'joint committee' model that exists in the sub-region. Examples of this include the Tamar Bridge and Ferry arrangements, through which Plymouth and Cornwall Councils have jointly managed a key regional transport infrastructure asset, including £60m of capital investment over the last decade and a £15m annual revenue stream. Secondly, the Devon Waste Partnership operates on similar principles with a tripartite partnership of local authorities involved in procuring and operating a £400m waste treatment solution.

Whilst joint committee arrangements can demonstrate a strong track record in delivery, strategic decision making and pooled resources, so far there has been limited scope for private sector involvement other than through indirect contract arrangements. Our governance proposal builds on modifications to local government legislation in the Health and Social Care Act 2012, which allow full representation on Health and Wellbeing Boards other than by Members of local authorities. We propose that the same exemptions should be applied to the Plymouth and Peninsula City Deal, allowing LEP representatives, business investors, Plymouth University and the South West Marine Energy Park to be full members of the modified joint committee. We are currently working with INLOGOV to flesh out this model, with full elaboration to be discussed with partners and government prior to the AMG in October. By October a deliverable model will have been defined and a commitment by partners to its implementation secured.

NAME OF COMMITTEE	Resources Committee
DATE	17 September 2013
REPORT TITLE	Corporate Sponsorship Framework
JOINT REPORT OF	Head of Environment Services and the Communications Manager
WARDS AFFECTED	All

Summary of report:

This report looks at the opportunities available to the Council through the implementation of a consistent corporate policy in relation to sponsorship of appropriate Council assets.

The report aims to develop a consistent policy across the Council services and facilities; endeavouring to maximise income and ensuring that sponsorship is appropriate, consistent, fair and contributes to the delivery of corporate services.

The attached framework provides a recommended tool for service areas to utilise in the provision of a fair service.

Financial implications:

The Council currently achieves around £1,000 per annum through sponsorship initiatives. The framework hopes to encourage greater income where capacity can be identified to progress this work by use of the framework.

RECOMMENDATIONS:

It is recommended that:

1. Council be **RECOMMENDED** to approve the attached framework document to be used by Service areas in maximising sponsorship opportunities; and,
2. Sponsorship opportunities below the value of £10,000 are agreed through use of the framework by the relevant Chairman and Vice Chairman in conjunction with the appropriate Head of Service, with larger opportunities coming back to Resources Committee on a case by case basis.

Officer contact:

Helen Dobby, Head of Environment Services
 Contact 01803 861272 helen.dobby@swdevon.gov.uk

1. BACKGROUND

- 1.1 Many Councils nationally are starting to formalise their sponsorship programmes to ensure that they are consistent and that they are used to best effect. For many Councils who hold a large local asset base or have a number of annual events this is a largely untapped income stream which can be of benefit both to the Council and to those seeking sponsorship opportunities locally.
- 1.2 This can bring valuable income into the organisation and offers an opportunity to improve business in our town or village centres. Whilst this is currently on a small scale the ability to form a corporate policy at this stage allows the programme to develop in future in a clear and strategic manner when the opportunity is presented.
- 1.3 To date the majority of the funding offers have been related to small scale sponsorship opportunities, for example litterbins, bus shelter space, and small grounds maintenance areas. There may be direct service improvements which can be seen from the sponsorship of specific assets which highlight a particular issue for visitors to our towns, villages or beauty spots: in the example of litterbins the need to dispose responsibly of our litter.

2. ISSUES FOR CONSIDERATION

- 2.1 This report looks to seek endorsement for a consistent approach to be taken in identifying appropriate assets or events/initiatives for sponsorship. There a number of potential assets which may appropriately be applied to the framework. The framework provides a set of criteria in order to ensure that there is no loss of reputation, service integrity or impact as a result of sponsorship choices.
- 2.3 The framework agreement attached has been prepared by a small officer working group as directed by the Resources Committee during the financial year 2012/13. The group consisted of officers from corporate services, assets and environmental services departments.
- 2.5 This report looks for Member approval to adopt the framework for use by officers with final approval for sponsorship arrangements being in consultation with Chairman and Vice Chairman and Head of Service.

3. LEGAL IMPLICATIONS

- 3.1 This activity is permitted by the Council's general Power of Competence under Section 1 Localism Act 2011. Suitable legally robust agreements would be put in place with suppliers wishing to advertise or sponsor Council assets and/or events.
- 3.2 If the scheme were to be extended, the Council might wish to achieve the best outcome by attracting advertisers and sponsors through a formal procurement process. Such instances would be subject to specific reports to Executive.

4. FINANCIAL IMPLICATIONS

4.1 Whilst it is hoped that the framework document will assist in the generation of income there are no specific financial implications related to this report.

5. OTHER CONSIDERATIONS

Corporate priorities engaged:	Community life Economy
Statutory powers:	Section 1 of Localism Act 2011
Considerations of equality and human rights:	None at this stage
Biodiversity considerations:	None at this stage
Sustainability considerations:	None at this stage
Crime and disorder implications:	None
Background papers:	Report March 2012
Appendices attached:	Appendix A – Draft framework agreement

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**SOUTH HAMS DISTRICT COUNCIL
WEST DEVON BOROUGH COUNCIL
Sponsorship Framework**

Introduction

This document sets out South Hams District Council and West Devon Borough Council (“the Council(s)”) definition of 'sponsorship' and the terms upon which sponsorship may be both sought and accepted by the Councils.

1 Definition

1.1 For the purposes of this policy sponsorship is defined as:

between

“an agreement the Council and a sponsor, whereby the Council receives either money or other tangible benefit for an event, campaign, or initiative, from an organisation or individual who in turn gains publicity or other benefits”

2 Objectives

2.1 To ensure that the Council maximises revenue through commercial sponsorship for appropriate events, campaigns or initiatives whilst also offering sponsors attractive packages resulting in value for money for both parties.

2.2 To ensure that the Council's position and reputation are adequately protected in sponsorship agreements.

2.3 To ensure that the Council adopts a fair, consistent and professional approach towards sponsorship.

2.4 To ensure value for money is obtained and provided in sponsorship arrangements.

2.5 To protect Members and Officers from allegations of inappropriate dealings or relationships with sponsors.

3 General Principles

3.1 The Council will consider approaches from potential sponsors in accordance with this policy and may actively seek opportunities to work with local, regional and national organisations by identifying sponsorship opportunities of mutual benefit and which are in keeping with its Priorities.

3.2 The Council will not consider agreements for sponsorship from:

3.2.1 Organisations not complying with the Code of Practice of the Advertising Standards Authority;

3.2.2 Organisations in financial, planning, legal or other conflict or dispute with the Council;

3.2.3 Organisations with a political purpose, including pressure groups and trade unions;

3.2.4 Organisations involved in the promotion of any activity that is unlawful under Equality and Diversity legislation;

3.2.5 Organisations with any record of unlawful activity either in the past or currently in the judicial system;

3.2.6 Organisations involved in gambling or the production and sale of weaponry including firearms;

3.2.7 Manufacturers of tobacco, alcohol or pornography.

3.3 The list above is not exhaustive, and the Council retains the right to decline sponsorship from any organisation or individual or in respect of particular products which the Council, in its sole discretion, considers inappropriate or incompatible with its Priorities.

3.4 The Council will at all times comply with its Contract and Financial Procedure Rules and may, in accordance with those Rules, advertise a sponsorship opportunity to potential sponsors.

4 Procedures

4.1 The Council will generally advertise details of sponsorship opportunities on its website. In cases where the proposed opportunity exceeds £5,000 in monetary and/or benefits in kind, the Council's Solicitor and Corporate Procurement Officer should be consulted as additional steps may need to be taken to advertise the opportunity.

4.2 If the Council is approached by a potential sponsor, they will be directed to the nominated Officer in the relevant department. The Officer must assess the suitability of the sponsor and liaise with the Executive Portfolio Holder (SH)/Chair and Vice Chair (WD) in conjunction with the Head of Service on the sponsorship proposal with larger opportunities coming back to the Executive (SH)/ Resources Committee (WD) on a case by case basis.

4.3 Every approved sponsor will be required to enter into a written sponsorship agreement with the Council. The Officer must immediately inform the Legal Department once the sponsor has been approved and forward a work request form and approved heads of term. The Legal Department will prepare the Sponsorship Agreement and forward to the sponsor for approval and signature.

4.4 The Council will maintain a sponsorship register on its website. The Officer must enter the completed sponsorship agreement on this register and remove it once the sponsorship period has expired.

4.5 The Officer must approve the suitability, nature and content of any publicity or advertising proposed by the sponsor. The Council has a strong corporate identity and materials must not detract from this.

5 Disclaimer

5.1 Acceptance of sponsorship does not imply endorsement of products or services by the Council.

5.2 The Council provides no guarantees to the sponsor as to the success or otherwise of any publicity or other sponsorship opportunities. No refunds will be provided by the Council in these circumstances.

6 Conflict of Interest

6.1 Council Officers and Members are required to declare in advance if they have any personal interests, involvement or conflicts of interest and will take no part in the consideration of sponsorship with that particular organisation.

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Sponsored company suffers reputational damage	Risk of Council suffering damage by association.	↑	↓	2	↓	Framework mitigates this happening as far as is possible in advance of any sponsorship deal being entered into.	All Heads of Service
2	Capacity to gain sponsorship	The sponsorship programme requires input to gain opportunity. Capacity to develop the workstrand may be an issue as this time.	↔	↔	2	↔	Individual Heads of Service need to determine with Members input to be given to following various opportunities. This may vary at different times.	All

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Direction of travel symbols ↓ ↑ ↔

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NAME OF COMMITTEE	Resources
DATE	17th September 2013
REPORT TITLE	Capital Programme Monitoring as at 31st March 2013
Report of	Chief Accountant
WARDS AFFECTED	All

Summary of report:

This report is to show Members the financial position of the Council's Capital Programme for the year 2012/13, to bring to Members' attention any significant variations from budget and to recommend reductions to the Capital Programme budget.

Financial implications:

The report details the latest financial position of the Council's Capital Programme, as at 31st March 2013. It also recommends reductions in the Capital Programme budget for 2013/14.

RECOMMENDATIONS:

- 1 Members are asked to agree the amounts of the reduction in capital budgets for 2013/14 of £290,000. Please see Appendix B for details.

- 2 Members are asked to agree to the reduction in the use of New Homes Bonus for the Capital Programme by £290,000, from £495,000 to £205,000. Please see section 3.2

Officer contact:

Jackie Waites, Chief Accountant 01822 813543 jwaites@westdevon.gov.uk

1. BACKGROUND

1.1 The Chief Accountant has consulted with officers and has used the financial position at 31st March 2013 to establish the position at the end of the year.

2. MONITORING OF THE 2012/13 CAPITAL PROGRAMME

2.1 The approved Capital Programme budget for 2012/13 totalled £1,861,945. In the year of 2012/13 there has been expenditure of £859,609 against the approved budget, please see (Appendix A). This together with external funding for the Tamar Valley Mining Heritage Project of £687,178 shows an overall capital expenditure of £1,546,247. This is detailed in the Final Accounts for 2012/13 in the explanatory foreword on page 3.

2.2 Budgets have been closely scrutinised this year with a view to establishing the level of unspent capital budgets which can be released back into general capital funds. This means that less New Homes Bonus will be required to fund the capital programme and can be released for other purposes such as Invest to Save projects aimed at closing the medium term revenue budget gap.

3. CAPITAL PROJECTS

- 3.1 The report to Resources on 26 March 2013 detailed Capital Programme underspends with the potential to be released in order to fund emerging priorities, such as the “Invest To Save” reserve to resource the transformation programme.
- 3.2 The total amount for Members to agree to release is £290,000 (Appendix B). This would result in reducing the amount of New Homes Bonus required to fund the capital programme from the £495,000 originally set aside for this purpose to £205,000. The table below shows the amounts to be received and any expected potential from new builds alongside the predicted allocation required to fund the revenue and capital budgets.

NEW HOMES BONUS ALLOCATION

	2012/2013	2013/2014	2014/2015	2015/16	2016/17	2017/18
Amount received	892,542	1,024,945	1,024,945	666,214	727,711	504,738
New build potential						
2014/15 134 properties			167,339	167,339	167,339	167,339
2015/16 184 properties				154,766	154,766	154,766
2016/17 329 properties					299,722	299,722
2017/18 374 properties						345,073
Estimate to fund the capital programme	(600,000)	(495,000)	(600,000)	(600,000)	(600,000)	(600,000)
Capital released (See <i>Capital Programme report on this Agenda</i>)		290,000				
Invest to save reserve	(52,292)					
Revenue budget	(200,000)	(353,076)	(353,076)	(353,076)	(353,076)	(353,076)
Dartmoor national park (estimate for 14/15 onwards)	(40,250)	(43,460)	(46,960)	(50,460)	(53,960)	(57,460)
Balance not committed	NIL	423,409	192,248	(15,217)	342,502	461,102

- 3.3 Appendix B details those capital budgets which are recommended to be released.
- 3.4 Appendix C details the budget going forward for all capital projects. There will also be a small contingency budget of £25,928 held for any unexpected items.

4. PROJECT PROGRESS

- 4.1 Tamar Valley Mining Heritage project was completed on 31st March 2013. There is a small balance of just over £30K of external funding to be spent in 2013/2014 which has all been committed.
- 4.2 At Council on 16th April 2013, Members agreed to an extension of the Leisure Contract. In line with this report, at this stage it is felt prudent to retain the existing budget.
- 4.3 Disabled Facility Grant (DFG) has a statutory duty under the Housing Grants, Construction and Regeneration Act 1996(as amended) to fund adaptations to properties to enable people to live independently within their home. In 2012/13 £419K was spent on DFG's and the total budget for 2013/14 is £480K of which £178K is funded through a government grant. As a statutory requirement for the Council it continues to be a large part of the capital programme resource requirement.
- 4.4 Affordable Housing funding of £150K has not been spent in the 2012/13 year and a further £200K has been allocated in the 2013/14 programme. This budget total of £350,000 is required to support the development of a pipeline of affordable housing schemes. Significant progress has been made and the financial support required by each scheme is now being quantified. In addition to investing in development projects, the money will also be used to support other strategic housing priorities. A report will come to Members before Christmas setting out in detail how the Affordable Housing budget should be allocated to schemes and other strategic projects.
- 4.5 Private Sector Renewal Grants (PSRG) no longer receive any Regional Housing Pot funding (Decent Homes Grant). The money provides funding to support the delivery of the Homes Strategy through the provision of recyclable loans aimed at reducing fuel poverty, bringing empty properties back into use and securing safe and healthy homes in line with the Councils duties under the Housing Acts

A procurement exercise is currently being undertaken to establish the Council's duties under the Home Energy Conservation Act. This will confirm the amount of funding required to support uptake of energy efficient measures within the Borough to reduce fuel poverty. The results will be monitored through the capital quarterly reports to Members.

It is recommended that any under spends be rolled forward to deal with fluctuations in demand and build up a sustainable loan fund. It is also recommended that repaid grant moneys from historical PSRG activity are recycled into the budget for future use. In light of this it is recommended that the capital budget for PSRG be reduced by £100,000 to a budget of £127,341 for 2013/14, as per Appendix C.

- 4.6 The other smaller allocations total £150k and notably include £18k for both Community projects and Village grants.

5. LEGAL IMPLICATIONS

5.1 Under the Council's scheme of delegation, the Resources Committee is responsible for the control of the Council's capital expenditure. Under 3.12 of the Financial Procedure Rules, the Head of Finance is responsible for providing capital monitoring reports to the Committee, detailing the latest position of the Council's Capital Programme.

6. FINANCIAL IMPLICATIONS

6.1 The financial implications are set out in the report.

7. OTHER CONSIDERATIONS

Corporate priorities engaged:	The report meets all the corporate priorities as they are all implicit within the budget setting process.
Statutory powers:	Local Government Act 1972, Sec. 151
Considerations of equality and human rights:	N/A
Biodiversity considerations:	None directly related to this report.
Sustainability considerations:	None directly related to this report.
Crime and disorder	None directly related to this report.
Appendices attached:	A – Capital Expenditure to 31 st March 2013 B – Proposed reduction in capital budgets 2012/13 C – Capital budgets for 2013/2014
Background Papers	16 th April 2013 Council 26 th March 2013 Resources Committee

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status			Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel		
	Opportunity			-			
		To update Members on the current progress with each Capital Project and allow funding to be carried forward into the new financial year.	3	1	3	When projects are completed the remaining balances can be released back into the Council's capital programme for future projects.	The Head of Finance and Audit
	Risk						
		The main operational risk faced by the Council is the financial planning and control of the Council's capital resources.	4	1	4	The accounts are drawn up in strict accordance with the Code of Practice on Local Authority Accounting in the UK 2012/13 which is recognised by statute as representing proper accounting practice.	The Head of Finance and Audit

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CAPITAL PROGRAMME 2012/13

Project	Budget b fwd as at 1st April 2012	2012/13 Approved capital allocations	Total Capital Budget for 2012/2013 (a)	Total Spend for the year 2012/2013 (b)	Balance as at 1 April 2013 (a-b)
On-going projects					
Historical Building Grant Scheme	2,000.00		2,000.00	0.00	2,000.00
Community Project Grant Scheme	27,028.44		27,028.44	15,497.49	11,530.95
Village Hall Grant Scheme	31,015.20		31,015.20	18,006.90	13,008.30
Private Sector Renewal Grants	124,573.79	125,000.00	249,573.79	22,233.13	227,340.66
Land Stabilisations	20,901.00		20,901.00	19,986.52	914.48
Pitts Cleave	35,809.00		35,809.00	0.00	35,809.00
Guildhall Public Toilets	33,254.96		33,254.96	9,914.58	23,340.38
Document Management System	23,769.80		23,769.80	0.00	23,769.80
New Depot & Units at Okehampton	22,166.01		22,166.01	0.00	22,166.01
Members ICT	2,896.25		2,896.25	0.00	2,896.25
New Web Site	35,000.00	5,000.00	40,000.00	29,857.27	10,142.74
Alder Road, Bishopsmead Flood Alleviation	2,000.00		2,000.00	0.00	2,000.00
Old Mill Site	25,000.00		25,000.00	0.00	25,000.00
Tamar Valley Mining Heritage -Phase 2 (West Devon BC Contribution)	172,415.41		172,415.41	172,415.41	0.00
Unapplied ICT Planning Delivery Grant (Capital element)	6,706.21		6,706.21	0.00	6,706.21
Ventilation at Okey Pool (Revenue Reserves)	6,858.06		6,858.06	0.00	6,858.06
Capital Receipts reclassification (legislative amendments)	67,875.00		67,875.00	0.00	67,875.00
Waste Management Project Set Up Costs	67,402.00		67,402.00	0.00	67,402.00
Capital Resources Provision	12,574.00		12,574.00	10,000.00	2,574.00
Swimming Pools		335,000.00	335,000.00	68,271.64	266,728.36
Tenants Incentive Schemes		15,000.00	15,000.00	11,000.00	4,000.00
New Revenues & Benefits software contract		62,700.00	62,700.00	62,455.00	245.00
Disabled Facility Grants		450,000.00	450,000.00	419,431.55	30,568.45
Affordable Housing		150,000.00	150,000.00	0.00	150,000.00
Total	719,245	1,142,700	1,861,945	859,069	1,002,876
Rounding for Budget as at 1 April 2013					196
					1,003,072
Tamar Valley Mining Heritage -Phase 2 (Externally Funded)				687,178	
Total Capital spend per Final Accounts 2012/13				1,546,247	

Appendix C

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CAPITAL PROGRAMME 2013/14

Project	Proposed reduction of capital budgets 2013/14
Capital to release	
Historical Building Grant Scheme	-2,000
Private Sector Renewal Grants	-100,000
Land Stabilisations	-900
Pitts Cleave	-35,900
New Depot & Units at Okehampton	-22,200
Members ICT	-900
Unapplied ICT Planning Delivery Grant (Capital element)	-6,700
Ventilation at Okey Pool (Revenue Reserves)	-6,900
Capital Receipts reclassification (legislative amendments)	-67,900
Waste Management Project Set Up Costs	-40,000
Capital Resources Provision	-2,600
Tenants Incentive Schemes	-4,000
	<hr/>
Total (as per Appendix C)	-290,000

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CAPITAL PROGRAMME 2013/14

Project	Budget as at 31st March 2013 (As per Appendix A)	Proposed reduction to capital budgets 2013/14 (Appendix B)	Budget as at 1 April 2013	Capital Allocation 13/14 (Approved Feb 13 Council)	Total Budget for 2013/2014
On-going projects					
Disabled Facility Grants	30,568		30,568	450,000	480,568
Affordable Housing	150,000		150,000	200,000	350,000
Swimming Pools	266,728		266,728	40,000	306,728
Private Sector Renewal Grants	227,341	-100,000	127,341		127,341
Village Hall Grant Scheme	13,008		13,008	18,000	31,008
Community Project Grant Scheme	11,531		11,531	18,000	29,531
Waste Management Project Set Up Costs	67,402	-40,000	27,402		27,402
Old Mill Site	25,000		25,000		25,000
Document Management System	23,770		23,770		23,770
Guildhall Public Toilets	23,340		23,340		23,340
Tenants Incentive Schemes	4,000	-4,000	0	15,000	15,000
New Web Site	10,143		10,143		10,143
Alder Road, Bishopsmead Flood Alleviation	2,000		2,000		2,000
Members ICT	2,896	-900	1,996		1,996
New Revenues & Benefits software contract	245	0	245		245
Land Stabilisations	900	-900	0		0
Unapplied ICT Planning Delivery Grant (Capital element)	6,700	-6,700	0		0
Ventilation at Okey Pool (Revenue Reserves)	6,900	-6,900	0		0
New Depot & Units at Okehampton	22,200	-22,200	0		0
Historical Building Grant Scheme	2,000	-2,000	0		0
Pitts Cleave	35,900	-35,900	0		0
Capital Receipts reclassification (legislative amendments)	67,900	-67,900	0		0
Capital Resources Provision	2,600	-2,600	0		0
Contingency budget for unexpected items			0		25,928
Total	1,003,072	-290,000	713,072	741,000	1,480,000

CAPITAL FUNDING

Capital Receipts Reserve	1,055,000
Disabled Facilities Grant	178,000
New Homes Bonus - £495,000 previously agreed at Council on 12 Feb 2013- proposed reduction by £290,000 as per recommendation 2.	205,000
Minimum Revenue Provision funding	42,000
Total Capital Resources	1,480,000

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NAME OF COMMITTEE	Resources
DATE	17 September 2013
REPORT TITLE	Draft East of Okehampton Masterplan Supplementary Planning Document (SPD)
REPORT OF	Strategic Planning Officer
WARDS AFFECTED	All Okehampton Wards

Summary of report:

A draft Supplementary Planning Document (SPD) has been prepared to provide guidance for the development of the allocated sites to the east of Okehampton. This report recommends that Members approve the “*Draft East of Okehampton Masterplan SPD*” (the ‘draft masterplan’) for consultation.

Financial implications:

The costs associated with this report are in respect of publicising the consultation and holding public exhibitions. These costs can be covered by the Strategic Planning budget.

RECOMMENDATIONS:

It is recommended that the Committee:

1. approves the content of the draft masterplan;
2. agrees to the draft masterplan being published for the statutory minimum four week consultation period; and
3. agrees that any minor changes considered necessary to the draft masterplan and arrangements for the consultation be delegated to the Head of Planning, Economy and Community in consultation with the Chair of Resources Committee.

Officer contact:

Rebecca Black

Strategic Planning Officer: 01822 813556 | rjblack@westdevon.gov.uk

1. BACKGROUND

- 1.1 The Council’s Adopted Core Strategy (2011) allocates two areas of land for development to the east of Okehampton. These are referred to in the Core Strategy as SP22A and SP22B.

Maps showing locations of these sites are included within Appendix A. The sites are allocated for a mix of uses, including housing, education facilities, open space and employment.

- 1.2 The two allocations sit either side of another existing allocation (ED2) which was designated for employment development in the 2005 Local Plan. This area of land remains largely undeveloped, except for the Okehampton Business Centre. An effective development of this site is equally important as the development of SP22A and SP22B and therefore, for the purposes of the masterplan, all three sites are considered.
- 1.3 During the preparation of the Core Strategy, it was agreed to prepare a masterplan for the development of the allocated sites. This would help to ensure that a high quality development could be achieved. The production of a masterplan was therefore included as a policy requirement under Strategic Policy 22 of the Core Strategy which states that “*the development of land to the east of Okehampton should be developed in accordance with a comprehensive masterplan...*”.
- 1.4 In September 2011, specialist design consultants were appointed to identify the key constraints and opportunities on the sites and to look at how a locally distinctive development could be achieved. This work culminated in the publication of the *East of Okehampton Design Brief* in November 2012. The Design Brief was prepared in consultation with the Okehampton and Hamlets community and key stakeholders and has been used to shape the content of the masterplan.

2. ISSUES FOR CONSIDERATION

Approach

- 2.1 The draft masterplan has been designed in a way that sets out clear principles for how the Council will expect development to take place across the sites. However, it does not set rigid and prescriptive layouts for development. This is particularly important given the current market conditions. There is sufficient flexibility within the draft masterplan to respond to changing circumstances over the life of the development, such as housing demand affordability of homes, building costs and infrastructure requirements.
- 2.2 Once adopted, the masterplan will be a Supplementary Planning Document. This means that it will carry material weight when determining applications for development on the sites. If any applications are submitted for development before the masterplan is adopted, applicants will need to demonstrate that they have had regard to the emerging masterplan.

Format

- 2.3 The draft masterplan sets out the principles for development across all of the sites. It considers the sites in five parcel areas which are defined by natural boundaries to the sites (e.g. the Stockley Valley, Exeter/Crediton Road). For each parcel of land, the masterplan proposes broad locations for the distribution

of housing, employment units, education and community facilities, open space and employment enabling uses.

- 2.4 The draft masterplan also contains a chapter which sets out key design principles to guide development, including arrangements for parking, energy efficient design, landscape sensitivity and access. Collectively, these design principles seek to achieve high quality, sustainable development for the town.
- 2.5 The masterplan also considers the required infrastructure associated with the development and the broad timescales for delivery, recognising that viability will be a key consideration in delivering the sites.

Consultation arrangements

- 2.6 Members are asked to consider the arrangements for consultation as set out in Appendix B. The consultation will be carried out in accordance with the Council’s adopted Statement of Community Involvement.

3. TIMETABLE

- 3.1 Subject to committee approval, the following timetable is proposed:

Stage	Indicative dates
Consultation	26 th September – 25 th October
Adoption	December 2013

4. LEGAL IMPLICATIONS

- 4.1 The masterplan is a policy requirement of the Council’s adopted Core Strategy Development Plan Document. It is therefore essential that the masterplan is prepared in order for the development sites to the east of Okehampton to come forward and achieve key housing, employment and infrastructure for the area.
- 4.2 The draft masterplan has been prepared in accordance with the National Planning Policy Framework which places a strong emphasis on high quality design, stating that “*Good design is a key aspect of sustainable development, it is indivisible from good planning and should contribute positively to making places better for people*”.
- 4.3 The “*Town and Country Planning (Local Planning) (England) Regulations 2012*” set out procedures which govern the process of preparing a Supplementary Planning Document. This SPD is in conformity with these regulations.

5. FINANCIAL IMPLICATIONS

- 5.1 The costs associated with this report are in respect of publicising the consultation and holding public exhibitions. These costs can be covered by the Strategic Planning budget.

6. RISK MANAGEMENT

- 6.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

7. OTHER CONSIDERATIONS

Corporate priorities engaged:	Community Life; Housing; Environment; Economy
Statutory powers:	<ul style="list-style-type: none"> • Town and Country Planning (Local Planning) (England) Regulations 2012 • National Planning Policy Framework • Adopted Core Strategy 2011
Considerations of equality and human rights:	The masterplan seeks to ensure that all members of the community are equally able to enjoy and use the development and there are no aspects which have any direct impacts on human rights.
Biodiversity considerations:	The masterplan makes provision to conserve and enhance biodiversity through promoting the protection of key landscapes, the retention of boundaries, the use of sustainable urban drainage systems and the promotion of green corridors.
Sustainability considerations:	The masterplan sets out a framework to deliver a large-scale development project in a sustainable manner. The plan seeks to deliver a range of objectively identified needs. These will be of benefit to both existing and future residents of Tavistock and the surrounding area.
Crime and disorder implications:	The masterplan promotes options to design out crime and enhance opportunities for natural surveillance.
Background papers:	<ul style="list-style-type: none"> - <i>East of Okehampton Design Brief</i> (November 2012) - <i>Affordable Housing Viability Assessment – Strategic Sites in Okehampton and Tavistock</i> (November 2012)
Appendices attached:	<p>Appendix A: <i>Draft East of Okehampton Masterplan SPD</i></p> <p>Appendix B: <i>Proposed consultation programme</i></p>

STRATEGIC RISKS TEMPLATE

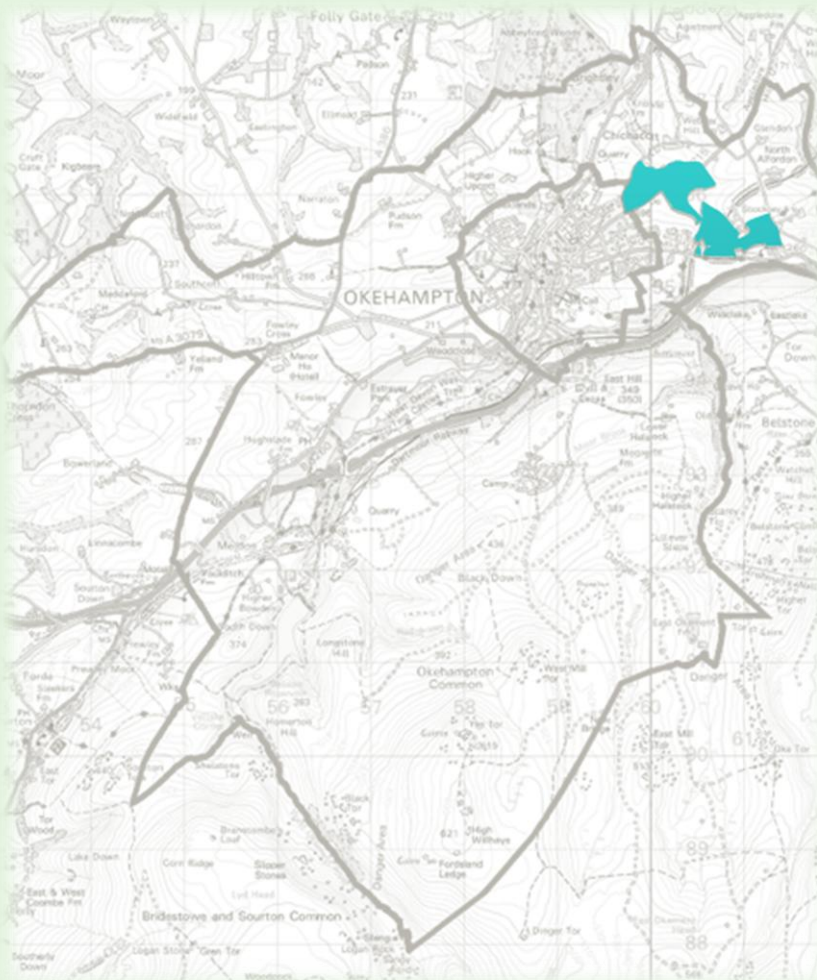
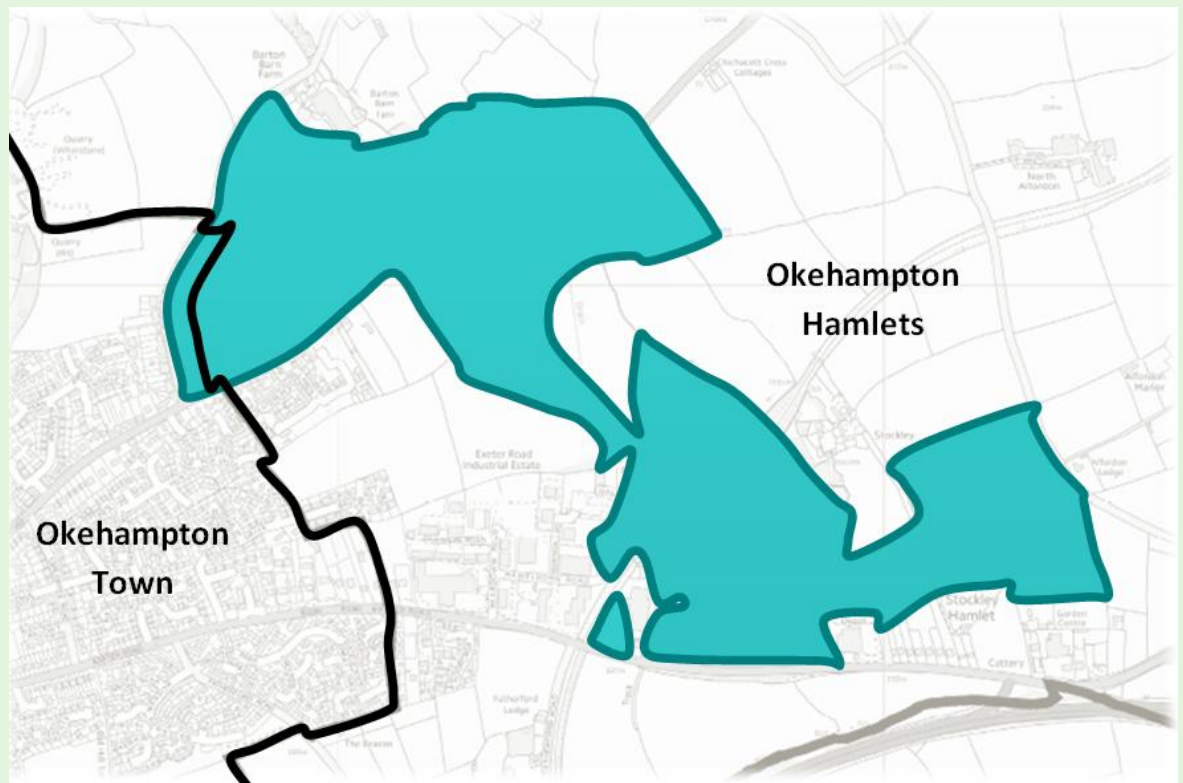
No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	There is no masterplan to support Core Strategy Strategic Policy 22	<p>The masterplan is a policy requirement of the Core Strategy. It requires new development on the allocated sites to be delivered in accordance with it. If the masterplan is not in place, it could lead to:</p> <ul style="list-style-type: none"> • Applications for development not in keeping with the Council's and community's aspirations; <p>A delay in the delivery of housing, employment and other key development needs in the area.</p>	4	3	12	↑	Progress consultation on the draft masterplan with a view to adopting the final version in winter 2013.	Strategic Planning

Direction of travel symbols ↓ ↑ ↔

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**West Devon
Borough
Council**



**West Devon
Borough Council**

**East of Okehampton
Masterplan**

**Draft Supplementary
Planning Document**

**September 2013 –
Committee version**

This document can be made available in large print,
Braille or tape format on request.

DRAFT

Committee version September 2013

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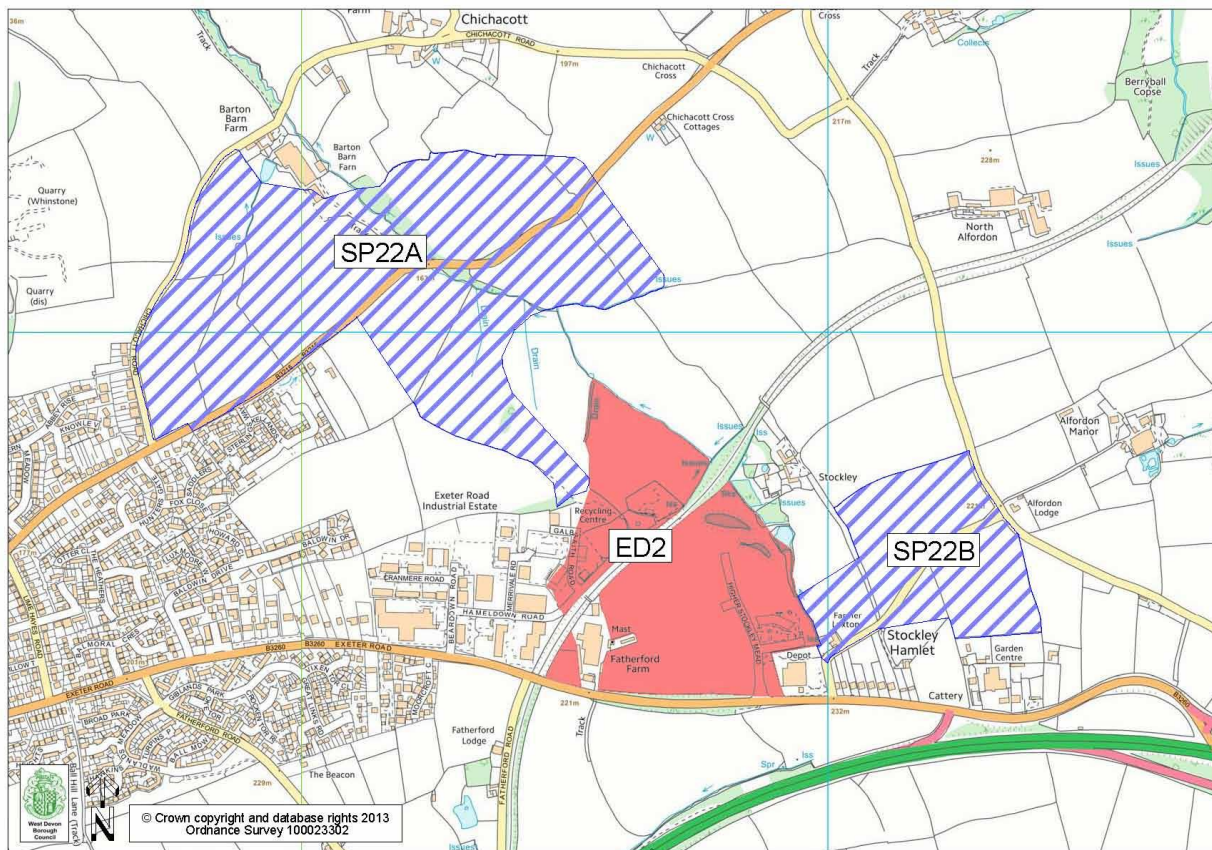
1 | Introduction

a. What is a masterplan?

The purpose of a masterplan is to provide guidance on proposals for development. They are usually used in relation to large or strategic sites where there is a need to establish the overall context in which a development should be delivered. Masterplans can consider a range of topics including the design of buildings, the layout of development, the types of uses to be provided, the infrastructure requirements and the timescales for delivering the development.

b. Why are we preparing a masterplan?

The Council adopted its Core Strategy in 2011. The Core Strategy is a plan which sets out where and how development will take place in West Devon between 2011 and 2026. As part of the Core Strategy, two areas of land to the east of Okehampton, situated within the parish of Okehampton Hamlets, were allocated for development. For ease of reference, these are described in the Core Strategy as SP22A and SP22B and are shown on the map below. The two allocations sit either side of another existing allocation (ED2) which was designated for employment development in the 2005 saved Local Plan policies. This area of land remains largely undeveloped, except for the Okehampton Business Centre. An effective development of this site is equally important as the development of SP22A and SP22B and therefore, for the purposes of this masterplan, all three sites will be considered.



Along with housing land, the allocation includes provision for other uses, including employment, community facilities, a road linking Exeter and Crediton Roads, a primary school, some small neighbourhood retailing and public open space. The development is also linked to the provision of a town centre relief road as part of the wider strategy of growth to be accommodated in the town. The specific requirements of the allocation are set out in Chapter 4.

The Core Strategy explains that more detailed guidance around the design and implementation of the allocation will be set out in a 'comprehensive masterplan'. This document forms the masterplan and provides the necessary guidance.

c. What will the masterplan look at?

The overall aim of this masterplan is to set the context in which any applications for development across the sites SP22A, SP22B and ED2 will be considered. The specific objectives of the masterplan are to:

- Provide detail to Strategic Policy 22 of the Core Strategy and ED2 of the saved Local Plan which sets out the key requirements of the development;
- Set a vision for the new development which reflects the aspirations of the local community;
- Create a set of overarching design principles to achieve a high quality, locally distinctive and well-integrated development for Okehampton and the Hamlets;
- Determine the main features of the development, including the major land uses to be accommodated, the associated infrastructure requirements and the phasing of development alongside infrastructure;
- Put in place a framework to ensure a consistent approach to design and development across all aspects of the allocation.

This masterplan establishes the context for development through the following sections:

- **The allocations:** Sets out the main types of development to be included within the allocation and guidance about how they should be distributed across the site.
- **Design principles:** Sets out key design principles to guide the development of the site. This framework includes information about highway, footpath and cycle links, building materials, development layout and landscape features. It also sets out good practice guidance for energy efficient design, sustainable construction and opportunities for low carbon and renewable energy.
- **Delivering the development:** Sets out how the different elements of the sites will link together and the broad timescales for delivery.

These sections are designed to set clear principles for how the Council expects the sites to be brought forward and to ensure that the development is comprehensively planned across the whole site. They each contribute to the achievement of sustainable growth and should be considered collectively as part of any application for development within the allocations.

Should more than one developer secure an option on land within the allocated sites, it will be vital that each application does not compromise the delivery of the vision, principles of development and infrastructure requirements for the sites.

The masterplan does not set a rigid and prescriptive 'blueprint' for development and design. This is particularly important given the current market conditions and the cost of infrastructure requirements associated with the allocation. It is therefore proposed that this masterplan will set the key principles for the design and use of the site whilst allowing sufficient flexibility to enable the development to respond to other factors, such as changes in housing demand, affordability of homes, building costs and infrastructure requirements etc.

d. What is the status of this masterplan and how should it be used?

This masterplan is being prepared as a 'Supplementary Planning Document'. Supplementary Planning Documents (SPDs) have a high level of 'weight' in the decision-making process as they must be prepared in accordance with national planning policies and have to go through a statutory consultation process. Once this SPD has been adopted by the Council, it will be used as a material consideration in determining applications for new development in the east of Okehampton.

The preparation of the masterplan has been informed by consultation with the Okehampton Hamlets and Town Councils, elected Members of West Devon Borough Council and the Okehampton Vision Steering Group, thereby adding weight to the status of the document. Full weight will be given following formal consultation and adoption. Further information is contained in Chapter 3.

This masterplan has been prepared taking into account the following:

- *The East of Okehampton Design Brief*: this Design Brief has been prepared by specialist design consultants. The community was invited to be involved in this work and has helped to shape its content. The Design Brief does not set any policies but is being used as part of the evidence base supporting this SPD. It is available on the Council's website at www.westdevon.gov.uk.

- Existing evidence:

Okehampton Hamlets Parish Plan: This was published in 2012 and provides a 'snapshot' of the Parish and the numerous hamlets within the area as well as an action plan. One of the priorities identified seeks to ensure that the Parish Council are involved in development issues, particularly on large sites.

Okehampton Town Design Statement: The Town Design Statement was published in 2004 by the Okehampton Town Design Group. It provides a helpful analysis of the character of the town, including part of the Hamlets, with the aim of having a positive influence on future development by encouraging carefully considered and sympathetic development.

Until this SPD is adopted, it will be used as emerging policy guidance to assist the Council in making decisions on proposals for new development on either ED2, SP22A or SP22B that may be submitted during this time. Any applicants wishing to submit an application during this time should be mindful of the guidance set out in this masterplan.

This SPD is consistent with the National Planning Policy Framework (NPPF) and any applications will be considered alongside this as well as West Devon's Core Strategy Strategic Policy 22 and Local Plan Policy ED2.

Any developer wishing to submit an application for development on the allocated sites within Okehampton are encouraged to commence early pre-application discussions with the Council. Information on the pre-application service offered by the Council can be found on the website www.westdevon.gov.uk.

f. How can you comment on this masterplan?

[insert consultation arrangements including exhibition date/time/venue and drop in surgeries to be held at Okehampton Customer Service Centre]

The purpose of this consultation is to provide more detail to Core Strategy Strategic Policy 22. It is not about whether you support the principle of development which is established through the Core Strategy.

We would like your comments on whether you think the uses proposed are suitable, whether you agree with our design aspirations and whether you think the infrastructure has been planned for appropriately.

2 | Masterplan background

a. About Okehampton and the Hamlets

- 2.1 Okehampton is the second largest market town in West Devon. Situated in the north of the Borough, the town is home to around 7,500 people (Patient and Practitioner Services Agency 2012)¹ as well as being an important service centre for many of its surrounding rural communities.
- 2.2 Lying on the northern boundary of Dartmoor National Park, Okehampton is an important gateway to the moor and the town's setting is heavily influenced by this green and expansive landscape.
- 2.3 The majority of the present day town centre lies between the west and east Okement rivers. Here, the architecture displays features of Georgian, Edwardian and Victorian eras, creating an attractive and interesting historic core. Over the last century, the town has grown around this centre, with more recent development being focused to the east where there have been more opportunities for homes to be built in areas which are most suitable for development.
- 2.4 The different parts of the town meet at the key town centre junction of West Street, Market Street, Fore Street and George Street. This historic road arrangement is under increasing pressure as the town continues to grow, particularly as the town's only primary school and three supermarkets are all accessed by this junction. Without intervention, development will continue to add to the traffic problems in this area and it is therefore critical to the future sustainable growth of the town that identified infrastructure requirements are delivered alongside new residential development in the town. There are three key elements to this, which comprise of the construction of a second primary school in the east of the town, a link road between Exeter and Crediton Road and the implementation of a town centre access road. The requirements for these and the mechanisms for their delivery are explained in more detail later in the masterplan.
- 2.5 Okehampton is very well located for easy access to the A30 strategic road network, connecting the town with the city of Exeter and the M5. Its location enables good opportunities for business and commercial development, as well as tourism, and the town can usefully promote itself in this way. Plans to introduce regular passenger services to the town's rail network and open a new station in the east of the town will further boost the attractiveness of the town for visitors and inward investment.
- 2.6 Unfortunately, several large employers have been lost in the town over recent years as a result of difficulties in the wider economy. Planned new development in the town provides opportunities for new economic and job growth and the masterplan looks to facilitate this in a way that supports Okehampton in the future.

1

http://www.devon.gov.uk/index/councildemocracy/improving_our_services/facts_figures_and_statistics/factsandfigures/thepeople/peoplestandproj/peoplepopestimates/peoplepopulationestandproestimatesokehampton.htm

- 2.7 The town itself is tightly wrapped within the town council boundary, meaning that most opportunities for new growth spread into the adjoining Okehampton Hamlets parish. Here, the landscape reflects the more traditional agricultural practices, with small farmsteads, rural buildings, country lanes and hamlet developments being characteristic of the area.
- 2.8 This transition between urban and rural will play a key part in considering how development is designed and located within the allocated sites. Notwithstanding the importance of the administrative boundary, the Council considers it important to recognise how the town and its rural fringes work together as a whole and consider equally how new development blends with the existing built-up area and the surrounding countryside.

b. Planning Policy Context

- 2.9 The strategic planning policy context in which this SPD is being prepared is provided by the National Planning Policy Framework and the Council's adopted Core Strategy 2011. The relevant policies are set out below.
- 2.10 The [National Planning Policy Framework \(NPPF\)](#) 2012 sets out the framework to guide new development in England. The framework provides relevant policies which must be considered in the context of this SPD and any subsequent development of the allocation to the east of Okehampton.
- 2.11 The key principles in relation to the development include:
- A presumption in favour of sustainable development, which means positively planning to meet the needs of the area.
 - Planning for a range of housing types, tenures and sizes that reflect local demands and contributes to achieving sustainable, inclusive and mixed communities.
 - Promote high quality design, recognising that it is a "key aspect of sustainable development, is indivisible from good planning, and should contribute positively to making places better for people".
 - Facilitate social interaction and support the development of places which achieve, amongst other things, opportunities for meeting spaces, safe and accessible environments, clear paths and cycleways and high quality public space.
 - Meeting the needs of retail, leisure, office and other main town centre uses and making sure these are not compromised by limited site availability.
 - Having full consideration to flood risk and water supply and ensure that development is designed and located in ways to reduce greenhouse gas emissions.
 - Protect, enhance and minimise impacts on valued landscapes, geology and soil conditions, ecosystems and biodiversity.
 - Encourage a positive approach to the conservation and enjoyment of the historic environment and an appreciation of the wider social, cultural, economic and environmental benefits that can arise from the conservation of the historic environment.

- Ensure sufficient flexibility is included within plans and policies to respond to changing economic circumstances and facilitate flexible working practices such as the integration of mixed uses within the same unit.
- Promote the use of sustainable transport options and the provision of viable transport infrastructure to support sustainable development.
- To encourage less use of the private car, locate new development close to key facilities, such as schools and local shops.

2.12 Saved policy ED2 of the Local Plan sets out the requirements for the site as set out below.

Proposal ED2

Land as shown on the Proposals Map to the north east of Fatherford Farm, to the north west of Mole Avon and land adjacent to Exeter Road will be allocated for B1, B2 and B8 employment purposes. In considering proposals for development on this land the Council will seek to encourage the provision for rail access.

2.13 Strategic Policy SP22 of the adopted West Devon Core Strategy 2011 sets out the key requirements of new development on land to the east of Okehampton. This policy is outlined below.

SP22 Okehampton

1. Land to the east of Okehampton is allocated for a mixed use development and will include:
 - i. Approximately 900 dwellings, predominantly within SP22A
 - ii. Approximately 10 hectares of employment land, predominantly within SP22B
 - iii. Appropriate levels of open space
 - iv. Appropriate education facilities
 - v. Improved public transport links
 - vi. Provision of (or contributions to) on-site or off-site infrastructure requirements associated with the development, including the provision of a town centre access road.
2. The Proposals Map shows the boundaries of the strategic allocation.
3. The development of land to the east of Okehampton should be developed in accordance with a comprehensive masterplan, along with the following site-specific development principles:
 - a. Create distinctive, safe, sustainable, high quality development.
 - b. Integrate new development within the landscape, minimising and mitigating landscape impacts on the natural environment.
 - c. The development should have regard to the close proximity of Dartmoor National Park and mitigate for any impacts on it.
 - d. The development should be well integrated with new and existing services and facilities in the town.
 - e. Increase travel choices for people to reduce their reliance on the private car.

- f. Provide new connections for vehicles, cycles and pedestrians between the proposed development and the existing town to support and help ease traffic flows in the town.
- g. Provide an appropriate level of affordable housing in accordance with SP9, subject to the overall viability of the development.
- h. The provision of local and strategic green infrastructure, for public sport, recreation and play, and to include open space networks for wildlife and water management.
- i. A sustainable water strategy that includes minimising use of water, recycling grey water, has integrated sustainable drainage systems and provides flood water retentions where appropriate.
- j. The development should incorporate the latest sustainable development principles available during the period of development and should maximise energy efficiency and the use of energy from renewable sources.
- k. The development should include the provision of neighbourhood retailing and other facilities to meet the additional needs of the expanded community, subject to the nature and scale of development being justified by need and there being no adverse impact on the town centre.
- l. The development should support and not prejudice the provision of a new railway station in the east of the town and the potential to reintroduce a full rail passenger service from Okehampton.
- m. The development should support and not prejudice the delivery of a road linking Crediton Road and Exeter Road.

c. Environmental considerations

- 2.14 The Core Strategy is accompanied by a Habitats Regulations Assessment (HRA) Screening Report which assess direct and indirect impacts on internationally and nationally designated sites. Of relevance to the development to the east of Okehampton is the Dartmoor Special Area of Conservation (SAC). However, as no development is proposed within the SAC, there will not be a direct effect on the integrity of the site. The HRA notes the potential for some indirect impacts as a result of increased recreational use of the moor, surface water run-off and traffic based pollution. However, it has been demonstrated through the HRA that these impacts can be adequately mitigated through other adopted planning policies and management plans.
- 2.15 The Council has undertaken a Screening Report of this SPD to establish whether or not a full Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) is required. This Screening Report concludes that a separate SA/SEA is not required as the SPD does not result in any additional significant effects to those already identified in the higher level SA/SEA. This Screening Report is available on the Council's website alongside the masterplan. Natural England will be consulted on the Screening Report as part of the consultation process.

3 | Priorities for New Development

- 3.1 The development of the Okehampton allocations is needed to secure new homes and job opportunities to support a growing community into the future. The Council appreciates the large scale nature of the allocation and wishes to promote a development that adds value to the town and its surrounding communities in a way that respects the character of the area and is supported by the infrastructure and facilities that are needed.
- 3.2 In preparing this masterplan, we have involved the community, local councillors and our infrastructure partners so that we can deliver an effective and comprehensive development of this nature.
- a. Community Engagement**
- 3.3 In terms of community engagement, local residents and businesses were invited to attend two workshops to discuss the development of the sites as part of the preparation of the East of Okehampton Design Brief. These workshops generated a range of ideas and aspirations from the community and have been summarised below:

Table 1: Community aspirations for new development to the east of Okehampton

An attractive living environment	<p>New development should:</p> <ul style="list-style-type: none"> • Be designed in a way that makes it suitable for people in all stages of their lives. • Encourage sustainable and renewable energy provision using natural assets of the town. • Integrate trees and hedgerows within well defined streets and spaces. • Maintain a continuous network of wildlife corridors within the development which link to the surrounding countryside.
Community links	<p>New development should:</p> <ul style="list-style-type: none"> • Ensure consistent access to facilities, open spaces, the school and the town centre through a network of footpaths and cycleway. • Provide a range of local facilities within the new development to support basic needs whilst still promoting trips to the town centre. • Aim to keep the town and hamlets as distinct areas of Okehampton. • Encourage neighbourliness by allowing a mix of uses and facilities to enable an active and social community.
Business growth and job support	<p>New development should:</p> <ul style="list-style-type: none"> • Promote the access opportunities offered by the A30. • Integrate suitable businesses with housing to better connect home and work life. • Make provision for small, flexible business units with space to grow. • Consider providing guest accommodation to help the local economy take advantage of tourism opportunities.
Traffic improvements	<p>New development should:</p> <ul style="list-style-type: none"> • Provide bus and rail options to reduce reliance on the private car. • Provide a network of streets capable of taking the pressure off the

existing road network in the town, including a town centre access road and a link between Crediton and Exeter Roads.

b. Local Council Engagement

3.4 Following on from this, the Council has worked with Okehampton Town Council, Okehampton Hamlets Parish Council and the Okehampton Vision Steering Group to develop these priorities into a vision for development in the town:

New development in the east of Okehampton will become a sustainable and well connected part of this thriving and historic market town. It will create a high quality living environment designed to support people in all ages and aspects of their lives.

This will be achieved by:

High quality well planned development that meets the day to day needs of all users

Well defined and connected streets with appropriate planting and attractive, functional and accessible open space

Attractive design which reflects the distinctive characteristics of both the hamlets and the traditional urban centre

Properties that contain appropriate storage, private spaces, parking facilities and good sized gardens

High quality design and sustainable construction methods which use locally distinctive materials

Integrated uses of homes, workspace, community facilities, local shops and open spaces, enabling an active, social and sustainable community

A development that becomes part of the wider community and continues to have the town centre as its focus for activities and retailing needs

Maintain the attractive environments and landscape settings of the area

Strong physical and visual connections between the different areas of land and to the surrounding countryside and Dartmoor National Park

Wetlands and water courses providing spaces for recreational, ecological and sustainable drainage

Sustainable and renewable energy provision in keeping with the natural assets of the town

Continuous networks of wildlife corridors within the development, between individual parcels and outwards to the surrounding countryside. Existing landscape features including hedgerows, Devon banks, trees and the Stockley Valley should be retained.

Planting of native species complementing existing hedgerows, Devon banks and the Stockley Valley

Supporting job and business growth in the town

Capitalise on business opportunities by promoting the A30 transport links and by securing rail links in the future

Small, flexible business units with space to grow

Provide opportunities for economic development which supports and enhances the existing town centre

Businesses based on the service and tourism sector which make the most of the towns natural assets and promote Okehampton as a gateway to the moor

A range of job opportunities which enable people to live and work within the town

Delivering appropriate infrastructure at the right time to support new development

A modern, fit for purpose primary school which acts as a community focus in the east of the town

A network of streets capable of taking pressure off existing roads, including a link between Exeter and Crediton Road and the town centre relief road

Safe, secure and attractive footpaths and cycleways connecting the development to the services and facilities in the town and the surrounding countryside

Bus and rail links to reduce the reliance on the private car

High speed broadband connections to ensure Okehampton is a competitive centre

Affordable housing for local people

Consultation question 1:

Do you agree with the vision for new development to the east of Okehampton?

c. Infrastructure Provider Engagement

- 3.5 Throughout the preparation of the Core Strategy, the Council worked with local service and infrastructure providers to identify what new facilities would need to be provided and where improvements may need to be made as a result of new development in the town. This engagement has continued with the preparation of this Masterplan and more details about the infrastructure that will be needed to accompany new development are set out in this document. It is important that development on all parts of the allocation contribute proportionally to the key elements of infrastructure required as part of the allocation where the infrastructure concerned benefits the site as a whole.
- 3.6 All parts of the development will be expected to provide standard servicing and utilities infrastructure as set out in Chapter 6. In addition to this, there are some key items of **critical** infrastructure which the residential elements of the allocation will be expected to either make provision for on-site or make financial contributions towards their delivery. These have been identified as follows:

Table 2: Critical infrastructure items

Infrastructure Item	Description
Link road between Exeter Road and Crediton Road	The development is located between these two roads. It will be important that traffic from the new development does not have an unacceptable impact on the town highway network, especially if the journey is not to the town centre. A link road will mean that traffic can avoid the Barton Road/East Street light controlled junction. The first section of this road has been delivered as part of the development of the H4 site. The remainder of the road is expected to come forward as early as possible as part of the overall scheme for the development of the allocations.
Education provision <ul style="list-style-type: none"> • Approx. 1.7 hectare site for primary school within SP22A • Enhancements / extensions to Primary School provision • Enhancements / extensions to Secondary School provision 	A need for a new primary school in the town has been identified to meet the needs of the existing and new community. Land is required to be identified for this facility as part of the masterplanning process. Additional capacity will be required at Okehampton College to accommodate the additional pupils arising from the new development.
Town centre access road	As a result of further development in Okehampton, there is a requirement for a second road to access the main town centre car park and supermarkets, enabling traffic to avoid the main shopping areas of the town. A town centre access road would also avoid adding to the air quality problems in Market Street.
Primary healthcare provision (to meet the needs of the increase in local residents)	Financial contributions from residential development in the town will be required to ensure there is sufficient capacity in primary healthcare provision to meet the needs of the new residents.
Age appropriate equipped play and recreation areas	Appropriate play and recreation areas are required to be provided alongside new development. The Open Space, Sport and Recreation Study commissioned by the Borough Council in 2006, identified a need for a Neighbourhood Equipped Play Area (NEAP) and Local Equipped Play Area (LEAP). The location, design and layout of such facilities should be determined through the pre-application process.
Provision of bus service to serve new development	Improvements to bus services are required to provide links between the new development and the town centre, as well as between Okehampton and Exeter. The proposed link road between Exeter Road and Crediton Road will help to improve the route of bus services.
Enhancements to / additional provision of playing pitches	New development in the town will generate a need for additional provision of playing pitches. Through the

	<p>masterplan, consideration will be given to the best way this can be delivered to meet the needs of the town. The town has a number of pitches. Proposals are being developed for additional training pitches elsewhere in the town. Depending on the capacity of existing pitch provision, it may be appropriate to seek financial contributions towards enhancing or increasing existing facilities.</p>
<p>East of Okehampton Railway Shelter</p>	<p>There is an aspiration to deliver daily passenger services between Okehampton and Exeter. Subject to franchise and other agreements, this could be implemented using the existing station in the south of the town. Should these passenger services be delivered successfully, there is potential to increase usage of the train by putting in place a more accessible station for residents in the east of the town, particularly given the large scale development which is planned for this area. This station would benefit residents as well as helping to attract businesses and inward investment as part of the comprehensive development of the ED2 allocation. It is envisaged that this will take the form of a small shelter and platform that will be accessed from the ED2 Opportunity Okehampton site.</p>

3.7 More details about the timescales and mechanisms for the delivery of these items of infrastructure are provided in Chapters 4 and 6 of this Masterplan.

4 | The Allocations (Parcels 1-5)

- 4.1 The allocations of ED2 and SP22 cover a large area to the east of Okehampton. In order to achieve a consistent approach to design and development across all aspects of the allocation, it is important that the masterplan considers how the major land uses can be distributed effectively across the area, ensure that the overall requirements of the development are reflected across the entire site and understand and address the cumulative impact of the development on the town's infrastructure.
- 4.2 In this way, the Masterplan will put in place a framework to guide the development of the whole allocation. However, because the allocation is dispersed across a wide area and is segmented by a number of boundaries, including roads, valley corridors, a railway line and existing development, it is considered necessary to look at the different parcels of land which make up the allocation. These parcels need to be planned for individually, as well as having regard to the overall framework in which development should be considered.
- 4.3 This Chapter therefore looks at the different parcels which comprise the allocation and sets out the site specific context in which development should be considered. Chapters 5 and 6 describe the overall design principles for new development and the Council's approach to managing infrastructure provision and viability considerations.
- 4.4 The following table and map identify five individual parcels which comprise the overall allocation:

Table 3: Parcels of land to the east of Okehampton

Parcel	Site Size (ha)	Page Reference
1: Opportunity Okehampton	11.2	20
2: North of Crediton Road	14.7	23
3: South of Crediton Road	13.7	30
4: East of Stockley Valley	9.8	36
5: North of Stockley Hamlet	9.3	40

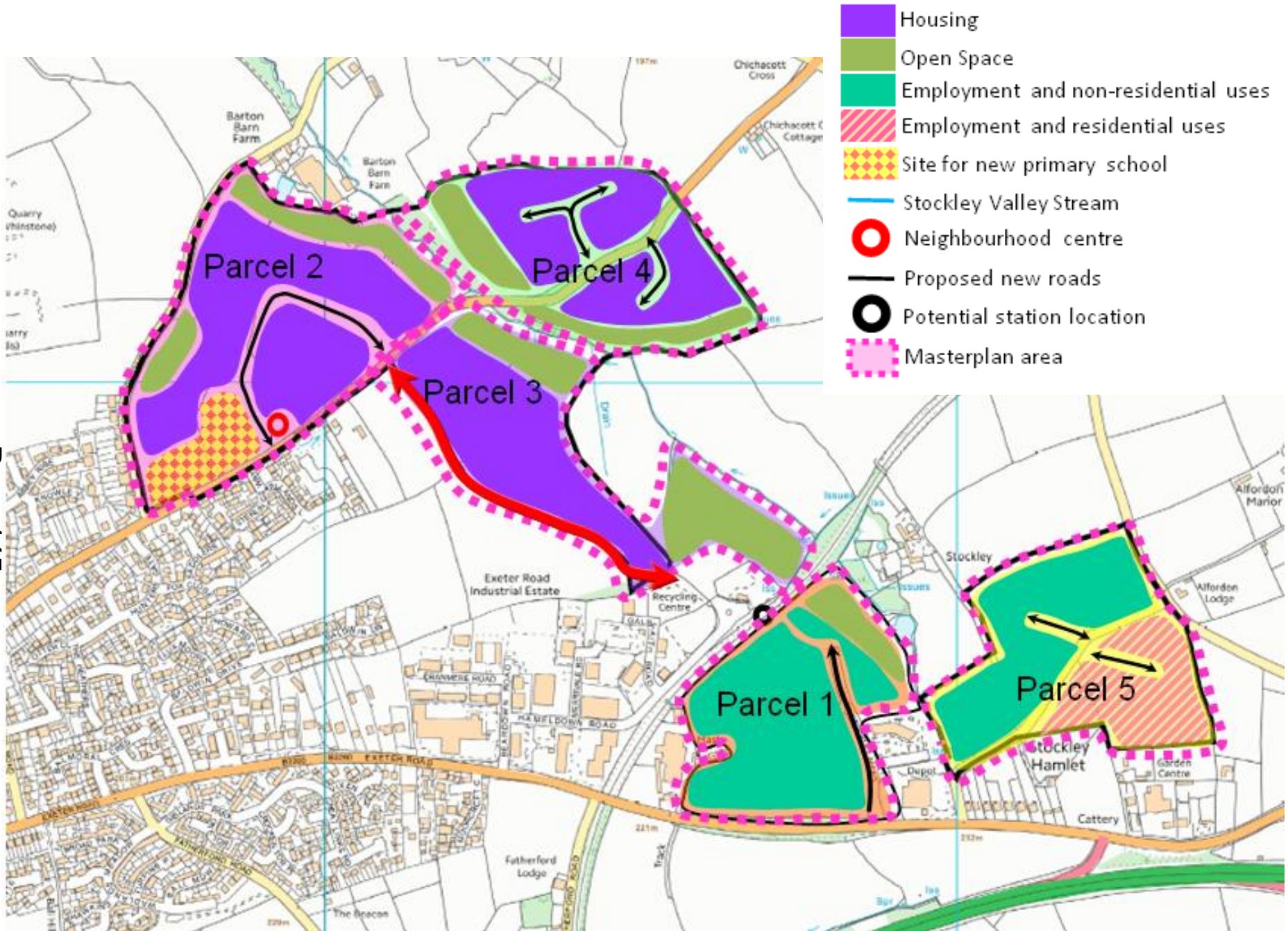


Figure 1: Parcels of land to the east of Okehampton

Parcel 1: Opportunity Okehampton

4.5 Parcel 1 relates to the land within ED2 to the south of the railway line (referred to as ED2 South).

4.6 Parcel 1 is approximately 11.2 hectares in size and is partially developed with key road infrastructure already in place, which also serves the existing Okehampton Business Centre located in the south eastern corner of the site.



4.7 A large part of the remainder of the site is subject to a planning application that is expected to be submitted later in 2013. The Council is working with all relevant parties to develop the application for this area.

Constraints

4.8 There are no major constraints to development in this area.

Access

4.9 Vehicle access is already in place from Exeter Road. No other access points are required to facilitate the development of this site.



Land Use

4.10 The focus of this site is to achieve a development which supports local business growth, increases job opportunities and promotes high quality employment uses.

4.11 In the current conditions, it is accepted that achieving more traditional employment uses poses a significant challenge due to the costs of funding serviced land and associated infrastructure requirements. The Council is therefore prepared to take a flexible approach to the types of uses which come forward in Parcel 1, providing the focus is on achieving a range of high quality employment opportunities. This is supported by the NPPF (paragraph 22) which requires land allocations to be kept under review and where there is no reasonable prospect of a site coming forward, to consider alternative uses. Proposals for development that do not fall within the requirements of policy ED2 of the Local Plan will be advertised as a departure from the adopted development plan to allow discussion on the suitability of alternative uses through a robust decision making process.

4.12 This area of land will be more suitable for larger businesses, particularly those that require and/or generate significant lorry/HGV movements, as most of the supporting infrastructure is in place and access already exists on to Exeter Road.

4.13 Proposals for other uses in addition to B1, B2 and B8 will be considered where it enables the delivery of the rest of the site, offers high quality employment opportunities, does not have a significant adverse impact on the town centre and is compatible with the surrounding employment uses.

4.14 Any proposals for alternative uses (such as retail, leisure, commercial and service industry development) will need to be carefully considered to ensure that there is no significant adverse impact on the town centre. It is not within the remit of this masterplan to determine whether or not such uses will be acceptable. Any proposals for such development within this site will need to be assessed against the policies of the NPPF, the Council's Core Strategy and Local Plan and the adopted SPD on Assessing the Impact of New Retail Development in West Devon.

4.15 The development of Parcel 1 should not preclude the future delivery of a railway station and associated parking provision for around 60-70 vehicles. It will also be vital to ensure pedestrian and cycle connections to the existing rail over-bridge to Hameldown Road are provided. Connections to the overbridge could come forward prior to the delivery of the railway to ensure improved linkages between the various parcels of development.

4.16 The site is located along one of the main entrances to Okehampton. As such, a well defined and high quality frontage along Exeter Road should be achieved where topography allows. Buildings should be of high quality design that builds on the character of Okehampton Business Centre. In this way, development of this parcel should reflect the principles in the Employment Character Area set out in Chapter 5 section (f).

Infrastructure

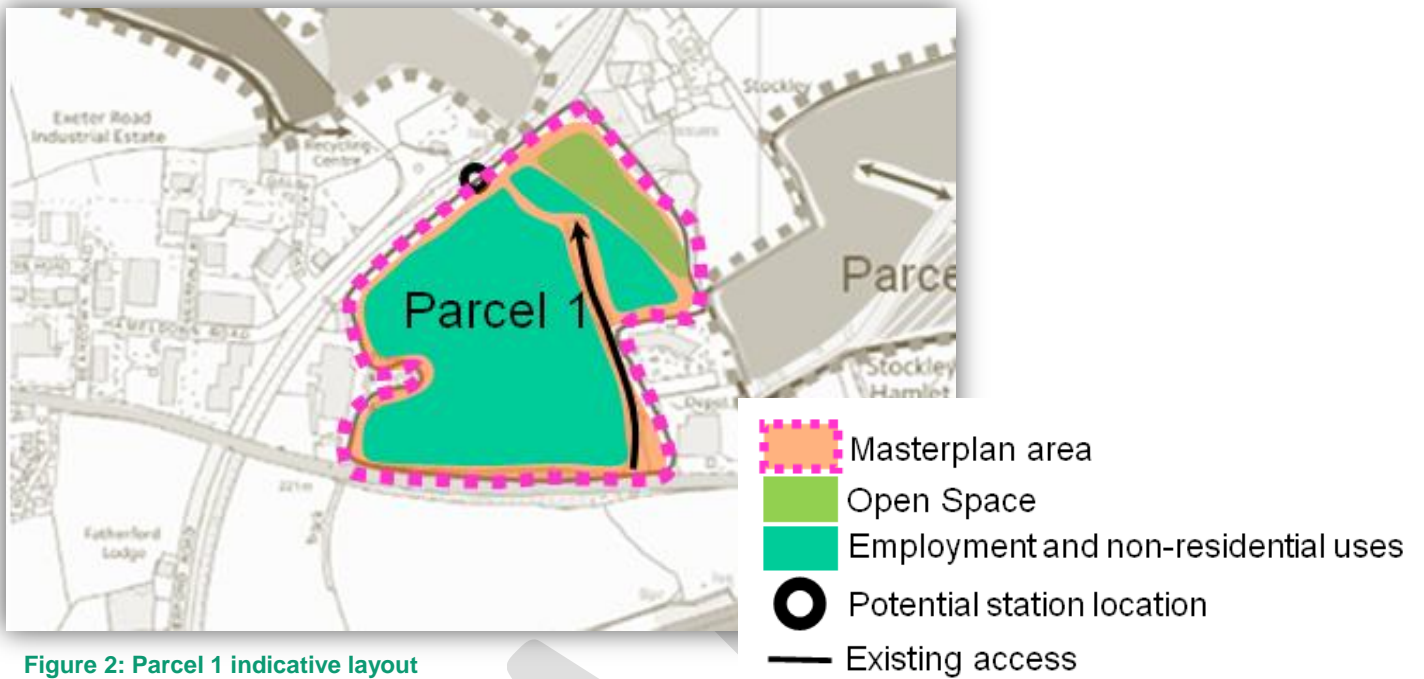
4.17 Parcel 1 will be expected to deliver all required servicing and utilities infrastructure as set out in Chapter 6. In addition, the provision of a railway shelter within the development has been identified as a critical piece of infrastructure to be delivered in association with the potential extension of passenger services. Should the site be delivered ahead of services becoming available, sufficient space and access should be provided along with provision for parking for approximately 60-70 vehicles, cycle parking, a bus stop and coach parking to enable a transport interchange in the area.

Phasing

4.18 Development of this parcel is expected between 2014 and 2018.



Indicative Layout



Consultation question 2:

Do you agree with the proposals for Parcel 1 (Opportunity Okehampton)?

Parcel 2: North of Crediton Road

4.19 Parcel 2 relates to land within SP22A north of Crediton Road and to the west of the Stockley Valley (referred to as north of Crediton Road).

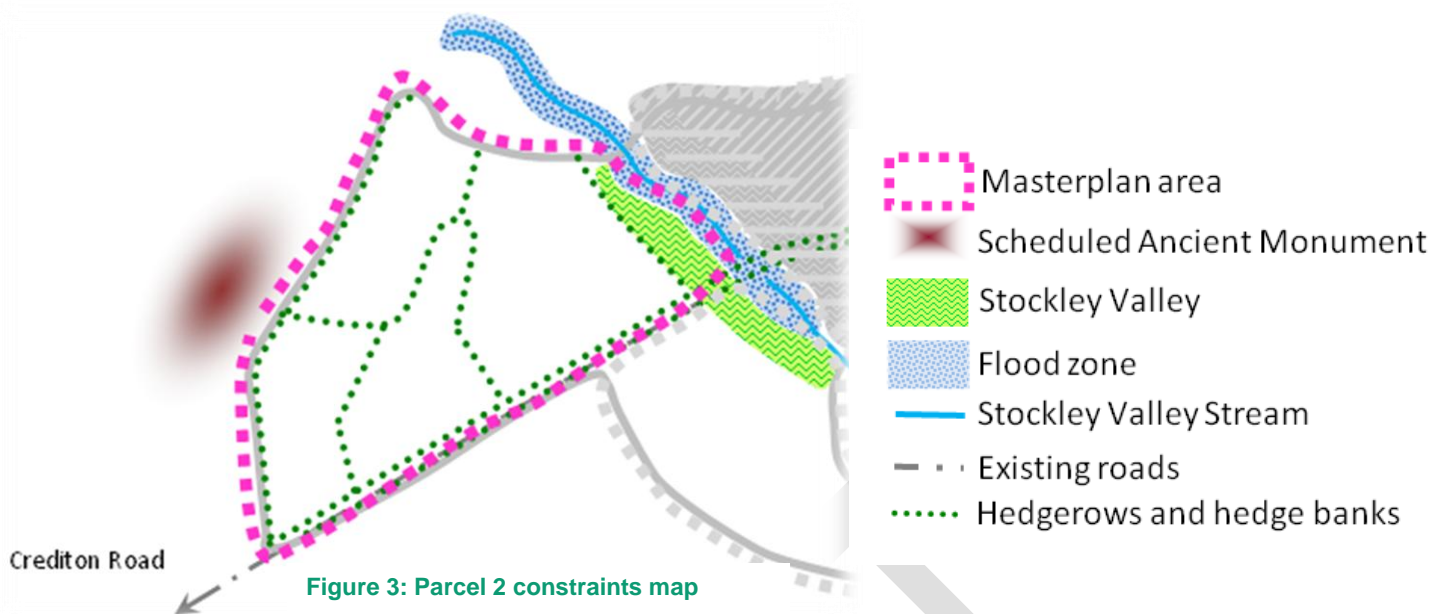
4.20 This area of land is approximately 14.7 hectares in size. It is mainly in agricultural use for grazing and is bordered to the east by the dense woodland of the Stockley Valley. There are a number of important hedgerows running through the site which are important habitats for local wildlife.

Constraints

4.21 There are various constraints within Parcel 2 which will need to be taken into account during the design and layout of new development. These are explained in the table below and are shown on the accompanying map:

Table 4: Parcel 2 constraints

Local heritage and archaeological assets	To the west of Parcel 2 on the boundary of Chichacott Road is a Roman Fort, which is protected as a Scheduled Ancient Monument (SAM). Some evidence of the fort is still available on the ground and as such the visual setting of this important heritage feature will be an important consideration in the layout of new development. Further archaeological investigations and geophysical surveys will be required to determine if there is a Roman Road running out of the eastern gate of the fort. An appropriate buffer will be required to provide suitable protection to this archaeological asset.
Stockley Valley	The Environment Agency has identified a flood zone through the Stockley Valley. This is classified as flood zone 3, which is considered to be at high risk of flooding. As such, residential development in this area is considered to be 'more vulnerable' and should not be located here. It is therefore proposed that no development takes place within the identified flood zones in accordance with Core Strategy Strategic Policy 21. The watercourse and the woodland which surrounds it are important habitats for local biodiversity and by virtue of the flood zone, an appropriate buffer will be in place to help conserve and enhance the natural habitats in this area.
Woodlands, hedgerows and trees	The Stockley Valley forms a dense area of woodland and runs along the eastern boundary of Parcel 2. Lowland mixed deciduous woodland is present here. These woodlands should be retained in development proposals. There is also a network of locally distinctive hedgerows present on this parcel which should be retained wherever possible and enhanced through proposals for new development.
Visual sensitivity	Parcel 2 can be viewed from the northern boundary of the Dartmoor National Park. However, this area of land is relatively low lying and relates both physically and visually with surrounding built up development.



Access

4.22 Suitable access to Parcel 2 can be achieved from Crediton Road. Two access points will be required to serve this part of the development and to allow movement of traffic through the site. Specific arrangements about the location of the access points and junction arrangements should be discussed with Devon County Council in the early stages of preparing an application, giving due consideration to existing junction arrangements and the planned link road between Exeter and Crediton Road.



4.23 The need for this future link road between Exeter and Crediton Road was identified in relation to the development of site H4 in the previous Local Plan. With this development currently under construction, the pressures on the existing road network are increasing.

4.24 It has been confirmed by Devon County Council that any further development in the east of the town will require the completion of the link road as early in the development as can be viably achieved. There are currently significant traffic pressures at particular traffic junctions in the town and this masterplan identifies the requirement of this link road as a critical item of infrastructure needed to accommodate the development.

4.25 The requirement for the link road stems from the need to relieve traffic pressures on the Barton Road junction and Limehayes Road and to create more sustainable vehicle links between the residential and employment areas of the planned development. This link road, together with the delivery of the new primary education facilities within Parcel 2, should have a positive effect on managing some of the traffic problems which already exist.



4.26 The first phase of this link road has been implemented as part of the H4 development which is currently under construction. The route of the link road should run between the H4 site and Parcel 3.

Land Use

Neighbourhood Centre

- 4.27 In addition to residential development, other uses that will need to be accommodated on this site include a neighbourhood centre, a site for a new primary school and a landscape/open space buffer to the Scheduled Ancient Monument to the north west of the site.
- 4.28 The neighbourhood centre should help to form a focal point for community interaction for new and existing residents in the east of the town. The Core Strategy makes provision for small-scale neighbourhood retailing (e.g. a small foodstore of around 250m² primarily for top up shopping trips) to meet the basic shopping needs of the new community and residents in the east of the town, providing that proposals are of an acceptable nature and scale to the development. Any proposals for food/non-food retail units over this threshold will need to demonstrate that they will not have a significant adverse impact on the town centre, in accordance with local and national policy. The local threshold is set out in the Council's adopted [*Assessing the Impact of New Retail Development in West Devon Supplementary Planning Document*](#).
- 4.29 The community has expressed a desire to see a community building as part of the new development. There is no requirement in the adopted policy to provide this facility but the masterplan does not prevent this type of use coming forward as a community or private enterprise. Consideration will need to be given to the funding and long-term management and maintenance of any community facility that is brought forward.
- 4.30 Through previous consultation with the community, some residents have also expressed a wish to see a public house delivered in the east of the town. The consultation identified that many would wish to see a family friendly facility, which caters particularly for the early evening period which is not currently offered in the town. This sort of use would be encouraged where it does not compete with existing town centre uses.

Education

- 4.31 Despite the approval for residential development on the site previously identified in the Local Plan for a new primary school, the need still exists to identify a suitable site and options are being explored as part of this masterplanning exercise.
- 4.32 At the time of writing the masterplan, Devon County Council as the Education Authority has approved capital funding sufficient to purchase a primary school site to the east of Okehampton. The site will meet the impact of approved development in the town (H4) and the core strategy allocations.
- 4.33 The Education Authority has agreed to secure a site large enough to accommodate the existing and planned development. The education authority has agreed to forward fund the cost of the larger site on the basis that it will be reimbursed through developer contributions as and when future residential development secures planning consent.
- 4.34 Devon County Council has identified an area of land in the west of the allocation adjacent to Chichacott Lane for this new primary school. This is well located to the existing residential properties in the east of Okehampton and the new residential development. The County Council requires a site that is well related to the existing and new development and can be directly accessed from Crediton Road.
- 4.35 The school itself is expected to be delivered as early as possible once planning permission is granted for development on parcel 2. It is a critical piece of infrastructure and all new residential development will be required to contribute to the delivery of the school through appropriate s106 agreements. This includes development on allocated sites as well as any other development which may come forward in the town.
- 4.36 Developers are encouraged to engage with Devon County Council at an early stage to discuss arrangements for education provision required as part of the development.
- 4.37 There is a forecast deficit in pupil places at Okehampton College. As such, further places will need to be provided to accommodate the anticipated increase in secondary school pupils from the new development. It will therefore be necessary to collect financial contributions from the development for secondary education where a need has been identified.
- 4.38 The new primary school neighbourhood centre should be well related to the neighbourhood centre. The connectivity and location of these uses in a central position to serve the new and existing residents will be important and will enable:
- The use of shared car parking facilities
 - The concentration of main public transport links



- An effective integration of footpaths, cycleways and roads around the development towards a central location where the key services within the development are provided.
- Dual use of facilities where appropriate and achievable

Housing

- 4.39 Parcel 2 is allocated for predominantly residential development and is expected to deliver approximately 350-375 homes. As with all residential developments, the Parcel should provide 40% affordable housing in accordance with Core Strategy Strategic Policy 9.
- 4.40 Given the relationship of this parcel to the existing residential development to the west and south, it is appropriate to encourage a design character which reflects the traditional styles and densities of the town. In this way, development of this Parcel should reflect the principles of the Traditional Okehampton Character Area set out in section f of Chapter 5. Smaller bedroom properties are encouraged in the form of terraced and semi-detached properties in order to meet the identified housing needs of the community. It may be appropriate to seek higher densities of development around the neighbourhood centre with less dense development as you move eastwards towards the Stockley Valley.
- 4.41 Given the recent welfare reforms, it is increasingly important that the development makes suitable provision for one bedroom properties as part of the mix of homes offered across the site, primarily as part of the affordable housing provision. Developers are encouraged to think creatively about how such properties can be provided.

Public Open Space, Sport and Recreation

- 4.42 For 350-375 houses, according to policy H26 of the local plan, up to 0.32ha of play should be required on this site. Typically this would equate to a LEAP (Local Equipped Area for Play) in terms of its area. However, rather than provide a LEAP/LAP (Local Areas for Play) in each of parcels 2, 3 and 4, there is more benefit to be gained for the community to provide a NEAP (Neighbourhood Equipped Area for Play) within Parcel 2. This would provide a larger range of play equipment, an associated grass kick about area and hard surfaced play space.
- 4.43 Guidance indicates that children should have access to a NEAP within 15 minutes walk or 1,000m (in a straight line) of their house. As such, a NEAP in Parcel 2 could provide for all parcels (perhaps with the exception of parcel 5). Other LAP/LEAPs being provided through the H4 site will cater for more local provision of smaller play facilities without the need to provide through the parcels 2, 3 and 4.
- 4.44 As such, within Parcel 2, approximately 0.8ha is required to be set aside for the NEAP providing the first five pieces of equipment. Parcel 2 is not expected to fully equip this NEAP facility and contributions will be sought from later phases. Early consultation will be required with the Council's Natural Environment and Recreation Team to determine the location and appropriate equipment to be provided.

4.45 There is an existing deficiency in playing pitch provision in Okehampton which has been identified in the Council's Open Space, Sport and Recreation Study 2007. The development itself will also generate a need for further provision. As there is limited space for on-site pitch provision within SP22A it is considered most appropriate for Parcel 2 to provide a commuted sum equivalent to the provision of up to 1.3ha of playing fields (including changing facilities) and maintenance so that suitable facilities can be delivered elsewhere in the town.

4.46 Parcel 2 is also expected to provide 0.48ha of amenity space or a commuted sum equivalent to such provision and maintenance.

Infrastructure

4.47 Detailed information about the infrastructure required and mechanisms for delivery is provided in Chapter 6. Parcel 2 will be expected to provide all relevant servicing and utilities infrastructure as listed in table 8 of Chapter 6.

4.48 There are a number of critical items of infrastructure which will need to be either provided on-site or through financial contributions. These are required in order to make the development acceptable. These are:

- Provision of link road between Exeter and Crediton roads;
- Approx. 1.7 ha site for primary education facilities and development of primary school facility;
- Contributions to primary and secondary school provision;
- Primary healthcare provision;
- Age appropriate equipped play and recreation areas;
- Bus service provision to link the development with other parts of the town;
- Enhancements/additional provision of playing pitches; and
- Provision of town centre access road.

4.49 There are further items of desirable infrastructure which would have benefits for the development and wider community and contributions to these may be sought where funding is available and where it can be justified that the development has a direct impact on its use.

Phasing

4.50 Development of this parcel is expected between 2014 and 2018.

Indicative Layout

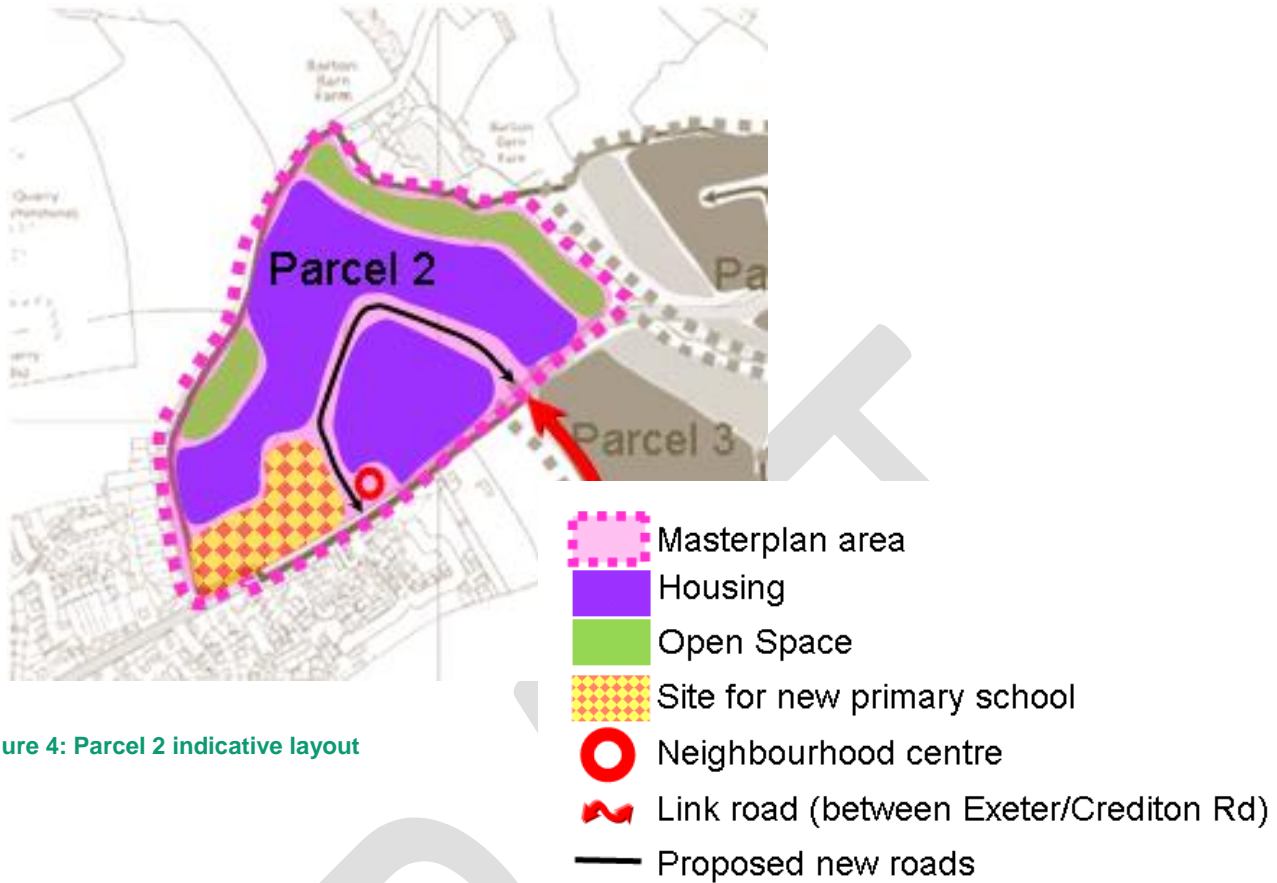


Figure 4: Parcel 2 indicative layout

Consultation question 3:

Do you agree with proposals for Parcel 2 (North of Crediton Road)?

Parcel 3: South of Crediton Road

4.51 Parcel 3 is made up of two distinct areas of the allocation:

- Land within SP22A to the south of Crediton Road (referred to as SP22A South)
- Land within ED2 to the north of the railway line (referred to as ED2 North)

4.52 Although these two sites form separate allocations, their proximity and physical relationship to one another means that there is an opportunity to consider their development jointly. Combining these sites is likely to enable a more viable and comprehensive development and encourage an effective use of ED2 North which is subject to a range of constraints as outlined below.

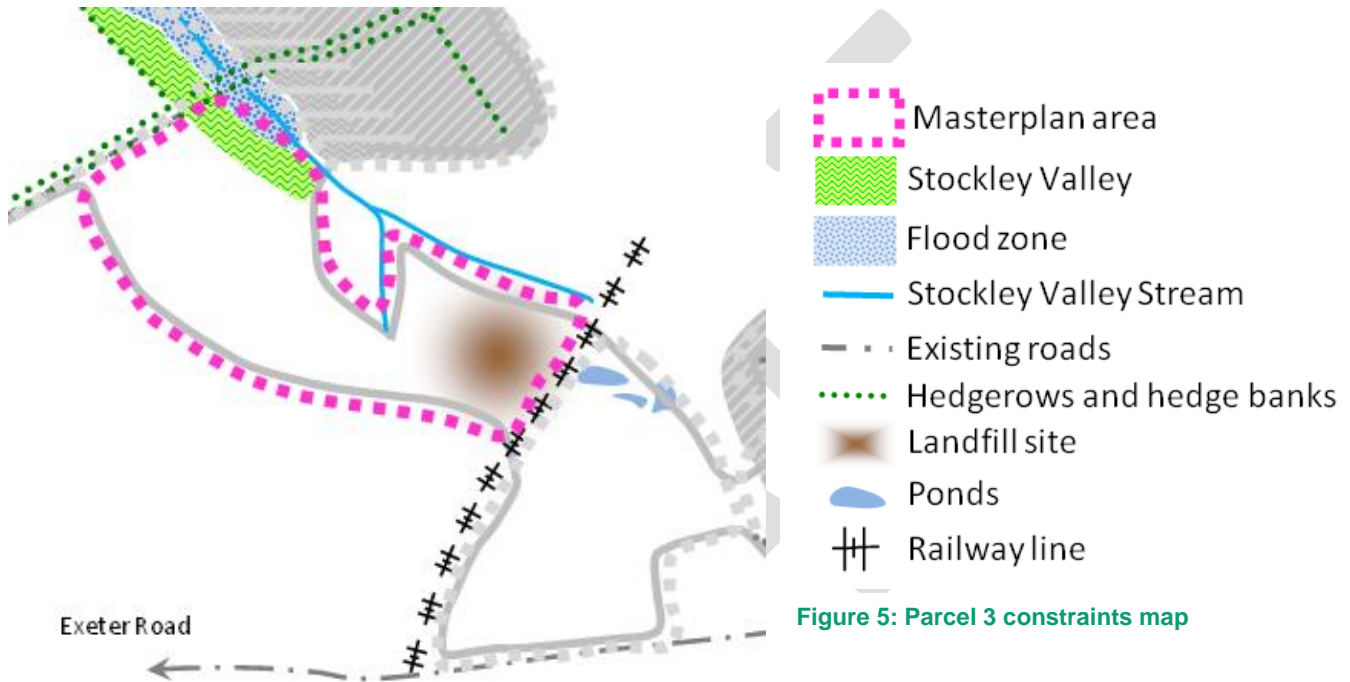
4.53 Overall, Parcel 3 covers an area of approximately 13.7 hectares. SP22A South is mainly in agricultural use for grazing and is bordered to its east by dense woodland surrounding the Stockley Valley. A small section of ED2 North is already developed for use as a depot.

4.54 There are a number of constraints within Parcel 3 which will affect the types of land uses considered suitable for this area and which will have implications for how the development should be designed. These are explained in the table below and shown on the accompanying map:

Table 5: Parcel 3 constraints

Stockley Valley	The Environment Agency has identified a flood zone through the Stockley Valley. This is classified as flood zone 3, which is considered to be at high risk of flooding. As such, residential development in this area is considered to be 'more vulnerable' and should not be located here. It is therefore proposed that no development takes place within the identified flood zones in accordance with Core Strategy Strategic Policy 21. The watercourse and the woodland which surrounds it are important habitats for local biodiversity and by virtue of the flood zone, an appropriate buffer will be in place to help conserve and enhance the natural habitats in this area.
Woodlands, hedgerows and trees	The Stockley Valley forms a dense area of woodland and runs along the eastern boundary of the SP22A South site. Lowland mixed deciduous woodland is present here. These woodlands should be retained in development proposals.
Visual sensitivity	Parcel 3 can be viewed from the northern boundary of the Dartmoor National Park. However, this area of land is relatively low lying and relates both physically and visually with surrounding built up development, particularly the development of H4 which lies immediately adjacent to SP22A South.
Ground conditions	A former landfill site is located within ED2 North and as such is classified as contaminated land. Investigation work is needed in

	the form of gas monitoring and a full contamination assessment to determine the suitability of this site for built development prior to any development commencing. Consideration will need to be given to the types of development that are appropriate in this location.
Sustainable Urban Drainage (SUDS) Pond	The SUDS pond associated with the development of the H4 site is located within this Parcel. Early consideration of the layout of development around the SUDs is required.



Access

4.55 Primary vehicle access will be achieved via the link road between Exeter and Crediton Road. As set out in the previous section, it is expected that the link road will come forward as part of the first phase of any development within SP22A. However, if the link road has not been delivered by the time Parcel 3 comes forward, it will need to be completed as part of this development.

4.56 Appropriate access points from the link road into the development will be required. The number, location and specification of these junction arrangements will need to be determined in accordance with the County Council as part of the pre-application process, in addition to appropriate footpath and cycleway provision.



Land use

4.57 Parcel 3 is comprised of land allocated for both residential and employment development. However, due to the constraints listed above, the potential for either of these uses to come forward on ED2 North is limited due to the presence of contaminated land. In addition, the undeveloped part of this site is at a much lower level than the depot which already exists, which means that its physical links with the area of SP22A South are much stronger than its connections with the depot and railway line.

4.58 Between the areas of ED2 North and SP22A South, there is an area measuring approximately 3 ha which is not currently within the boundaries of the allocation.

These boundaries define the extent to which development can take place and should be regarded as firm edges. However, in exceptional circumstances and in cases where it can be demonstrated that development outside of the boundary would result in a higher quality, more viable development, a degree of flexibility may be acceptable. Given the relationship between this area of unallocated land and the two allocated sites either side of it, it is considered that a more comprehensive development may be able to be achieved by looking at this site in its entirety. It should be noted that this element of flexibility should not lead to a level of development above that set out in SP22 and that any applications of this nature would be advertised as a departure from the adopted development plan. This will enable those who support or oppose the boundary extension to engage in a robust decision making process.



Housing

4.59 With regards to SP22A South, this land is allocated for residential development and combined with the rest of Parcel 3 can deliver approximately 200-225 homes. As with all residential developments, the Parcel should provide 40% affordable housing in accordance with Core Strategy Strategic Policy 9.

4.60 Given the physical relationship of Parcel 3 with H4 and the likely urbanised nature that will occur as a result of the link road, it is considered appropriate to encourage a design character which reflects the traditional styles and densities of the town. In this way, the development of Parcel 3 should reflect the principles of the Traditional Okehampton Character Area set out in Chapter 5 (f). Smaller bedroom properties are encouraged in the form of terraced and semi detached properties in order to meet the



identified housing needs of the community. The differing topography on this site may also lend itself to an element of split level housing where it would not impact on the wider landscape. It may be most suitable to create areas of higher density development feeding off of the link road with less dense development moving eastwards towards the Stockley Valley reflecting the rural edge to the development.

- 4.61 Given the recent welfare reforms, it is increasingly important that the development makes suitable provision for one bedroom properties as part of the mix offered across the site. Developers are encouraged to think creatively about how such properties can be provided.

Public Open Space, Sport and Recreation

- 4.62 Across Parcel 3, the Council would wish to see appropriate habitat creation, play areas, SUDs schemes and informal recreation space as suggested by the Design Brief and local community. Applicants are advised to liaise with the Council's Natural Environment and Recreation team in the early stages of preparing plans for this area.

- 4.63 ED2 North lends itself to these types of uses which are less sensitive to contamination and more complementary to nearby residential development. One option recommended for a compatible use was included within the East of Okehampton Design Brief which suggested that this undeveloped area of land could be used to form a 'Stockley Valley Park', providing open and recreational space for nearby residents, businesses and visitors to enjoy. This would create an accessible central "lung" of green space for the enjoyment of residents and visitors to the town. The community has also expressed a desire to see the creation of a water meadow, recognising ground conditions in the area. Applicants are strongly encouraged to consider these options within applications for development of Parcel 3. By doing so, it will help to meet the requirement for around 0.29ha of amenity space and will allow the residential development proposed within this area to be designed in a manner that maximises the use of the land and taking opportunities to deliver the open space requirements in adjacent areas. If the amenity space is not provided in this manner, alternative on site provision should be accommodated.



- 4.64 Parcel 3 will be expected to contribute to the provision of the NEAP which is being provided within Parcel 2. Early consultation will be required with the Council's Natural Environment and Recreation Team to determine the appropriate equipment to be provided.
- 4.65 There is an existing deficiency in playing pitch provision in Okehampton which has been identified in the Council's Open Space, Sport and Recreation Study 2007. The development itself will also generate a need for further provision. As there is limited

space for on-site pitch provision within SP22A it is considered most appropriate for Parcel 2 to provide a commuted sum equivalent to the provision of up to 0.77ha of playing fields (including changing facilities) and maintenance so that suitable facilities can be delivered elsewhere in the town.

Infrastructure

4.66 Detailed information about the infrastructure required and mechanisms for delivery is provided in Chapter 6. Parcel 3 will be expected to provide all relevant servicing and utilities infrastructure as listed in table 8 of Chapter 6.

4.67 There are a number of critical items of infrastructure which will need to be either provided for on-site or through financial contributions which are required in order to make the development acceptable. These are:

- Provision of link between Exeter and Crediton Roads (if not already delivered as part of Parcel 2 or earlier phases of development);
- Contributions to the new primary school facility, including land acquisition costs;
- Contributions towards secondary school provision;
- Primary healthcare provision;
- Age appropriate equipped play and recreation areas;
- Bus service provision to link the development with other parts of the town;
- Enhancements/additional provision of playing pitches;
- Provision of town centre access road;

4.68 There are further items of desirable infrastructure which would have benefits for the wider community and contributions to these may be sought where funding is available and where it can be justified that the development has a direct impact on its use.

Phasing

4.69 Development of this parcel is expected between 2018 and 2021.

Indicative Layout



Figure 6: Parcel 3 indicative layout

Consultation question 4:

Do you agree with the proposals for Parcel 3 (South of Crediton Road)?

Parcel 4: East of Stockley Valley

4.70 Parcel 4 is made up of land within SP22A to the east of the Stockley Valley (referred to as East of Stockley Valley). It covers an area of approximately 9.8 hectares. The land is in agricultural use for grazing and is bordered to the west by dense woodland surrounding the Stockley Valley.

4.71 There are a number of constraints within Parcel 4 which will affect the design and layout of the development. These are explained in the table below and shown on the accompanying map:

Table 6: Parcel 4 constraints

Stockley Valley	The Environment Agency has identified a flood zone through the Stockley Valley. This is classified as flood zone 3, which is considered to be at high risk of flooding. As such, residential development in this area is considered to be 'more vulnerable' and should not be located here. It is therefore proposed that no development takes place within the identified flood zones in accordance with Core Strategy Strategic Policy 21. The watercourse and the woodland which surrounds it are important habitats for local biodiversity and by virtue of the flood zone, an appropriate buffer will be in place to help conserve and enhance the natural habitats in this area.
Woodlands, hedgerows and trees	The Stockley Valley forms a dense area of woodland and runs along the western boundary of the Parcel 4. Lowland mixed deciduous woodland is present here. These woodlands should be retained in development proposals.
Visual sensitivity	This parcel is visually prominent, particularly in views from Dartmoor National Park, which is exacerbated by the physical separation from the existing urban area of Okehampton. Development in this parcel will need to mitigate against any potentially negative visual impacts from Dartmoor and the surrounding landscape.
Topography	Land in Parcel 4 rises steeply from the Stockley Valley and creates a degree of physical separation from the remainder of SP22. This makes part of the parcel more sensitive to development and lower densities and lower level properties may be more suitable here.

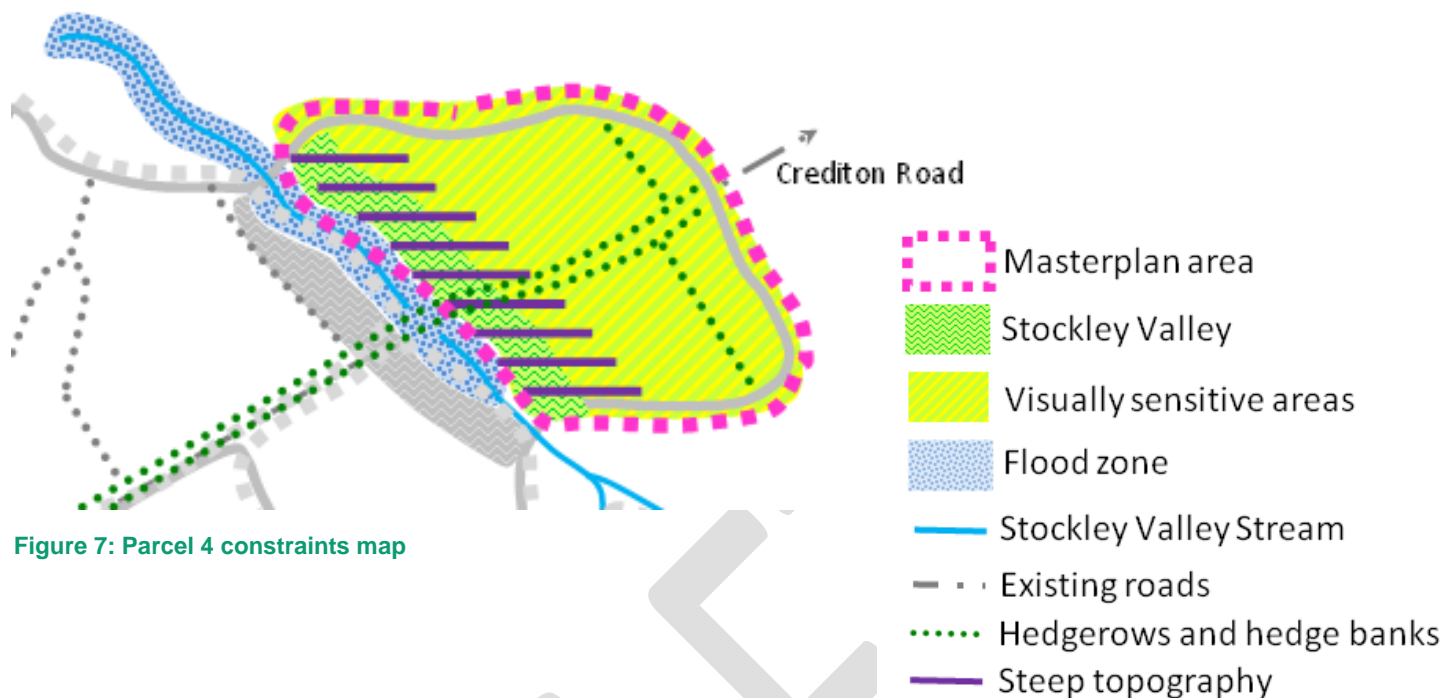


Figure 7: Parcel 4 constraints map

Access

4.72 Access to the site should ideally be achieved by a single point on either side of Crediton Road. There is the potential for access to be provided via alternative routes from the rest of SP22A, should a feasible solution be found. This will need to take into account design, landscaping, levels of development, environmental constraints and viability. Any applicant is encouraged to liaise with the County Council as early as possible as part of the pre-application process. The roads to serve Parcel 4 should reflect the rural character of the area and, where possible, the 'shared streets' concept will be encouraged in this location for internal highways.



4.73 Internal footpaths and cycleways should be included within the design of Parcel 4. This is particularly important regarding potential links between the northern parts of Parcel 4 and Parcel 2 and the southern part of Parcel 4 and Parcel 3. Provision could link with green infrastructure and open spaces in these locations.

Land Use

Housing

4.74 Parcel 4 is comprised of land allocated for residential development and can deliver approximately 150 homes. As with all residential developments, the Parcel should provide 40% affordable housing in accordance with Core Strategy Strategic Policy 9.

4.75 This area has a notably different character from the other parcels of residential land within SP22A by virtue of its distance from the town and the more rural features evident. As such, it is therefore appropriate for less dense development in this area which reflects the hamlet and farmstead characteristics of the area.

4.76 It is therefore appropriate to encourage a design character which reflects the traditional style and character of the Hamlets. In this way, the development of this Parcel should reflect the principles of the Rural Hamlet Character Area set out in Chapter 5 (f), whereby properties are appropriately grouped or clustered around a central courtyard or green space. A range of property sizes and types will be required that takes inspiration from the typical hamlet/farmstead pattern of development typical of the area.



Public Open Space, Sport and Recreation

4.77 Parcel 4 will be expected to contribute to the provision of the NEAP which is being provided within Parcel 2. Early consultation will be required with the Council's Natural Environment and Recreation Team to determine the appropriate equipment to be provided.

4.78 There is an existing deficiency in playing pitch provision in Okehampton which has been identified in the Council's Open Space, Sport and Recreation Study 2007. The development itself will also generate a need for further provision. As there is limited space for on-site pitch provision within SP22A it is considered most appropriate for Parcel 2 to provide a commuted sum equivalent to the provision of up to 0.52ha of playing fields (including changing facilities) and maintenance so that suitable facilities can be delivered elsewhere in the town.

4.79 Parcel 4 is also expected to provide 0.19ha of amenity space or a commuted sum equivalent to such provision and maintenance.

Infrastructure

4.80 Detailed information about the infrastructure required and mechanisms for delivery is provided in Chapter 6. Parcel 4 will be expected to provide all relevant servicing and utilities infrastructure as listed in table 8 of Chapter 6.

4.81 There are a number of critical items of infrastructure which will need to be either provided for on-site or through financial contributions which are required in order to make the development acceptable. These are:

- Provision of link between Exeter and Crediton Roads (if not already delivered as part of earlier phases of development);

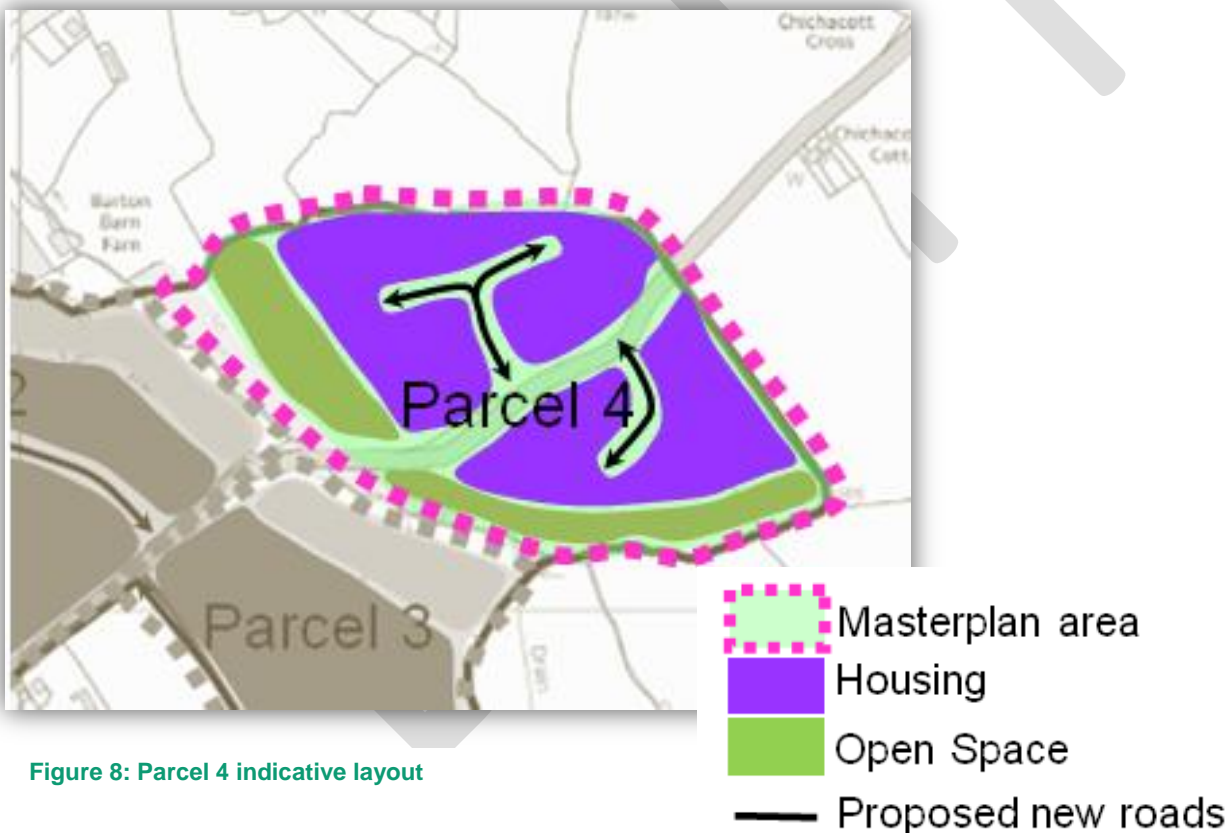
- Contributions to the new primary school facility, including land acquisition costs;
- Contributions towards secondary school provision;
- Primary healthcare provision;
- Age appropriate equipped play and recreation areas;
- Bus service provision to link the development with other parts of the town;
- Enhancements/additional provision of playing pitches; and
- Provision of town centre relief road.

4.82 There are further items of desirable infrastructure which would have benefits for the wider community and contributions to these may be sought where funding is available and where it can be justified that the development has a direct impact on its use.

Phasing

4.83 Development of this parcel is expected between 2021 and 2024.

Indicative Layout



Consultation question 5:

Do you agree with the proposals for Parcel 4 (East of Stockley Valley)?

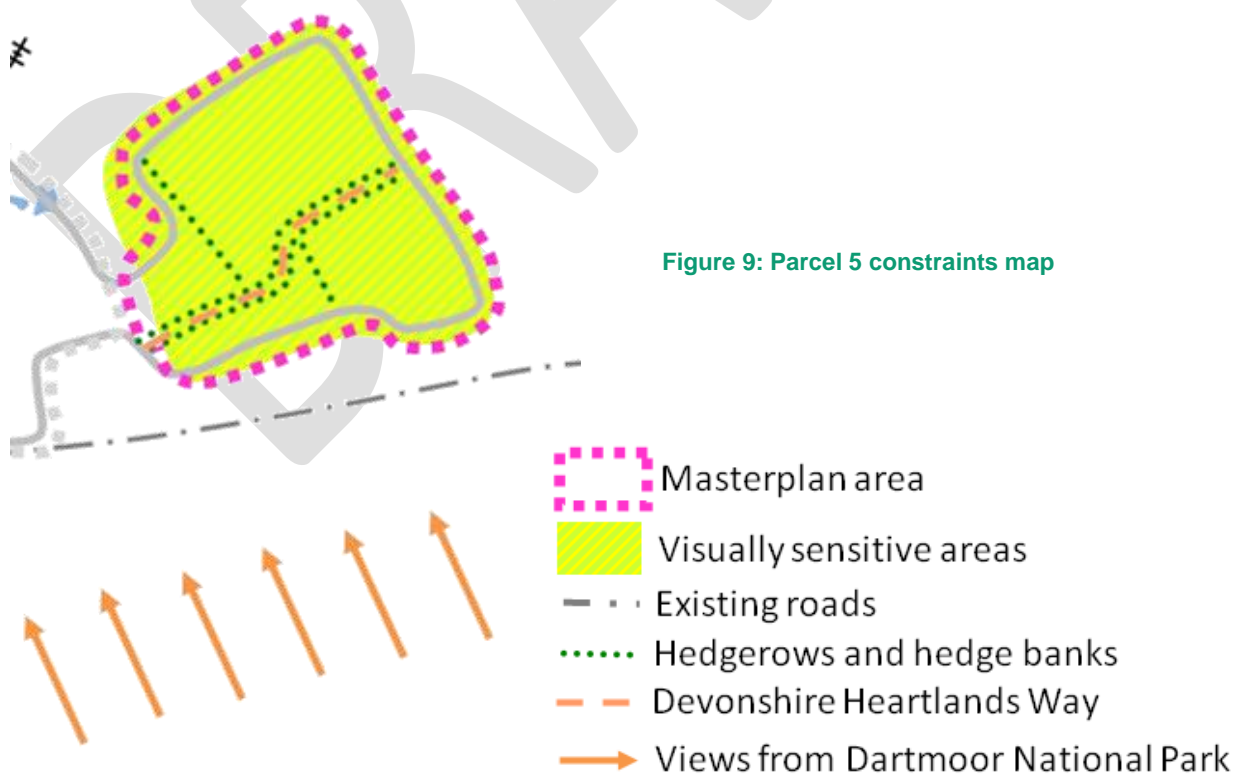
Parcel 5: North of Stockley Hamlet

4.84 Parcel 5 is made up of the land allocated as SP22B to the north of Stockley Hamlet (referred to as North of Stockley Hamlet) and covers an area of approximately 9.3 hectares. SP22B is mainly in agricultural use for grazing. In the south western corner of the site is the existing Farmer Luxtons Farm shop and parking area.

4.85 There are a number of constraints within Parcel 5 which will affect the design and layout of the development. These are explained in the table below and shown on the accompanying map:

Table 7: Parcel 5 constraints

Woodlands, hedgerows and trees	The Stockley Valley forms a dense area of woodland and runs along the western boundary of the SP22A East site. Lowland mixed deciduous woodland is present here. These woodlands should be retained in development proposals.
Visual sensitivity	Parcel 5 is visually prominent, particularly in views from Dartmoor National Park, which is exacerbated by the physical separation from the existing urban area of Okehampton. Development in this parcel will need to mitigate against any potentially negative visual impacts from Dartmoor and the surrounding landscape.



Access

4.86 Access already exists through the site. However, this is a narrow rural lane which forms part of the Devonshire Heartlands Way. This route has a reduced traffic role, serving the hamlets and existing farmsteads in the area.



4.87 Devon County Council has advised that access can be achieved to the development off this lane but that access points to both sides of Parcel 5 should be located at the western end to reduce the distance which vehicles travel along this highway. This will maintain the character and quality of the lane.



4.88 Opportunities should also be explored to provide internal highway access between Parcels 1 and 5 using the existing spur at the eastern end of the access road east of Higher Stockley Mead.

Land Use

Employment

4.89 Parcel 5 is allocated for predominantly employment uses where the overarching intention is to deliver a development with a range of job opportunities that are compatible with the rural nature of the site and its location within the Okehampton Hamlets.

4.90 Whilst the majority of this site should be used for employment, other uses may be acceptable but only where they enable the delivery of serviced employment land, increase the supply of jobs in the local area and/or contribute to local economic growth. In such circumstances, proposals for these employment enabling uses should clearly demonstrate that they have met these criteria, that they have no significant adverse impact on the town centre and that they are compatible with the surrounding employment uses.



Housing

- 4.91 The majority of residential development should be located within Parcels 2, 3 and 4 (in accordance with Core Strategy Strategic Policy 22). However, a small element of residential development may be appropriate within parcel 5 where it would help to deliver the employment land. Any residential development will need to be appropriately planned to ensure that it does not compromise the operation of surrounding employment uses. The scale of residential development acceptable will be dependent on the proportion of other uses to be accommodated on the site. This will need to be considered alongside any proposals on parcels 2, 3 and 4 of SP22A to ensure there is not a significant over supply or undersupply of the required amount of residential units and so that it does not compromise the delivery of other stated objectives. Any residential development in this area will be subject to the Core Strategy affordable housing requirements and will need to be otherwise acceptable in planning terms.



Public Open Space, Sport and Recreation

- 4.92 Within Parcel 5, the type and amount of open space and play areas required will be dependent on what uses come forward on the site and will be determined at the detailed planning application stage.
- 4.93 Where employment enabling residential development is proposed, Parcel 5 should make on-site provision for a Local Landscaped Area of Play (LAP). This will be necessary due to the distance from this site to the NEAP in Parcel 2 and other play facilities within the H4 allocated site. Early consultation will be required with the Council's Natural Environment and Recreation Team to determine the appropriate equipment to be provided.
- 4.94 There is an existing deficiency in playing pitch provision in Okehampton which has been identified in the Council's Open Space, Sport and Recreation Study 2007. Any residential development on this site will also generate a need for further provision. Parcel 5 should provide a commuted sum relevant to the level of any residential development proposed towards the provision of playing fields (including changing facilities) and maintenance so that suitable facilities can be delivered elsewhere in the town.
- 4.95 Parcel 5 is also expected to provide amenity space relevant to the level of any residential development proposed or a commuted sum equivalent to such provision and maintenance. Links should be promoted to any amenity space in Parcel 3 if this has been successfully delivered in this time.

Infrastructure

4.96 Detailed information about the infrastructure required and mechanisms for delivery is provided in Chapter 6. Parcel 5 will be expected to provide all relevant servicing and utilities infrastructure as listed in table 8 of Chapter 6.

4.97 There are a number of critical items of infrastructure which will need to be either provided for on-site or through financial contributions which are required in order to make the development acceptable. These are:

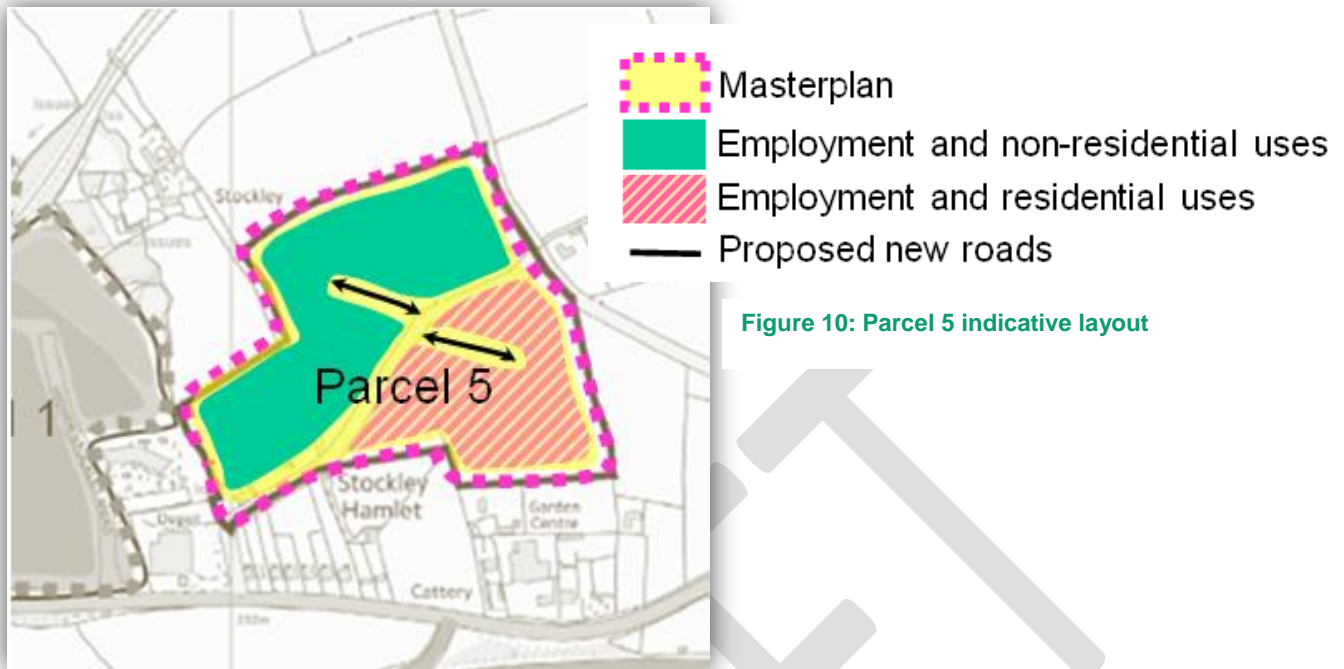
- Provision of town centre access road (if residential development is proposed);
- Contributions to new primary school facilities, including land acquisition costs (if residential development is proposed);
- Contributions to secondary school provision (if residential development is proposed)
- Primary healthcare provision (if residential development is proposed);
- Age appropriate equipped play and recreation areas (if residential development is proposed);
- Bus service provision to link the development with other parts of the town (if residential development is proposed)
- Enhancements/additional provision of playing pitches (if residential development is proposed)

4.98 There are further items of desirable infrastructure which would have benefits for the wider community and contributions to these may be sought where funding is available and where it can be justified that the development has a direct impact on its use.

Phasing

4.99 Development of this parcel is expected from 2018 onwards.

Indicative Layout



Consultation question 6:

Do you agree with the proposals for Parcel 5 (North of Stockley Hamlet)?

5 | Design principles

- 5.1 The NPPF stresses the importance of good design and the role it plays in creating positive environments for people to live in. As such, the Council wishes to see the following design guidance reflected in applications for development. This refers specifically to ED2, SP22A and SP22B and but can also be used as good practice on other developments coming forward in the Okehampton area.
- 5.2 From the outset, applicants will be expected to demonstrate how their proposals make the most efficient use of land through the appropriate design and layout of the new development proposed. The efficient use of land not only promotes good and coherent developments which minimises the need for Greenfield developments, it also improves the viability of sites and thus helps deliver necessary infrastructure.
- 5.3 It is understood that there are viability considerations that need to be taken into account in design and materials, but there are many cost effective options which can be used to achieve a high quality and distinctive design across all aspects of development. Applicants are encouraged to engage early with the Council in pre-application discussions so that a viable development can be achieved whilst still ensuring a high quality layout and design.
- 5.4 This section looks at the following areas:
 - a. Access and street layout
 - Vehicle
 - Footpaths and cycleways
 - b. Biodiversity
 - c. Boundaries
 - d. Broadband connections
 - e. Building materials and styles
 - f. Character areas and development densities
 - g. Open space provision
 - h. Orientation
 - i. Parking
 - j. Properties and their usability
 - k. Public transport
 - l. Site entrances
 - m. Sustainable energy
 - n. Sustainable urban drainage
 - o. Street furniture
- 5.5 Each of these categories contributes to reducing carbon emissions, achieving sustainable development, promoting safe and active communities and connecting the development with the surrounding landscape. They should be considered collectively and reflected in any application for development.

a. Access and street layout

Vehicle

- 5.6 The following requirements for the development should be incorporated within detailed planning applications for any of the identified parcels of land and specific advice in relation to this should be sought from relevant highway officers:
- Main routes should be built to a standard that is suitable for all types of vehicles required to serve the facilities within the development. This will include cars, buses, recycling and refuse vans and emergency vehicles. This list is not exhaustive and the main routes will need to ensure that they are accessible for all other types of vehicles which require access to the development at the detailed planning application stage.
 - Main routes should link easily to the main play and recreation areas and other key community spaces within the development.
 - Spaces for buses turning/circular routes and appropriate bus stops/shelters should be incorporated along the main routes.
 - Clearly designated cycle lanes should be provided as well as safe and generous pedestrian pavements.
 - Consideration should be given to the nature and siting of appropriate, safe pedestrian crossings on main routes that follow natural desire lines, link to footpaths and are well located in relation to services and facilities.

For each of these elements, discussion with the County Council should be held at the earliest opportunity to ensure appropriate provision is made.

- 5.7 From the main routes, a network of streets should be provided which feed naturally into the exterior areas of the development. Particularly within residential areas, a significant proportion of these streets should be designed as 'shared streets' where walking and cycling is given priority over the private car. Developers are encouraged to refer to the Manual for Streets (or successor) guidance as an example of best practice.
- 5.8 Apart from the main routes through the development, streets should be designed as subtly defined carriageways with no major strategic role. Highways should be designed to achieve an appropriate balance of priorities for walking, cycling and cars.
- 5.9 In most cases within the minor street network, cul-de-sacs should be avoided as they inhibit continual movement and connectivity throughout the development.
- 5.10 On both main routes and minor streets, natural traffic calming solutions should be used instead of winding road networks which promote a less efficient use of space and are uncharacteristic of the historical urban pattern of Okehampton. Options such as using pinch points, different road materials, pedestrian crossing points, on-street parking and landscaping should be explored to promote this.

Footpaths and Cycleways

- 5.11 It is vital that any new development is able to connect and integrate with the existing community, services and facilities available in the area.
- 5.12 This in part can be achieved by providing excellent footpath and cycle connections to allow the easy movement around the development, particularly between homes, play and open space areas, the neighbourhood centre and key facilities, employment areas, the wider countryside and existing footpaths and cycleways, and onwards into the town. Consideration should be given to natural 'desire lines' and, where possible, such routes should be overlooked with natural surveillance to create safe links. Paths situated to the rear of properties are actively discouraged as these have proven to generate crime.
- 5.13 The allocated sites have a mix of steep and gentle slopes and consideration must be given to how people with mobility issues can effectively use these routes. Options such as appropriately placed rest areas and routes which follow gentle inclines should be explored. Level footpaths and pavements should also be promoted wherever possible and unnecessary steps should be avoided. For ease of use by all types of users, cycleways and footpaths should be clearly segregated.
- 5.14 Specific requirements are listed below:
- All parts of the development should have safe and desirable footpaths and cycleways leading to the neighbourhood centre and key open spaces;
 - From Parcel 2, a pedestrian and cycle link should be created which connects directly to the existing footpath that runs to the west of the site at Chichacott Lane
 - From Parcels 1 and 5, pedestrian and cycle links should be provided to the Devonshire Heartlands Way
 - Internal footpaths and cycleways between the northern parts of Parcel 4 and Parcel 2.
 - Internal footpaths and cycleways between the southern part of Parcel 4 and Parcel 3.
 - Pedestrian and cycle access should also be possible from the station and ED2 to the existing rail overbridge to link with Hameldown Road
 - Developers are encouraged to provide safe and secure covered cycle storage as part of the new development, particularly at the neighbourhood centre;
 - Disability Discrimination Act (DDA) compliant pedestrian and cycle access.
- 5.15 The plan on the following page shows indicative walking and cycling routes for both SP22A, SP22B and ED2:

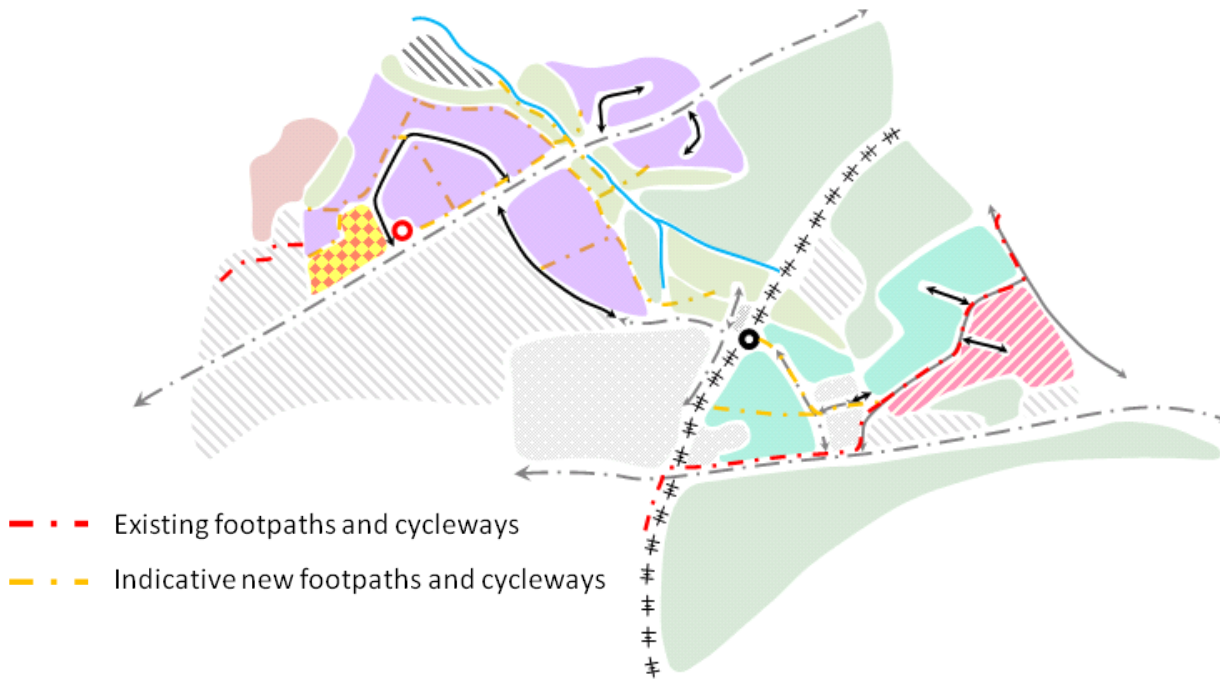


Figure 11: Indicative footpaths and cycleways

b. Biodiversity

5.16 Chapter 4 identifies the key sensitivities and constraints on the different parcels of land. In particular, it notes the presence of woodlands, hedgerows, trees, hedge banks and watercourses which currently act as important wildlife corridors, as well as providing an important contribution to the landscape.

5.17 In particular, applications for development will need to have regard to the following:

- a. On all sites, woodlands, hedgerows, hedge banks, trees and watercourses should be retained and enhanced to provide continuous and varied open space networks for wildlife whilst also enriching the public domain. In any circumstances where these are likely to be breached to achieve access, these should be limited in their extent and appropriate alternative wildlife corridors should be provided.
- b. There are opportunities for structural and less formal tree planting in all parcels of the development. Structural planting provides benefits in terms of improvements to air quality, local ecology, wildlife corridors and overall design quality. In particular, native trees typical of the area and appropriate to the ground type in the specific planting area should be used, which will be determined at the detailed planning application stage.
- c. Sufficient buffering of hedgerows, hedge banks and woodlands should be ensured for minimal disturbance of the wildlife corridors, recognising the importance of maintaining them as unlit corridors.

- d. Opportunities to maximise the biodiversity value of open space, footpaths, cycleways and allotments will be sought in terms of their connectivity, planting and maintenance (e.g. by including fruit and nut trees). This applies in particular to the multi-function space envisaged through the Stockley Valley which should be designed as a corridor with varied habitats benefiting wildlife which can be enjoyed by new and existing residents alike.
- e. Within the buildings themselves, opportunities will be sought to incorporate inbuilt provision for bats and birds, with the provision sensibly located or grouped to support various species (e.g. located to provide easy access to linear features or wooded areas, or grouped as some bird species prefer).
- f. The use of the site by protected species, particularly bats and dormice must be established by detailed surveys prior to any application submission, and mitigation effectively incorporated into the design of the site, including aspects such as layout, hedgerow and habitat management, lighting, and open space management.

5.18 In accordance with the Core Strategy, all applications will need to demonstrate any potential impact on wildlife and biodiversity value and mitigation and enhancement measures will need to be put in place as required. A Landscape and Biodiversity Management and Monitoring Plan should be provided at the detailed planning application stage.

c. Boundaries

5.19 Boundary treatments are essential in providing clear definition to public and private spaces, can increase security for households and help to reinforce local character. Well designed boundaries can contribute positively to the overall character of the development and help to strengthen the local street scene.

5.20 The choice of boundary treatment in the new developments should reflect local character and the different areas within the sites. Consideration should be given to the use of either hard or planted boundaries and thus to the species, materials, height, colour and maintenance required to ensure that the quality of the street scene is not compromised by the choice of boundary treatment and that such boundaries are appropriate to the different uses. In the more densely built parts of development, there should be a strong street frontage, typical of the character of Okehampton and West Devon whereas softer frontages may be appropriate on the more edge of town, less dense sites.

5.21 For boundaries that front public areas, new stone faced Devon banks are encouraged wherever possible and existing Devon banks should be retained and enhanced. This has ecological benefits by ensuring that there are sufficient wildlife corridors throughout the development as well as reinforcing local character and the quality of the public realm. Buildings should be located a suitable distance away from existing tree corridors to avoid the over-shading of nearby properties, future pressure for tree works and the risk of falling mature trees.

5.22 The type of rear boundary treatment is also important so that the overall character of the area is not compromised and private gardens are of a good quality. If hedging is promoted in these areas, the Council will expect the provision of an initial supporting structure (such as railing or wire) to assist in establishing the hedge. Rear boundary treatments should avoid the use of close board fencing.

5.23 The development of the different parcels provides many opportunities for structural tree planting. This planting is characteristic of existing parts of the town and Hamlets where there is a very strong tree presence (e.g. Chichacott is very green and there are strong lines of mature beech along the upper part of Exeter Road). This should include the planting of native trees typical of the area. Further information can be obtained from the Council's landscape officer when considering the appropriate species and mix. The Council encourages pre-application discussions to ensure existing and proposed landscaping is designed into any scheme from the outset.

5.24 Given the edge of town location of the new development, it is important that this transitional character to the surrounding countryside is acknowledged through the use of appropriate landscaping. Therefore more natural forms of hard landscaping will be encouraged which also help with site drainage and biodiversity. This would include for example gravel or grasscrete rather than tarmac for areas such as parking spaces. Shared surfaces should be used wherever possible and these surfaces should be permeable to help with drainage.



5.25 Specimen trees are encouraged within the highway and should be used to soften the built form and also provide natural traffic calming through pinch points etc. Details of engineered tree pits should be discussed with the Council's landscape officer as part of the detailed application stage. Swathes of planting are encouraged through the development to provide a visual presence as well as functioning as green corridors.

d. Broadband connections

5.26 Okehampton is due to benefit from fibre network connections to superfast Broadband. It is important that new development is able to use this resource when it is available and be connected to the town's network supply. The most cost-effective option is to include these fibres as part of the construction of the development rather than fit these retrospectively. Developers are strongly encouraged to include this provision within the development of all parcels of land within the allocations.

5.27 Developers should refer to the published Openreach developer guidance available on the BT website.

e. Building materials and styles

5.28 The overarching aim of the Masterplan is to achieve a high quality, locally distinctive development which embodies the enduring character of the town and the hamlets whilst creating a sustainable development of its time.

5.29 There is a diverse range of architectural styles present in Okehampton and the Hamlets, with no one dominant style. Within the historic core of the conservation area there are examples of Georgian, Victorian and Edwardian architecture. Typical characteristics of these properties include the following and help to contribute to a mix of texture and interest within the built form:

- Sash windows
- Bay windows
- Mullions
- Quoins
- Gable roofs with third floor living in the roof space
- Window lights in gable end
- Slate roofs
- High density terraced housing
- Variable roof heights and orientation

5.30 The town centre itself is relatively contained, with the main areas comprising Fore Street, the Arcade, Red Lion Yard and School Way. Residential development in the town centre, particularly along Northfield Road and North Street is typical of the dense development of its time, with long terraces and carriageway arches to rear parking. Slate is the common roof material and buildings are typically rendered with heavy painted concrete window sills. Stone is more commonly used on ancillary buildings (for example garages, walling and banks and on public and more status buildings such as the old schools and Town Hall).



5.31 It is not the role of the masterplan to comment on the merits of the various styles present in the town but to ensure that new development has a strong identity to the town and Hamlets through high quality design and construction methods.

5.32 It is not necessary for new development to replicate the urban form of the past but to take inspiration from the qualities of the historic built environment. The Council will encourage developments which successfully integrate features of the past with innovative, sustainable and modern design and construction methods that have reference to local vernacular and form.

5.33 Colours, materials and features used on individual buildings, rooftops and surfaces are all important in helping to achieve a high quality development that is distinctive to the area and contributes to achieving a sense of place. The following should be taken into consideration.

Materials

5.34 Typical materials that have been used historically in the Okehampton area are natural slate, stone and render. New development should aim to incorporate these locally sourced materials in buildings, rooftops and surfaces wherever possible. The use of render has also featured on more recent 20th century developments in the town and more modern sustainably sourced materials can be incorporated effectively into new developments where they are in keeping with the style of the area and can complement the more traditional materials.

5.35 Natural slate should be used on roof surfaces. Ideally, a mix of differing natural slates will be used throughout the new development to provide texture and interest to the roofscape. This is particularly important for the views into the site from the Dartmoor National Park and wider countryside. Concrete roof tiles will be resisted.

5.36 Where natural stone is to be used, particularly on key buildings and vistas, it should be randomly laid in lime mortar. Natural stone is encouraged on ancillary buildings and boundaries (for example on garages where the house is rendered). Brickwork will be discouraged as it is not typical of the local style.

5.37 The 'fabric first' principle must be applied to all new development. This means the need for energy is reduced at the outset through good construction and the use of appropriate materials is key to this. This should be supported by overall energy efficient design which incorporates high standards of insulation, glazing and ventilation.

5.38 Some materials (such as some mixes of self-coloured render) which have been used on recent developments have led to premature ageing of buildings and staining due to the weather and the Council is keen to avoid the continued use of such materials and techniques. The Council will actively encourage the use of materials which will weather appropriately over time and contribute to the long-term attractiveness of the development. The highest specifications of design and materials possible will be sought across the development.

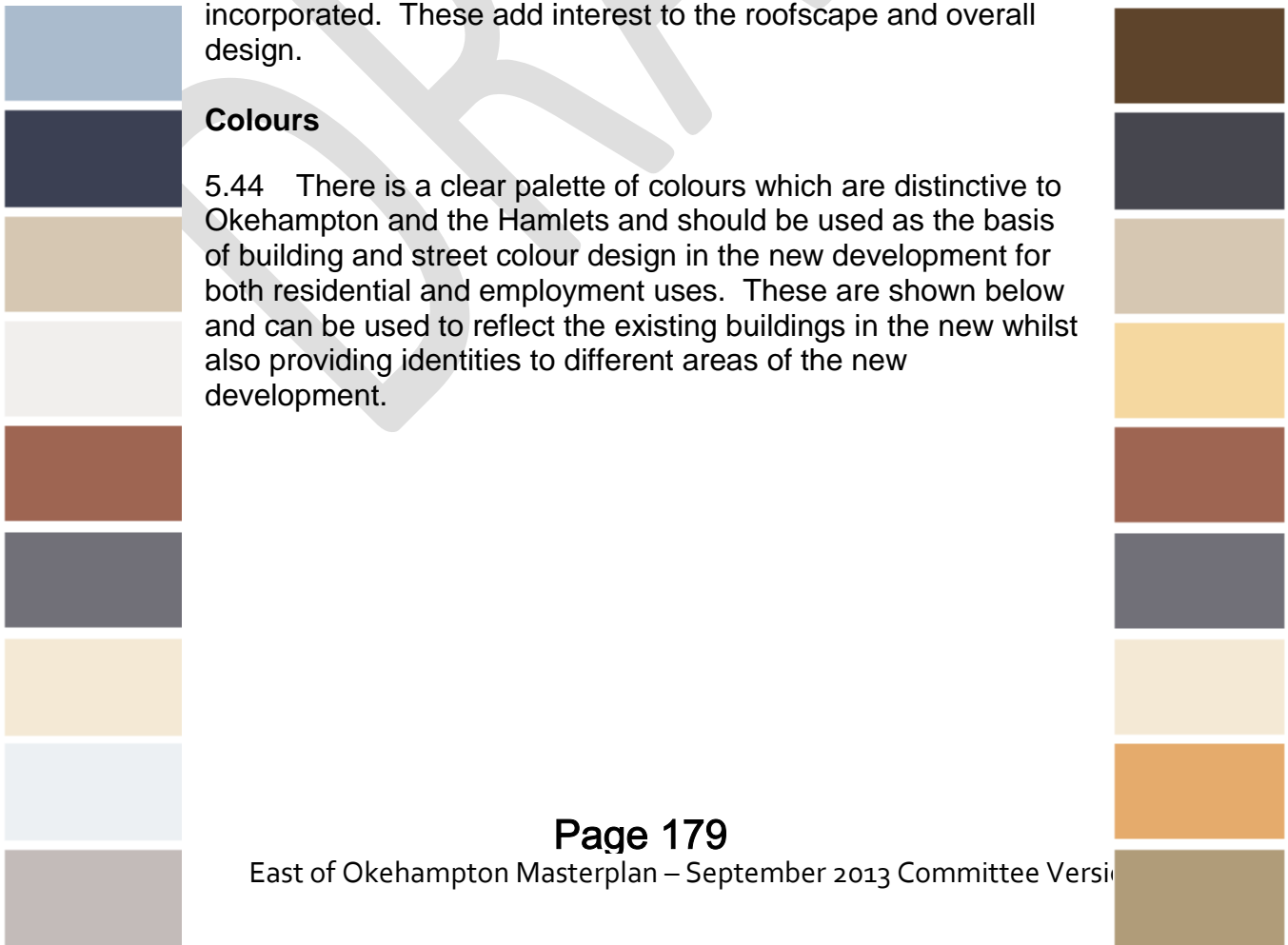
Building form



- 5.39 The provision of two storey houses is considered to be appropriate for development to the east of Okehampton. Well-proportioned two storey dwellings with third floor living in the roof space may be considered appropriate but only in locations where they do not compromise the amenity of neighbouring properties (i.e. by overlooking), have minimal impact on the landscape and contribute in a positive manner to the quality of design of the local street scene. On these properties, there should be gable end windows and/or dormer rooflights.
- 5.40 Where possible, split-level properties and level changes internal to houses should be explored to address the more extreme topography in some areas of the site in order to avoid large retaining structures externally.
- 5.41 All properties should have access to a reasonable amount of private open space. Larger properties in particular should make provision for good sized gardens. Where apartments and collections of smaller properties do not have access to high levels of private open space, they should be well located so as to ensure easy access to community spaces and play areas or the creation of roof gardens should be promoted. Roof gardens can add vital private amenity space for residents as well as help to contribute ecological value to buildings.
- 5.42 As is typical of the character of Okehampton, roof pitches should be steeper with a narrower plan form.
- 5.43 Solid fuel heating through multi-fuel burners etc is being increasingly demanded and incorporated back into new buildings. Where this occurs either internal chimneys of a local design or flues where appropriate (on more contemporary properties) should be incorporated. These add interest to the roofscape and overall design.

Colours

5.44 There is a clear palette of colours which are distinctive to Okehampton and the Hamlets and should be used as the basis of building and street colour design in the new development for both residential and employment uses. These are shown below and can be used to reflect the existing buildings in the new whilst also providing identities to different areas of the new development.



These colours are typical of those found in the residential urban edge of Okehampton, and are relevant to the Traditional Okehampton Character Area explained in more detail in section (f).

These colours are typical of those found in the residential hamlets areas, and are relevant to the Rural Hamlet Character Area explained in more detail at section (f).

Windows

- 5.45 The design and placement of windows can make a strong contribution to the local character and quality of the development. They should be designed and located in ways which add significant detail and distinctiveness to buildings and maximise opportunities to overlook the street and open space.
- 5.46 Across Okehampton, the types of windows that have been used on buildings vary considerably and therefore the design of windows within the new development should focus on being in keeping with the overall style that the development is keen to promote, being mindful of how they contribute to individual dwellings and the wider street scene.
- 5.47 Both the size and positioning of windows are important in maximising the provision of natural light and solar gain into buildings. The use of well proportioned and well positioned windows is strongly encouraged as it reduces the requirements for artificial lighting and therefore improves the energy efficiency of the building.
- 5.48 All elevations should contain windows that are located in a considered and well proportioned manner. Blank elevations should be avoided as windows offer natural surveillance opportunities and therefore help to prevent crime and anti-social behaviour.

5.49 Simple casement windows are encouraged and should be considered as an integral part of the design of the development. The use of stick on glazing bars will not be acceptable.

5.50 Wherever possible, window frames and doors should be constructed with sustainably sourced timber, particularly on key and focal buildings.

f. Character areas and development densities

5.51 The purpose of identifying character areas is to ensure a variety of design and layout so that different parts of such a large development are distinctive whilst being cohesive. These character areas are not intended to be overly prescriptive, but seek to provide guidance to inform high quality design.

5.52 There are distinct areas within the sites where different character areas will be applicable. Indicative layouts and illustrations setting out how these character areas could be interpreted are shown in Figure 1.

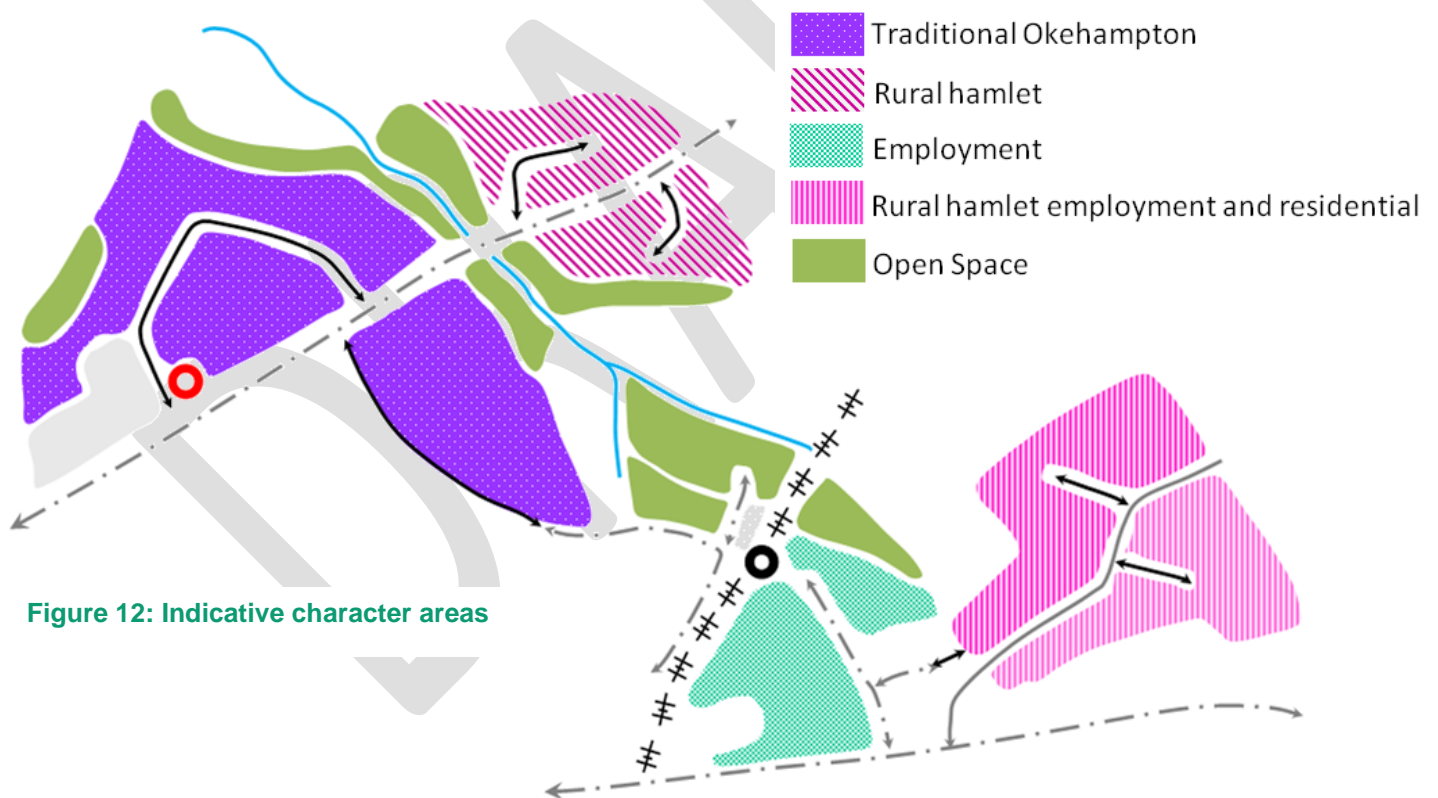


Figure 12: Indicative character areas

5.53 The Council has an adopted policy (SP6) to manage the density of housing development. This policy states that developments at less than 30 dwellings per hectare will generally be resisted but that lower densities may be acceptable where there is an existing strongly defined low density character.

➤ Traditional Okehampton Character Area

This character area should contain a mix of detached, semi-detached and terraced housing types that are generally two storeys in height. An element of properties which contain third floor living within the roof space, reflecting the character of the town centre, will also be appropriate where the amenity of neighbouring properties is not compromised (i.e. by overlooking), there is minimal impact on the landscape and where such properties contribute in a positive manner to the quality of design of the local street scene. On these properties, there should be gable end windows and/or dormer rooflights. The differing topography in these areas may also lend itself to an element of split level housing.

There should be a higher density of dwellings along the main routes within this character area, reflecting the proximity to public transport routes, education and community facilities. There should be a strong built frontage along the main roads through the development. Key/focal buildings should be located along the main routes and around the neighbourhood centre.

Streets should be laid out in a compact built form which is similar in character, form and layout to the residential neighbourhoods in the centre of Okehampton. They should be designed as subtly defined carriageways and should not have a major strategic role.

➤ Employment Character Area

This area should accommodate units for medium sized manufacturers, light industry, storage facilities at a range of scales, office space and the service and tourism sector. There is existing vehicular access to this area that is capable of accommodating HGV's. Proposals for service and tourism sector and any other commercial uses will be supported where there is no significant adverse impact on the town centre.

The design of the building should complement the Okehampton Business Centre already on the site. Service areas, storage, parking and turning arrangements will need to be developed within any planning application that is submitted.

Where possible, development should provide a well defined and high quality frontage along Exeter Road, being sensitive to views from the Dartmoor National Park and helping to strengthen this as one of the arrival points to the town and promoting the excellent links to the A30.

➤ Rural Hamlet Character Area

Dwellings in this character area should be appropriately grouped or clustered in an inward facing manner around a central courtyard or green space reflecting the rural hamlet characteristics of the farmsteads in the area. Typically these clusters will comprise of one larger unit/higher status building set within a larger curtilage (to replicate the traditional farm house), with a smaller grouping of buildings to reflect traditional barns, thereby creating a range of different housing types.

This character area should have strong pedestrian and cycle links to the Stockley Valley and to parcels 2 and 3, as well as good access to the surrounding countryside.

Hedgerows and existing trees should be a positive and strong feature of the built form, supplemented by additional planting, particularly along the boundaries, to create a strong landscape structure within which the development sits.



➤ Rural Hamlet Employment and Residential Character Area

Within this character area, uses that will be appropriate should reflect the rural setting and include small workshops, live/work units, light industry, artisan and craft workspace, small office and storage development, agricultural/farming related businesses and a small proportion of residential dwellings. To promote a tight knit and enterprising community, these types of units should be set within easily accessible clusters.

Development should be of a design that reflects and respects the visual sensitivity of the site from the Dartmoor National Park. Buildings should be designed so as to be as minimally intrusive in to the landscape, whilst promoting a strong association with the surrounding landscape. Buildings should be more rural in character and should incorporate distinctive landscaping features of the existing trees and hedge banks. Appropriate natural building materials are encouraged wherever possible.

Where residential units are promoted to facilitate the delivery of serviced employment land across the remainder of the site, they should be located in the southern area of parcel 5, to the north of Stockley Hamlet and should reflect the characteristics of the Rural Hamlet Character Area above. Any residential development should not compromise the operation of surrounding employment uses.

g. Open space provision

- 5.54 This includes sports, play and recreation areas, allotments, community gardens, orchards and informal spaces.
- 5.55 The NPPF states that access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. The Council will require an appropriate proportion and quality of play areas and open spaces to be provided to meet this national policy objective.
- 5.56 The type and amount of open space to be provided in the allocated sites should be discussed with Council officers as part of the pre-application discussions to ensure that it meets locally identified needs and is complementary to existing facilities in the town.
- 5.57 Open space and recreation facilities are important to the quality of life of people who live, work and visit the area. Within the new developments, there is a requirement to provide easy and safe access to good quality, recreational space. The nature and scale of these open spaces should be appropriate to the location, topography and character of the area and discussed with Officers at the pre-application stage.
- 5.58 The location and siting of open spaces should be integral to the development. They should be well related to nearby development to provide natural surveillance and help to create safe and secure environments which do not attract nuisance behaviour. It is expected that there should be a mix of formal and informal spaces across the site to provide a variety of opportunities for the local community to enjoy.
- 5.59 New play and recreation areas, open spaces and footpath and cycle links should complement the facilities already provided in the town, and integrate the new development effectively with the existing town.
- 5.60 Where allotments, community gardens and orchards are proposed, these should be easily accessible and well connected to footpaths and cycle ways and, where possible, formal public transport routes. The location of allotments should have regard to the topography, orientation and local soil conditions so as to maximise the opportunities for community food production.
- 5.61 Applications for residential developments should be accompanied by a Landscape and Biodiversity Management and Monitoring Plan. This will need to address the layout and function of public open spaces and make appropriate arrangements for their long-term management and maintenance.

h. Orientation

- 5.62 Buildings should be orientated in a manner which takes into consideration the following:
- **Local topography and contours:** within the sites are areas of challenging topography. This will have a significant influence on the design of the development.

- **Opportunities to maximise solar gain:** facing the most frequently occupied rooms towards south will maximise use of the sun's heat whilst minimising the loss of energy.
- **Well related to street layout:** providing an active frontage and natural surveillance.
- **Focal points:** local focal points should be located where they attract the attention and encourage people to move through the development, provide visual interest and positively contribute to the quality and interest of public spaces and streets.
- **Respond to external views:** in particular the outward views towards the Dartmoor National Park, Ball Hill and Abbeyford Wood should be a primary consideration in establishing the layout of streets, buildings and open space.
- **Weather protection:** recognising the degree of exposure to typical weather conditions

i. Parking

- 5.63 Within the rural area of West Devon, it is acknowledged that there remains a high dependency on the private car. As such, it is important to ensure that adequate car parking is included within the scheme without compromising the overall design quality and layout.
- 5.64 The layout and location of parking areas is a key feature that can affect the overall quality and functioning of the development. It will be important to ensure that parking does not dominate the street scene and that an appropriate balance is reached between incorporating sufficient parking spaces to serve the new development whilst reflecting the character of the area. Parking provision should be considered as an integral part of the design and layout of new development.
- 5.65 The Council would wish to see as much on-plot parking as is compatible with the design and layout and character area principles. This should be provided in close and convenient proximity to the buildings and dwellings which it serves for people going about their daily business.
- 5.66 Elsewhere, the Council would wish to see a mix of parking arrangements appropriate to the use of the sites and the different character areas envisaged by this masterplan:
- Courtyard parking should only be considered where it can be demonstrated that is an efficient use of space and is overlooked by surrounding properties. Courtyards should be well related to residential units with easy and safe footpath access to properties. Spaces should be clearly demarcated to avoid confusion for residents and visitors about parking arrangements.
 - Provision for disabled parking. Manual for Streets recommends that 5% of parking spaces are designated for disabled people and this should be considered as best practice within the development.
 - Adequate provision for public use car parking (e.g. visitors, care providers, delivery vehicles, car club etc).
 - Adequate parking (approximately 60-70 spaces) should be provided around the railway station, alongside safe bicycle storage. Additional parking spaces should be provided as required for other uses at the Hub.

- At appropriate locations in the development, particularly at the Hub and station, provision should be made for electric car charging points. It should be possible to incorporate such facilities within individual residential units in the future and this should be considered at the design stage.
- Options for integrated on-street parking should also be explored and designed so as not to dominate the street scene whilst ensuring safe pedestrian access along the building line.
- Flats are not expected to make up a significant proportion of the housing stock but where they are used should be in keeping with the local character of the surrounding properties. Flats over garages (FOGs) can contribute to the mix of housing within a scheme as well as providing parking for its accompanying properties. It may be appropriate in some situations to provide access to courtyard parking beneath these units, offering natural surveillance. Consideration to the suitability of this type of property within the scheme and how the parking arrangements for the site can be delivered should form a key part of the design and layout.
- Ad-hoc street parking should be discouraged through subtle design, boundaries and landscape features.

j. Properties and their usability

5.67 Of importance to the community of Okehampton is to ensure that all new development is designed with the practicalities of day to day living in mind. As such, the following should be considered within the overall design of development:

- Private gardens should ideally be as level as possible and offer opportunities to maximise the enjoyment of the outdoor space and provide the chance to dry washing outside. The positioning of gardens should be determined through the orientation of the development to maximise natural daylight. Gardens should be screened with appropriate boundary treatments (see section (c)) and be safe and secure areas for residents to enjoy;
- Arrangements for the storage of refuse bins should be well related to properties and be located so as not to dominate the street scene. Collection points should ideally not require the transporting of bins through the house;
- Road layouts and parking arrangements should not compromise the access and turning of emergency vehicles;
- Ensuring appropriate provision of indoor or outdoor drying areas;
- Where garages are provided, they should be adequately sized so that they can accommodate a family sized car and be integrated or well related to the property;
- Providing facilities and space for general storage, e.g. dedicated storage areas or attic areas;
- Arrangements for waste collections and street cleaning (see Council guidance at www.westdevon.gov.uk).

k. Public transport

5.68 It will be important that the new developments are served by public transport to provide access to the town centre and offer sustainable travel options for the new development.

Within Parcel 2, it will be particularly important to ensure that the bus service serves the neighbourhood centre and school. Consideration should be given from the outset to the design of roads that are able to accommodate bus movement and turning.

- 5.69 The Council encourages developers to engage with Devon County Council at the early stages of the design preparation to discuss the provision of a bus service for the new development. These discussions should look at how the service can link into existing operational routes, agree details of routes and understand appropriate highway specifications and turning facilities.
- 5.70 All parts of the development should be accessed by easy, safe and attractive walking routes, ideally within 400m of a bus stop which is appropriately sited within the development. The most convenient location for a bus stop is often at a road junction so that it is able to connect to a number of pedestrian routes and well related to appropriate pedestrian crossings. Bus stops and the railway station should be easily accessible to take account of the mobility needs of all individuals. This should be encouraged wherever possible.

I. Site entrances

- 5.71 Parcels 1 - 5 are situated along main routes into the east of Okehampton. Currently, these sites form part of the rural landscape and, as they are developed, the nature of these approaches will change to a more urban setting. It is therefore important that however these sites are developed, the entrances need to be safe, attractive and sensitive to neighbouring properties, uses and landscapes.
- 5.72 In particular, these site entrances should be developed in accordance with the following principles:
- Where buildings are located directly adjacent to Exeter Road or Crediton Road they should provide a cohesive street scene and acknowledge the scale and character of neighbouring properties and the transition from the countryside to the town.
 - In Parcel 1, new development is encouraged to have suitable amounts of visibility from the main road. In these instances, the Council would expect the buildings to be of a design that complements the site's setting and incorporate suitable landscaping.
 - On both sites, the entrances should act as a transition between the rural and urban landscapes by being fully interspersed with a strong landscaped frontage.

m. Sustainable energy

- 5.73 Core Strategy Strategic Policy 2 requires all new developments above 10 dwellings or 1,000 sq m of non-residential development to generate at least 10% of its energy from decentralised and renewable or low carbon sources and this will need to be demonstrated in the planning applications.
- 5.74 The Council is mindful of the progression of building regulations towards zero carbon development and would expect high levels of energy efficient and sustainable design so far as is compatible with the overall viability of the site.

- 5.75 As referenced in part (e) of this chapter, the ‘fabric first’ principle to energy efficiency should be applied, with the focus being on maximising solar gain whilst minimising the loss of energy.
- 5.76 The orientation, design and layout should promote the integration of renewable micro-generation, such as installation of solar pv and solar thermal panels. Where the viability of the development does not permit this, ‘future proofing’ should ensure that roof structures, wiring and hot water tanks can accommodate technologies at a later date.
- 5.77 The indicative total of 900 homes and proposed community and employment uses provides scope to investigate the feasibility of decentralised distributed energy networks and their viability. It is recognised that the allocated sites will be built out in a phased manner and it is therefore important that early phases of development do not preclude the later development or extension of distribution networks.
- 5.78 The following aspects of delivery should be fully explored:
- Where development is occurring concurrently, or where the developer interests are known, a collaborative approach will be expected so that the cost of installing distribution networks and generating technology is spread evenly across the phases.
 - In cases (for example because of market conditions, detailed site viability etc) where it is not possible to deliver low carbon energy supplies, infrastructure to enable the retrofitting of low carbon energy supplies will be expected – for example, installation of pipe work. This will enable properties to connect to a decentralised network even if it is not operational until later phases.
 - Solutions that can be delivered for groups of buildings or at the whole site level.
 - The degree to which distribution networks can be retrofitted into nearby development.
 - The impact of the technologies on the amenity of the site and surroundings.
 - Arrangements for the longer term management of the technology and energy supplies.

n. Sustainable urban drainage

- 5.79 Infiltration and ground investigations should be undertaken early on in the planning process to understand the drainage issues of the development sites. For each phase of development, the Environment Agency encourages a Sustainable Urban Drainage systems (SUDs) plan to be prepared to demonstrate how the development will address surface water conveyance and storage.
- 5.80 SUDs will need to be used to reduce the rate and volume of surface water run-off as a result of the development. Options such as swales, open drainage features and filter drains for surface water conveyance are encouraged and detention basins, permeable paving or soakaways for surface water attenuation and/or infiltration should be explored. These will need to be capable of accommodating storm water and made with robust

features which are able to cope with drainage system blockages and other unforeseen circumstances.

5.81 SUDs can also offer benefits for the local environment and biodiversity of the development, alongside improved flood management. There are opportunities to integrate SUDs with wider landscaping and open space provision and this should be considered at the early stages of design.

o. Street furniture

5.82 Street furniture includes features such as signage, lighting, benches, bollards, public art, bus and railway shelters, waste bins, dog fouling bins and any other pieces of equipment which are situated on streets and within open spaces.

5.83 In line with Government guidance, the Council is keen that there is not an over dominance of street furniture and that the overall design pays careful consideration to a clean and clutter-free street scene. It is particularly important that any street furniture proposed as part of the new development is appropriate to the more rural setting of the sites. The following principles should be taken into consideration:

- A bespoke approach using local materials and styles that reflects the rural nature of the development areas
- Signs should only be used where they serve a clear function
- The positioning and style of street furniture should be considered as part of the overall design of the development and where used should be attractively located around the development.
- Where possible, street furniture should be incorporated within the actual building design (e.g. signs erected on buildings or boundary walls).
- Street furniture should be appropriately located so that it does not encourage inappropriate behaviour, thus affecting the quality of life of local residents.
- Street lighting should be used only in so far as it is essential for road safety and security. This should be in the form of low level lighting with downward firing to ensure that limited light escapes into the sky. Opportunities for a 'dark skies' element should be explored to respect local ecology. Applicants are referred to the County Council's policy for Street Lighting for Carbon Reduction which is available on their website – www.devon.gov.uk.

Consultation question 7:

Do you support the design aspirations of the masterplan?

6 | Delivering the development

- 6.1 This masterplan seeks to achieve an ambitious and exciting development for Okehampton and the Hamlets which involves the delivery of new homes, local employment opportunities, new primary education facilities and traffic infrastructure in the town.
- 6.2 To achieve a well serviced and comprehensive development, there needs to be an appropriate delivery and phasing plan. This will help to ensure that funding from the new homes is available at necessary intervals to bring forward the infrastructure required.
- 6.3 Chapter 4 highlighted the infrastructure required to support the development of each parcel of land. This section provides further detail on the delivery organisations and type of contribution required.

a. Infrastructure requirements

- 6.4 Infrastructure planning is an essential part of the plan-making process. It enables the Council to ensure that any new development which takes place is supported by the right level of infrastructure at the right time and that new development contributes positively towards this.
- 6.5 This chapter updates the Okehampton section of the “2010 WDBC Infrastructure Delivery Plan”. This information will be regularly monitored through the development of the allocations to ensure that the required infrastructure is being delivered and that all infrastructure requirements are up to date. Any updates will be made as necessary through the regular monitoring reports that the Council prepares. Any applications for development across the allocation should refer to the most up to date version of this information.
- 6.6 The generic infrastructure requirements associated with the development of the allocated sites are set out in Table 8 below. This covers all types of infrastructure required to make the development accessible and useable. This includes on-site roads, technological connections and utilities.
- 6.7 Affordable housing is not included within any of the following tables. It should be provided as part of the development in accordance with Core Strategy Strategic Policy 9.

Table 8: Servicing and utilities infrastructure – all parcels

Infrastructure Item	On-Site Provision / Financial Contributions	Lead Delivery Organisation
Sewage treatment and water resource facilities	On-site connections to sewerage and water distribution networks	South West Water

	Financial contributions to Sewage Treatment Works	
Energy supply	On-site provision of cables and/or pipework connections to local energy supply	Western Power Distribution Wales and West Utilities Other energy supply companies as required
Telecommunications (High Speed Broadband and Telephone)	On-site provision of fibres and connections to local interchange	WDBC / DCC
Provision for waste disposal and recycling facilities	On-site	WDBC / DCC
Sustainable Urban Drainage systems	On-site	WDBC
Highways infrastructure	On-site	Developer DCC
Walking and cycling routes	On-site	Developer
Landscaping and informal open space provision	On-site	Developer

6.8 The following table summarises the critical infrastructure requirements and sets out the broad timescales for their delivery. These elements of infrastructure are considered to be *critical* to the development of new homes as without which there will be an overburden on existing resources. As such, they are needed in order for the development to take place. The infrastructure items are not listed in any order of priority in order to ensure there is flexibility when negotiating planning obligations.

Table 9: Critical infrastructure – all parcels

Infrastructure Item	On-Site Provision / Financial Contributions	Funding Sources	Lead Delivery Organisation	Indicative Delivery Timescales
Provision of link between Exeter and Crediton Road	Financial contributions	Developer contributions	Developer DCC	To be delivered by completion of the first parcel
Provision of right hand turn lane on Exeter Road	On-site provision	Developer contributions	Developer	Alongside the completion of the link road between Exeter and Crediton Road

Provision of town centre access road	Financial contributions	Developer contributions Local Transport Plan 3 Central Government transport infrastructure grants	DCC	By completion of all parcels
Education provision <ul style="list-style-type: none"> • Approx. 1.7 hectare site for primary school within SP22A 	On-site provision	Developer contributions	DCC*	As part of Parcel 2 (2014-2018)
<ul style="list-style-type: none"> • Enhancements / extensions to Primary School provision 	Financial contributions	Developer contributions	DCC*	Ongoing through plan period as required
<ul style="list-style-type: none"> • Enhancements / extensions to Secondary School provision 	Financial contributions	Developer contributions	DCC*	Ongoing through plan period as required
Primary healthcare provision (to meet the needs of the increase in local residents)	Financial contributions	Developer contributions	NHS England	Ongoing through plan period as required
Age appropriate equipped play and recreation areas**	On-site	Developer contributions	Developer	Ongoing through plan period as required
Provision of bus service to serve new development	Financial contributions On-site provision of bus stops	Developer contributions	DCC Bus operator	Ongoing through plan period as required
Enhancements to / additional provision of playing pitches**	Financial contributions	Developer contributions	Developer	Ongoing through plan period as required
Site for railway and car park	On-site	Developer contributions	Developer	As part of Parcel 1 (2014 ongoing)
East of Okehampton Railway Shelter	Financial contributions	Developer contributions Local Transport Plan 3 Investment Programme	DCC	As part of Parcel 1 (2014 ongoing)

* Contributions will be sought in accordance with DCC standard requirements and WDBC adopted *Infrastructure and Community Facilities to Support New Development SPD*.

** *Open space, play area and pitch requirements have been calculated using saved Local Plan policy H26 and are based on an average occupancy rate of 2.3 persons per household. These requirements should be used as a guide but developers are encouraged to liaise with the relevant Council department during early application discussions to consider the most appropriate type, quantity and distribution of provision.*

6.9 The table below sets out the infrastructure items which are desirable and would have benefits for the community but which are not specifically needed to support the new development e.g. library provision, youth facilities etc. It is important that these items of infrastructure are recorded in the Infrastructure Delivery Plan so that they can be delivered if funding becomes available.

Table 10: Desirable infrastructure

Infrastructure Item	On-Site Provision / Financial Contributions	Lead Delivery Organisation
Enhancement of Okehampton youth facilities to meet the needs of the new development	Financial contributions	DCC
Improvements to town library provision	Financial contributions	DCC
Further enhancements to rail accessibility such as signalling (to increase service frequency and/or improve journey time)	Financial contributions	Rail operator DCC

b. Phasing

6.10 The indicative phasing that has been set out through this masterplan with regards to the each parcel has been assessed upon the best available information at the time of writing. However, this will be subject to review as time goes on and more of the variables about market conditions and infrastructure requirements become more certain.

6.11 The allocated sites to the east of Okehampton are available and applications for development could come forward at any time. There is currently development underway to the east of the town on land allocated in the Local Plan (H4). This is likely to impact on the commencement of developing the allocated sites, and as such is reflected in the indicative timescales of the masterplan. Nevertheless, the Council is keen to see the allocated sites come forward to ensure that the local supply of housing is maintained.

6.12 The delivery of the sites will be monitored through the regular monitoring reports that the Council prepares.

c. Managing viability

- 6.13 The Council recognises that viability is a material consideration and is keen to create the right conditions in which viable developments can be achieved. To this end, the Council welcomes and open book dialogue with prospective applicants and encourages early pre-application discussions.
- 6.14 The Council acknowledges that there are a range of infrastructure requirements and that these will need to be managed sensitively to ensure that both the long term aspiration of delivering the town centre relief road and some of the more immediate infrastructure and affordable housing needs are met.
- 6.15 In the event that the issue of viability can be demonstrated and it can be shown that this is preventing the scheme from proceeding, the Council reserves the right to negotiate planning obligations through S106 agreements.

Consultation question 8:

Do you think the key infrastructure needs have been appropriately planned for?

7 | Glossary

Affordable housing	Housing provided for those whose incomes do not allow them to compete in the open market or for whom private sector rents are too high.
Core Strategy	The Core Strategy is a plan for the Borough that sets out how much development will take place and where it should be located. It contains policies to manage the development and use of land in West Devon. It covers the period 2006 – 2026.
Decentralised or distributed energy	This refers to a range of low carbon technologies that do not rely directly on the national grid to deliver energy or heat and instead use a local distribution network.
Infrastructure	Services and facilities which support communities. These include education, energy and power, flood defences, healthcare, roads and transport, sport and recreation facilities, telecommunications, waste, water and sewage.
Lifetime Homes	These are buildings which are built in accordance with sixteen design criteria intended to make homes more easily adaptable for lifetime use.
Renewable energy	Types of energy which occur naturally and repeatedly in the environment (i.e wind, water, sun and biomass)
Section 106/financial contributions	Legal agreements between a planning authority and a developer, or undertakings offered unilaterally by a developer, that ensure that certain extra works related to a development are undertaken.
Supplementary Planning Document	Documents which provide further detail to policies in the Local Plan or Core Strategy.
Sustainable Development	Development which meets the needs of the present without compromising the ability of future generations to meet their own needs.
Sustainable Urban Drainage System	Management practices and control structures designed to drain surface water in a sustainable manner.
Viability	A development will be considered viable when the gross value of the finished scheme is sufficient to cover all reasonable costs of the development, including agreed planning obligations, infrastructure contributions and appropriate returns to both the landowners and developers.

8 | Next steps

This masterplan will be subject to a minimum four week consultation period.

All responses to the consultation will be considered and any changes required as a result will be incorporated into the final version of the document, where appropriate.

Following the consultation, this masterplan will be taken through committee processes to seek approval to adopt in winter 2013.

Please send any comments about this masterplan to the Strategic Planning Team by **5pm on [day and date to be inserted] 2013**. Comments can be made using the interactive form:

- By email: strategic.planning@westdevon.gov.uk
- By post: WDBC Offices, Kilworthy Park, Tavistock, PL19 0BZ
- Online: www.westdevon.gov.uk

Consultation questions:

1. Do you support the vision for new development to the east of Okehampton
2. Do you support the proposals for Parcel 1 (Opportunity Okehampton)?
3. Do you support the proposals for Parcel 2 (North of Crediton Road)?
4. Do you support the proposals for Parcel 3 (South of Crediton Road)?
5. Do you support the proposals for Parcel 4 (East of Stockley Valley)?
6. Do you support the proposals for Parcel 5 (North of Stockley Hamlet)?
7. Do you support the design aspirations of the masterplan?
8. Do you think the key infrastructure needs have been appropriately planned for?

Please complete a response form which is available on the Council's website (www.westdevon.gov.uk)

Appendix B: East of Okehampton Masterplan - Draft consultation programme

This draft consultation programme covers the East of Okehampton Masterplan Supplementary Planning document.

It provides detail about how the Council will consult with the community on the document. **Please note that all dates are indicative at this stage.**

Suggested consultation period: Thursday 26th September until Friday 25th October

Publicising the consultation	Reason
<ul style="list-style-type: none"> • Press release to go out 26th September 	<p>The press release will help to publicise the consultation.</p>
<ul style="list-style-type: none"> • Notification email/letter to: <ul style="list-style-type: none"> - Statutory consultees (e.g. Devon County Council, local infrastructure providers, Environment Agency, Natural England, English Heritage etc) - Town and Parish Councils - Neighbouring authorities - All individuals and organisations on our consultation database - Member's bulletin 	<p>To meet the requirements of the statutory consultation regulations and to make people aware of the consultation.</p>
<ul style="list-style-type: none"> • Web based consultation using the Council's website. The public will be able to: <ul style="list-style-type: none"> - Download the consultation documents; - Complete a response form - View the exhibition material 	<p>To allow people to respond to the consultation.</p>
Public meetings/exhibitions	
<ul style="list-style-type: none"> • Public exhibition <ul style="list-style-type: none"> - One event during the w/c 14th October - Charter Hall 11am – 2pm - Okehampton Business Centre 5pm-8pm 	<p>The primary focus is to display the draft East of Okehampton Masterplan and to seek the views of the local community on the contents of the document.</p>
<ul style="list-style-type: none"> • Masterplan Surgery at Okehampton Customer Service Centre <ul style="list-style-type: none"> - w/c 7th October - w/c 21st October 	<p>The aim of the surgery is to provide the community with an opportunity to discuss the content of the masterplan with a Strategic Planning Officer. Members of the public will be required to book an appointment with the SPO in advance.</p>
<ul style="list-style-type: none"> • Web based exhibition 	<p>The Strategic Planning team are exploring the options for making the exhibition an interactive on-line presentation for people to view during the consultation period.</p>

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NAME OF COMMITTEE	Resources
DATE	17 September 2013
REPORT TITLE	Interim Planning Guidance for Renewable Energy: Consultation Response
REPORT OF	Strategic Planning Officer
WARDS AFFECTED	All

Summary of report:

This report:

- Sets out a summary of the responses of consultees to draft Interim Planning Guidance for Renewable Energy;
- Recommends changes to the draft Guidance to take consultee’s comments into account;
- Recommends the adoption of the amended Guidance for use in the planning process.

Financial implications:

There are no financial implications arising from this report

RECOMMENDATIONS:

It is recommended that:

1. The draft Guidance notes are amended as proposed in the appendix to this report (available on the Council website); any further minor amendments to be delegated to the Head of Planning, Economy and Community in consultation with the Chair of the Resources Committee;
2. The amended documents are adopted for use in the planning process and published on the Council’s website

Officer contact:

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 01822 813577 | pwarn@westdevon.gov.uk

1. BACKGROUND

- 1.1 At its meeting on 13 June 2013 the Community Services Committee agreed the publication of the following draft documents for public consultation:

- On Shore Wind Turbines in West Devon: Interim Planning Guidance for Prospective Developers;
- Micro Scale Wind Turbines and Permitted Development: A Guide for Property Owners in West Devon;
- Solar Arrays in West Devon: Interim Planning Guidance for Prospective Developers; and
- Installing Solar PV or Solar Thermal Panels and Permitted Development: A Guide for Property Owners in West Devon.

1.2 The guidance was available for comment from 5 July for a period of four weeks with the following consultation arrangements:

- An invitation to respond was sent directly to statutory consultees (including all Town and Parish Councils), stakeholders, interest groups and organisations and individuals registered on the Local Plan consultee database.
- Documentation and interactive response forms were made available on the Council's web site.
- Printed copies were available for public inspection at the Council's offices in Tavistock and Okehampton and some additional copies were made available on request.
- A drop in surgery was also held on two days in Okehampton.
- A press release publicised the consultation and the availability of the documents.

2. NEW GOVERNMENT POLICY

2.1 While the documents were out for consultation, the Government published new national planning guidance for renewable energy. 'Planning Practice Guidance for Renewable and Low Carbon Energy'¹ replaces the former Companion Guide to PPS22. The Government has also issued a 'call for evidence' about community renewable energy to inform the content of a Community Energy Strategy, due for publication next year.

2.3 The Government is currently considering new proposals for community consultation in association with "significant" wind proposals. This will require secondary legislation but the details of when this is likely to happen are not yet known.

2.4 These changes in national policy will necessitate some amendments to the documents to reflect the updated position (see section 3).

3. THE CONSULTATION RESPONSE & PROPOSED AMENDMENTS

3.1 A total of 36 interested parties responded to the consultation. While this is not a high number, the draft documents had already benefited from the responses to similar guidance for South Hams thereby dealing with some potential issues of concern. However, a number of important statutory consultees responded with helpful comments and there was also a response from the trade body for wind energy.

1

3.2 There were a significant number of supportive comments, with 11 respondents welcoming the guidance as useful and informative.

3.3 The tables below summarise the main changes recommended in response to issues raised. A table with a full summary of the response and the detail of proposed changes is available on the following link [insert hyperlink]. A limited number of hard copies will be available at the Committee meeting for reference.

General Comments:

Topic	Issue	Recommended response
National policy and other issues	<ul style="list-style-type: none"> • The role and use of renewables; • Government policy/subsidy; energy production; • The range of technologies, especially hydro; • Capacity of grid. 	<p>These issues lie beyond the scope and role of the guidance. They are noted and the issues relating to strategic context, range of technologies etc will be taken forward as the new Local Plan develops.</p>
Strategy and policy	<p>To be effective the documents need to be published in the context of a renewable energy plan for West Devon. Renewable energy is a cross boundary issue.</p>	<p>Current strategy is set out in the West Devon Core Strategy.</p> <p>It is recommended the documents include Strategic Policy 3 from the Core Strategy as the key enabling policy for renewable energy.</p> <p>The review of the Local Plan will consider the need for strategic policy update. The SW Devon Community Energy Partnership is currently preparing a Community Energy Plan.</p> <p>Renewable energy cuts across administrative boundaries and therefore the Council will be required under the Duty to Cooperate as set out in the Localism Act to work with our neighbouring authorities when considering our future strategic policy framework and approach for enabling renewable energy development.</p>

On Shore Wind Turbines in West Devon: Interim Planning Guidance for Prospective Developers

Topic	Issue	Recommended response
Impact on infrastructure, Public Rights of Way and other access issues.	Comments were received from rail, road and bridleway interests requesting amendments to text.	Some changes recommended to draw attention to processes required to cross rail infrastructure/impact on rail interests, engagement with the Highway Authority, and to sign post guidance and contacts for advice on other issues.
Strategic Environmental Assets	Section needs to include strategically important historical and cultural assets	Amendments to text to reference the World Heritage Site, the setting of the National Park and to give links to the Historic Environment Record and Historic Landscape Character mapping.
Environmental Impact Assessment	All proposals should be subject to EIA and that screening requests should be notified to Town and Parish Councils.	Regulations set out the way EIA is to be used and is therefore not within West Devon's control. Not all EIA screening requests result in planning applications and not all applications requiring EIA have them when submitted. All information relating to planning applications is available on the Council's website, and town and parish councils and local residents have the opportunity to make representations in the normal manner.
Noise & distance issues	There was support for a distance standard and concerns about noise levels and current noise assessment methods.	'Planning Practice Guidance for Renewable and Low Carbon Energy' states " <i>Local planning authorities should not rule out otherwise acceptable renewable energy developments through inflexible rules on buffer zones or separation distances</i> ". Amendments to wording are recommended to reflect current national guidance.
Landscape	A mixed range of comments – some welcoming inclusion of cumulative impact, others wanting more emphasis on how landscape judgements are made. Reference to the Devon Landscape Policy Group guidance for wind	Few changes are recommended. This is because many of the comments relate to recent planning decisions and the process and outcome of landscape impact assessment. The document is signposting the latest good practice and methodology

Topic	Issue	Recommended response
	and solar development was generally welcomed. Some respondents wanted exclusion zones to apply to AONBs, AGLVs etc.	from the Landscape Institute and the Devon Landscape Policy Group with the intention of improving the quality of impact assessment and the information used to make judgements about the significance of that impact.
Soils, Hydrology, Land Management	References required to Environment Agency guidelines.	References and links to guidance to be included.
Historic & Cultural Heritage	Links required to the Devon Historic Environment Record, National Heritage List for England and Devon Gardens Trust listing of historic parks and gardens. Further wording requested to cover archaeological assets.	Additional text to be included, drawing attention to the potential requirement for further survey and evaluation work following desktop assessment. Links to additional listings and English Heritage guidance to be included. Reference to be made to the archaeological and cultural significance of Dartmoor and its setting.
Community	Clarification on the scale and nature of community benefits; the distinction between s106 and community funds.	Some minor changes to reflect recent Government announcements. Additional wording to clarify the distinction between s106 and community benefits.

Micro Scale Wind Turbines and Permitted Development

Topic	Issue	Recommended response
Various	Inclusion of links to guidance and case studies. Greater emphasis on energy saving/efficiency before installation of renewable technology.	Minor amendments to provide links to guidance. Links to case studies and community advice to be included. Text relating to energy efficiency re-located to give it greater prominence. Links to financial incentives for householders to be included.

Solar Arrays in West Devon: Interim Planning Guidance for Prospective Developers

(Many of the proposed changes outlined above are also applicable to the document dealing with solar arrays. This table only lists additional changes specific to the Solar Arrays document)

Topic	Issue	Recommended response
Soils, Ground Works & Drainage; Land Management	Additional wording requested to clarify de-commissioning arrangements and detailed requirements for drainage and vegetation management.	Minor amendments to text to clarify requirements, provide links to published guidance and to signpost the need to contact specialist agencies for advice.

Installing Solar PV or Solar Thermal Panels & Permitted Development

(Many of the proposed changes to the Micro Scale Wind document are also applicable to the document dealing with solar installations. This table only lists additional changes specific to the Solar PV/Solar Thermal document)

Topic	Issue	Recommended response
Various	Need to provide/plan for internal works; clarification that orientation etc also applies to free standing sites as well as buildings.	Minor amendments to text.

4. LEGAL IMPLICATIONS

- 4.1 The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England. The NPPF continues to promote the plan led system and up to date NPPF compliant policies continue to have full weight in the decision making process. It is considered Strategic Policy 3 of the Core Strategy (Renewable Energy) is compliant with the NPPF.
- 4.2 To help meet the challenge of climate change, flooding and coastal change the NPPF asks Local Planning Authorities to recognise the responsibility on all communities to contribute to energy generation from renewable or low carbon sources.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no significant financial implications arising from this report. The documents, once finalised, will be published on the Council's web site and the cost of printing a limited number of copies will be met from the strategic planning budget.

6. RISK MANAGEMENT

- 6.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

7. OTHER CONSIDERATIONS

Corporate priorities engaged:	All
Statutory powers:	<ul style="list-style-type: none"> • Planning and Compulsory Purchase Act 2004 • Town and Country Planning (Local Planning) (England) Regulations 2012 • National Planning Policy Framework 2012 • Adopted Core Strategy 2011

Considerations of equality and human rights:	There is no direct impact on equality and human rights arising from the report.
Biodiversity considerations:	The contents of the interim guidance impact on biodiversity interests. The objective of the guidance is to improve the processes associated with planning applications for renewable energy generation, giving greater coherence and consistency to impact assessment. This will help safeguard biodiversity interests.
Sustainability considerations:	Renewable energy generation responds directly to the need to address the environmental, economic and societal impacts of energy use.
Crime and disorder implications:	No impact
Background papers:	<ul style="list-style-type: none"> • National Planning Policy Framework 2012 • Renewable Energy Policies for West Devon – Community Services Committee 30 April 2013 • Interim Planning Guidance for Renewable Energy – Community Services Committee 25 June 2013 • Planning Practice Guidance for Renewable and Low Carbon Energy – Dept for Communities and Local Government, July 2013
Appendices attached:	A table outlining the full consultation response and recommended amendments to the documents is available on the Council website as an appendix to this report.

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Applications for renewable energy development that do not address the requirements of existing Development Plan policies or where impact assessment is not of sufficient standard to aid decision making.	Clarity around information required for planning applications and issues to be addressed in response to existing Development Plan policies, enabling Council to make fully informed decisions.	3	2	6	↑	Dissemination of interim guidance to renewable energy stakeholders and potential applicants; alignment with Development Management validation procedures.	Strategic Planning Team

Direction of travel symbols ↓ ↑ ↔

Draft Interim Renewable Energy Guidance: Consultation Response

Proposed action column of tables:

New text/amendments proposed in response to consultee comments is identified in **bold**

Text proposed for deletion is indicated in ~~strikethrough~~

1 General Issues Raised

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
2	Support	Welcome documents; helpful contribution to planning process. Useful to help communities understand the potential impacts without suggesting all development is damaging to the landscape. Welcome intention to help developers achieve effective community engagement. Guidance for householders is helpful.	Noted.
4	Support	Wish to see W Devon make greater use of renewable energy sources. Welcome documents as having calm and reasoned tone.	Noted.
10	Support	Documents clear and understandable	Noted.
11	Support	Welcome decision to produce guidance on type of information, level of detail and requirements associated with making a planning application.	Noted.
12	Support	Documents thorough.	Noted.
16	Support	West Devon and Devon Landscape Policy Group are to be congratulated on taking a pro-active approach to wind turbines and solar panel arrays.	Noted.
17	Support	Documents seem to be comprehensive and should	Noted.

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		be helpful.	
19	Support	Respondent considers guidance an “incredibly useful set of documents” and makes suggestions for improving Historic and Cultural Environment section.	Noted.
20	Support	Commend Council for producing documents which are very helpful and necessary.	Noted.
32	Support	Fully support the use of renewables. Must not allow NIMBY attitudes to prevail – must act now before we run out of fossil fuels.	Noted.
35	Support	WDBC should do all it can to promote renewable energy. WDBC could preface its policy with a statement in favour of such projects, subject to caveats, but giving a general presumption in favour of development.	The relevant Core Strategy policy currently does this. Suggested addition to text of documents: The adopted Core Strategy policy that directly addresses renewable energy development in West Devon is Strategic Policy 3: Renewable Energy (insert text of Policy). Other relevant Development Plan policies are referenced in the guidance under the appropriate topic headings.
15	Strategy	For notes to be effective they should be issued in context of a renewable energy plan for West Devon. Need to include full range of technologies. No indication in notes of how WDBC will take into account recent changes in Government policy eg more weight to community views in decision making. Response includes range of matters respondent considers should be included in a renewable energy plan.	Guidance reflects the current policy position. Finalised drafts will reflect recent Government guidance set out in ‘Planning Practice Guidance for Renewable and Low Carbon Energy’ published in July 2013. Revised policy and other energy matters will be developed through a new Local Plan and Community Energy Strategy (prepared by the SW Devon Community Energy Partnership).
1	Other Issues	Letter setting out consultation contacts and circumstances under which the organisation wishes to be consulted.	Letter forwarded to planning business support to ensure contact arrangements are correct.

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
3	Other Issues	Impacts of renewable energy development are likely to be experienced in more than one local authority area. Discussions regarding renewable energy guidance, policy and potential development should be considered on a cross boundary basis, depending on the impacts of the proposal. This principle should be reflected by the guidance documents.	Noted. Renewable energy is identified as a 'duty to cooperate' topic by the Devon authorities. The intention is for the guidance documents to be kept up to date. As 'duty to cooperate' working on renewable energy advances and local plan work proceeds, the contents can be revisited. The inclusion of information on strategic environmental assets and the cross references to the Landscape Officers guidance also flags the cross boundary nature of impacts.
6	Other Issues	Respondent raises questions about acceptability of industrialisation of countryside; projects uncharacteristic of rural landscape; waste of productive farm land; inconvenience to local communities during construction; use of existing buildings for solar panels; power going direct to grid rather than local communities.	Noted.
13	Other Issues	Local Authority should speak out against Government policy. Special status/exemption should be sought for Devon and Cornwall to protect tourism.	A lobbying issue unrelated to the guidance. Protection of the environment for tourism applies to many areas in the UK. Policies aim to protect the environment for residents and visitors.
13	Other Issues	Planning office to have a 'star' system for assessing applications and this should be weighted in favour of permission for UK companies and not those from abroad.	The Council is unable to do this although recent Government guidance says Local Authorities can develop policies that give positive weight can be renewable energy schemes that have clear evidence of community involvement and leadership.
15	Other Issues	Demand reduction schemes – no reference to how	The guidance does not deal with demand

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		these can be funded and managed – a role for WDBC in collaboration with the energy industry.	reduction/energy efficiency. The SW Devon Community Energy Partnership (of which W Devon is a member) is actively pursuing this.
18	Other Issues	Focus on wind and solar to meet energy needs is of concern. Respondant suggests ways of reducing energy demand and generating energy from waste, hydro etc., better energy efficiency advice.	Noted. Beyond the scope of the current guidance which is designed to amplify current local policy.
23	Other Issues	Respondent raises concerns about national policy, use of renewables to address energy shortfall, record of wind farms, the environmental effects of wind and solar, health and safety impacts, misrepresentation of costs of renewable technologies.	Noted. Beyond the scope of the current guidance which is designed to amplify current local policy.
24	Other Issues	Helpful if documents could make reference to the Dartmoor National Park Authority's Core Strategy DPD and the Development Management and Delivery DPD. The Authority's Design Guide Supplementary Planning Document also makes reference to renewable energy. A final version of the Dartmoor National Park Management Plan Review will soon be published.	Add text to introduction: This guidance covers that part of West Devon that falls outside of the Dartmoor National Park. The Dartmoor National Park Authority has its own planning powers. The Authority's Development Plan Documents and the National Park Management Plan can be accessed on the Authority's web site (insert link).
25	Other Issues	Guidance should deal with energy production rather than the maximum power that turbines/panels can produce.	NPPF states that Local Authorities "recognise that even small-scale projects provide a valuable contribution to cutting greenhouse gas emissions".
25	Other Issues	Direct reference should be made to the importance of tourism and the local economy/jobs. More emphasis to be given to assessing the impacts on tourism in assessing the sustainability of a planning	Tourism is referenced in the sections of the guidance dealing with strategic environmental assets. The impact of a proposal relates to the experience of individuals, whether resident or

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		application.	visitors. Protection of the landscape and landscape and visual impact assessment will cover these issues. More emphasis should be placed on landscape guidance. Link to Devon Landscape Group Advice Note 2 should be updated.
27	Other Issues	Many sites in W Devon have potential for hydro electric generation. Support should be given to these and s106 funds to support their operation by local trusts. Where sites have been used historically for hydro generation their re-use for the purpose should be supported.	The guidance deals with wind and solar development only, as these are the developments that most commonly come forward as planning applications. S106 funds can only be used to offset the impacts of a development rather than to support local project work unrelated to the development in question.
34	Other Issues	Actively encourage individuals and businesses to develop hydro generation. Schemes which are noisy should not be approved.	See above.
27	Other Issues	Where sites are used screening from the most commonly observed viewpoint should be considered.	Reference to screening is already included in the guidance.
28	Other Issues	Wish to see reference to why the Government has committed the UK to achieving at least 30% of electricity from renewable sources.	
28	Other Issues	Some reference needed as to why local renewable energy is important.	This reference is included in the community section of the guidance.
29	Other Issues	Following criteria should be used for wind and solar planning applications: -will local residents be affected? -visual intrusion into the natural landscape? -affect the enjoyment and appreciation of rural habitat?	Most matters are covered by the guidance. Not all new buildings will be suitable for solar panels (construction, orientation etc) but Core Strategy Strategic Policy 2 aims to secure renewable or low carbon energy for buildings over threshold sizes.

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		<ul style="list-style-type: none"> -Compete and detract from any nearby listed building? -Good quality grade 1,2,3 agricultural land should not be considered appropriate - New buildings such as supermarkets should compulsorily have solar panels on their roof -Conditions should be used to control size, quality, safety of materials used. 	The safety of technologies is covered by industry standards.
30	Other Issues	Council to consider extending right of Appeal to communities as well as developers.	Beyond the scope of the Council's powers and current legislation.
30	Other Issues	Document has a presumption of acceptance. As a guide has no weight in the planning process. Document does not mention the Area of Great Landscape Value.	Local Planning Authority's are asked to have a positive strategy to promote energy from renewable and low carbon source. The current 'enabling' policy is Strategic Policy 3. The AGLV no longer has any policy status. The Structure Plan was abolished in May 2013 and the West Devon Core Strategy no longer contains reference to it. More weight is now placed on assessing the impacts on landscape character.
30	Other Issues	Renewable energy targets derive from Kyoto and later agreements now have no status in EU law as they are expired.	Regardless of the status of Kyoto and later agreements EU legislation remains in force and legally binding emissions targets exist in the Climate Change Act 2008.
34	Other Issues	All residents and businesses should have the right to install a renewable energy scheme. Document should contain a power generation supply line map that shows all the properties on the supply line, the power supplied to it, a declaration from the power company about the capacity of the line and wayleaves from all properties stating they will not be	Information goes beyond the scope of the guidance/planning control and would be too detailed for inclusion in this type of guidance.

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		taking up any power generation input.	
35	Other Issues	Not all renewable generation will be connected to the grid. Policies should be supportive of low impact developers who will often prioritise issues such as self sufficiency, environmental conservation, off grid technologies, permaculture etc etc.	Noted.
36	Other Issues	Guidance is welcomed; pleased to see some comments made on S Hams documents have been incorporated in the W Devon guidance. While there are differences in the two authorities we recommend the guidance is kept in step as closely as possible.	Noted.
36	Other Issues	Should be made clear documents are guides to existing policies only; documents should outline the timetable for the Local Plan.	<p>Introduction states: "This guidance note is one of a series that amplifies current planning policy in West Devon as set out in the adopted development plan policies."</p> <p>Add text to read: ...the guidance will be kept under review as a new Local Plan is developed, so that it remains up to date and linked to appropriate policy. The Council aims to have a new Local Plan in place by 2016.</p>
36	Other Issues	Greater prominence should be given to community issues, benefits and especially community schemes. Guidance states Council is keen to assist community groups but no specific assistance is offered. Given potential importance of community issues and their social and economic benefits, this topic should be moved to Chapter 2 within the documents. In the introduction there should also be mention of the	<p>The guidance is intended as a 'walk through' guide to the planning requirements in bringing a wind/solar scheme forward, rather than a consideration of the social and economic benefits of bringing renewable energy forward at the community level.</p> <p>The role of the Authority in community schemes</p>

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		current consultation on community ownership and the impact this may have.	is one of facilitation; contact officers are nominated for Neighbourhood Plans and Community Plans and this may be a route for some renewable energy proposals. Recommend inclusion of additional links to Neighbourhood Planning and Community Planning advice on the Council's website.
36	Other Issues	Include an appendix listing and weighting all policies referred to together with a time line to show the weight assigned to emerging and declining policies.	The relevant Development Plan policies are referenced throughout the document. A timeline outlining the weight given to national and Development Plan policies cannot be done as the relevant policies will be unique to the site in question, the stage emerging policies have got to' and their public acceptability.
36	Other Issues	URL addresses for embedded links should be provided.	This will included as an appendix to the guidance documents.
36, 37	Other Issues	Introductions should include a West Devon context as informed by the SWDCEP Exeter University report. Must be an opportunity for the reader to gain an understanding of what the target means for West Devon and how this translates in terms of renewable energy options.	This debate is more appropriately located as part of discussion on Local Plan options.
36	Other Issues	Despite the sensitivity of the area there needs to be a balance between the landscape and the eco-system services required to be delivered for its communities such as renewable energy.	Noted. The guidance makes reference to the goals of sustainable development and the assessment of impact is designed to help answer this question.
36	Other Issues	Effort has been made to identify importance guidance. Natural England technical advice on wind turbine from trees and hedges is clear and specific, however much else is highly subjective. It would be	Noted.

GENERAL ISSUES RAISED			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		helpful if more clarity could be achieved informed by local evidence and the growing body of best practice locally, nationally and internationally. SWDCEP welcome the opportunity through partnership with WDBC to establish clearer parameters where feasible, supported by training to help with decision making.	
37	Other Issues	Documents should be written on a common format/structure. Benefits of integrating renewable energy into new development should be stressed.	Documents follow similar structure but not all issues are common to all technologies.
37	Other Issues	Useful to know what the attitude and preferences are to possible solutions to achieve the 15% target.	This will depend on the resources available and the financial climate. National targets do not cascade directly down to the Local Authority area.
37	Other Issues	Local Government needs a reality check. The potential of hydro power is very small. Wind has the greatest potential to meet targets in the most cost effective way.	Noted. Comments relate to resource assessment prepared by Exeter University.
37	Other Issues	Should be a presumption in favour of economically viable schemes.	It is for the developer to determine if a scheme is economically viable.

2 On Shore Wind Turbines in West Devon: Interim Planning Guidance for Prospective Developers

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
21	Initial Site Selection	A wide range of elements are covered in the site selection process. It would be appropriate to include a general paragraph explaining that the site selection process takes into account a combination	Add text to paragraph 2.1 to read: The site selection process will cover a wide range of elements. Section 2 of the guidance

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		of a number of factors that are listed in the guidance. These elements otherwise appear to be disjointed and unrelated.	considers the more strategic elements that will assist in 'sieving' potential areas for development. Section 3 of the guidance looks at some of the impacts of development in more detail and the issues a planning application will need to address. Sections 2 and 3 of the guidance set out many of the issues a planning application will need to address. The Council is keen to pro-actively engage.....
25	Initial Site Selection	Full year of wind speed data should be provided with the planning application together with details of the performance characteristics for the particular model of turbine proposed.	The Council has no influence over where a developer considers the wind speed to be economically viable for a turbine. Wind speed measurement prior to an application will often be made, over a period of time. It is common for the exact make and model of turbine to be finalized by the developer after planning permission is granted. National Policy Statement for Renewable Energy Infrastructure (EN-3) allows for some flexibility in project details and acknowledges that, at the time of application, a wind farm operator may not know precisely which turbine will be procured. The NPPF does not require the applicant to demonstrate the benefits of renewable energy and recognizes that even small schemes provide a valuable contribution to cutting greenhouse gas emissions.
30	Initial Site Selection	Wind speed information over a period of time must be supplied to accurately evaluate site potential. It must also take into account wind compass variation over the year in relation to the noise footprint.	Wind speed measurement prior to an application will often be made, over a period of time. The point at which it is commercially viable is a decision for the developer. ETSU-R-

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			97 and associated good practice guidance sets the methodology for noise assessment.
3	Road Access & Rail Infrastructure	Reference should be made to the need for developers to engage with the Local Highway Authority, focusing on both construction and operational phases. Information accompanying a planning application should include either a transport statement or transport assessment, depending on the nature of the development.	<p>Additional wording proposed to section 2.6:</p> <p>Developers should engage with the County Council, as Local Highway Authority, regarding road access and impacts on the Highway during both construction and operation. A transport statement or transport assessment of proposals may be required as part of the planning application process. A construction management plan may be required to manage potential impacts, if road access is an issue.</p> <p>Add text to section 2.8 Developers are advised to contact the Public Rights of Way team at Devon County Council for advice about Public Rights of Way, access land, recreational routes and other rights of way. An advice note on wind farms/solar arrays and public rights of way is being prepared by the Public Rights of Way team and developers are advised to contact them for further advice.</p>
20	Road Access & Rail Infrastructure	Section does not mention safety of highway users during construction phase. Visibility splays and setting back of access gates could be important. Additional verges and passing places may be needed. May be necessary to divert a public right of way on a temporary basis. Advice note on wind farms/solar arrays is being prepared by PROW at	<p>Detail of measures necessary for development to proceed would be subject to discussion with Highway Authority.</p> <p>See additional wording proposed to section 2.8. Developers are advised to contact the PROW team for detailed advice.</p>

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		Devon County Council.	
20	Other Highway Issues	The fall over distance between turbines and road or rail lines has been superseded by Planning Practice for Renewable and Low Carbon Energy. New guidance is not as specific as PPS22 Companion Guide but the DCAF recommends fall over distance in relation to unsurfaced, unclassified county roads, PROW and other recreational routes should be given full consideration.	Remove reference to PPS22 Companion Guide. Replace with the following and add text to section 2.7 to read: The Government's ' Planning Practice Guidance for Renewable and Low Carbon Energy' does not offer specific guidance on buffer distances between roads or rail lines. However, the issue of fall over distance and proximity of turbines to roads, public rights of way and recreational routes and access land should be given full consideration.
20	Other Rights of Way and Distance Issues	References should cover cycle/multi use routes, restricted byways and byways open to all traffic. Developers should seek the advice of the PROW section as to whether any PROW cross or abut the site and whether these form part of a recreational trail or important local route. Checks should be made to make sure there are no applications to add new routes to the Definitive Map. Assessment of unsurfaced, unclassified roads should also be undertaken.	Amended text of section 2.8 advises developers to contact the PROW team at the County Council for information.
2	Strategic Environmental Assets	Should mention strategic historic environmental assets such as Cornwall and W Devon Mining Landscape WHS, Dartmoor National Park and key designated assets or groups of assets	This section deals with the natural environment. Propose additional wording to read: While this section deals mainly with the natural environment there are also a number

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			of strategically significant historic and cultural assets that should be noted, for example, the Cornwall and West Devon Mining Landscape World Heritage Site and Dartmoor National Park. The Devon County Historic Environment Record and Historic Landscape Character mapping can provide more information (insert link). Further information can be found in section ****
3	Strategic Environmental Assets	<p>The link from “descriptions” should direct people to the landscape character type profiles on WDBC’s own web site rather than the Devon Character Area profiles.</p> <p>This section could also refer to cumulative landscape and visual impacts and the need to address this satisfactorily (cf Devon Landscape Policy Group Advice Note 2).</p>	<p>The link to the Devon Character Area profiles also includes sub links to the landscape character type profiles.</p> <p>The section is to assist developers ‘sift’ the Borough for potential areas of opportunity. The issue of cumulative impact is addressed in subsequent sections.</p>
36	Strategic Environmental Assets	Would be helpful to include case studies/diagrams to illustrate what might be considered appropriate development within an AONB or as a backdrop to the Dartmoor National Park.	Links to case studies will be included in the document.
21	Agricultural Land	Wind energy does not have a large land take up and it is common for turbines to be located on operational farms without long term disruption of agricultural activities.	Noted.
26	Agricultural Land	Do not agree that renewable energy development on most versatile agricultural land should be avoided. Agricultural activity can still take place and the land take is de minimus.	The guidance states that wind turbine development on the best and most versatile land should be avoided where possible and where proposals on land holdings with good

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			quality land come forward, preference should be given to developing land of lower quality where this is possible. While it is accepted that the land take from turbine development is de minimus, the laying of foundations, tracks etc may have impacts on the flexibility and choice of agricultural activity. The best and most versatile land is that which can be used for a variety of agricultural uses and is an important national asset.
28	Agricultural Land	Appreciate high grade agricultural land should be avoided for energy generation but feel this is skewed view as there is no negative comment when land is used for grazing horses..."the presence of turbines can restrict arable cropping" – it would be more informative to know the reason for this.	Noted. Versatility of land may be affected by the need to lay tracks, cabling, concrete foundations etc.
25	Environmental Impact Assessment	EIA should be required for all turbines with a maximum height to blade tip of 15m or more and for all turbines of any size within 2Km of the National Park. Bat and bird surveys should be required for all turbine applications of all sizes.	Requirement for EIA is set in Regulations. Some form of biodiversity/habitat assessment will be required for all applications that require planning permission, but the extent of this will depend on the nature and scale of the proposal and the sensitivity of the location.
21	Visual Amenity	Welcome the fact the draft guidance states there is no right to a view. This should be retained in subsequent versions of the guidance	Noted.
5	Noise and Distance	While there are impacts on individual amenity it must be acknowledged we live in a highly populated area where there are few areas wind energy can be brought forward without impact on somebody. Must utilise best wind resources even when not all	Noted.

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		will be happy about it.	
11	Noise and Distance	EN-3 states there is no evidence that ground transmitted low frequency noise occurs at a significant level to be harmful to health. Surprised to see statement that additional noise assessment may be required if noise complaints justified. EN-3 also says 'where correct methodology has been followed and a wind farm is shown to comply with ETSU-R-97...noise limits, the IPC may conclude it will give little or no weight to the adverse noise impacts from the operation of the wind turbines.'	Planning permission would include assessment of noise impacts and conditions would limit noise based on ETSU-R-97. Additional noise assessment would be required if it was considered noise conditions had been breached.
15	Noise and Distance	Guidance weak; documents do not ensure applications will be refused on grounds of visual impact or nearness to properties. Local Authority should take lead to stop development it opposes being overturned on appeal.	Local Authority guidance has to conform with Government guidance. 'Planning Practice Guidance for Renewable Energy' published in July 2013 states "Local planning authorities should not rule out otherwise acceptable renewable energy development through inflexible rules on buffer zones or separation distances." Recent appeal decisions suggest impact has to be severe ("overbearing") to materially affect living conditions. Appeal decisions in favour of development suggest many planning authorities find this a difficult judgement to make and one that is dependant on the circumstances of the site and the nature and scale of the development proposed.
21	Distance	Draws attention to recent DCLG guidance and advice on buffer zones/separation distances. Sends a clear message that should be reflected in the Council's guidance.	Noted. Proposed amendment to text: ... The Council's view on separation distances...drawing on advice....The Council is aware of the recent Court decisions and is

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			monitoring the progress of other Local Authorities who have included separation distances in draft policies. Further work to review the position will be undertaken when the Local Plan strategy is reviewed. The Government's Planning Practice Guidance for Renewable and Low Carbon Energy advises that Local Planning Authorities should not rule out otherwise acceptable renewable energy development through inflexible rules on buffer zones or separation distances.
25	Noise and Distance	Minimum separation distances should be adopted in line with Lord Reay's Bill and Wiltshire County Council and additional distances specified for some smaller turbines.	See above.
25	Noise and Distance	Respondent draws attention to publication of Government guidance and the need to update the text.	See above.
30	Noise	ETSU-R-97 is out of date and not fit for purpose. Consultation on separation distances is required.	See above.
20	Noise	NPPF p29 refers to the importance of tranquil areas. Recommend that recreational and amenity factors should be included in the section on noise.	Methodology used to assess noise is established as 'best practice'.
25	Noise	Legally enforceable noise conditions should be applied as some turbines are noisier than predicted. 'Den Brook' condition offers wind turbine neighbours the best protection. If this condition is not applied then the 'Chiplow/Jack's Lane condition in its entirety should be applied.	Conditions are applied as part of the planning permission, based on the technology employed and site assessment. The guidance signals the Council's intention to consider applying planning conditions relating to noise complaints.
25	Noise	ETSU-R97 seriously flawed in methodology. Does not deal adequately with amplitude modulation.	See above. Amend text to read:

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		Appreciated SHDC is not in a position to reject the use of ETSU guidance, therefore it should be supplemented with more effective forms of protection i.e. minimum separation distances combined with an effective noise condition. Text in document which states ETSU-R97 “gives indicative noise levels thought to offer a reasonable degree of protection to wind farm neighbours...” could be construed as endorsing the content and methodology and should be removed.	“gives indicative noise levels the working group that prepared the guidance considers offer a reasonable degree of protection to wind farm neighbours”
36, 37	Noise	Would be helpful to include a footnote to the technical points in this section.	Footnote to be included.
20	Distance	This section covers visual amenity for residents. The impact on ‘other visual receptors’ should be assessed – see Landscape Institute’s Guidelines for Landscape and Visual Impact Assessment.	Visual impact assessment is covered in the landscape section and includes reference to the methodology promoted by the Landscape Institute.
20	Distance	Attention drawn to Planning Practice for Renewable and Low Carbon Energy and the advice regarding buffer zones/separation distances and influence of factors such as topography, local environment and nearby land uses. Nearby land uses should include recreational users.	Noted.
30	Flicker & Local Health Effects	Panel should require developers to identify all those with medical problems close to a turbine proposal.	Potential for health impacts on medical conditions is extremely low.
3	Landscape	Final version of Advice Note 2 has now been published and links need updating. Reference should be included to DCLG guidance published in July which replaces PPS22. Important to distinguish between cumulative	Links will be updated in final edit. Recommend: Inclusion of table of “information to inform landscape and visual impact assessments” from DCLG guidance in place of table on page 18 drawn from PPS22 Companion Guide (now

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		<p>landscape and cumulative visual impacts.</p> <p>Helpful to add “and scale” after “the nature” in the first bullet point under Development Management on page 19</p>	<p>superseded).</p> <p>Amend bullet point on page 19 to read: Require information proportionate to the nature and scale of the proposal and the sensitivity of its location.</p>
11	Landscape	Welcome emphasis on cumulative impact and ‘green hills’ character of Devon.	Noted.
11	Landscape	Unclear what distance from residential properties the Council will consider ‘unacceptable’ in landscape/visual amenity terms. How material affect on living conditions will be determined is not set out.	The impact will depend on the specifics of the site
11	Landscape	Clearer guidance on how landscape and visual impact will be measured, and how it might be mitigated.	The Council promotes the use of the Devon Landscape Policy Group Advice Note 2 which gives additional guidance on the aspects of landscape and visual impact that are acceptable/likely to be unacceptable.
15	Landscape	Please guidance recognises unique character of W Devon. To say impact can be minimised through sensitive siting and design is disingenuous – more effective and truthful to say there are no sites in W Devon where large turbines can be accommodated.	The test in planning terms is whether the impact is acceptable or can be made acceptable, recognising that all development will have some impact. WDBC cannot introduce a moratorium on large scale turbine development as this would be contrary to Government guidance although it can indicate where such schemes are more likely to be acceptable (an issue for the new Local Plan).
20	Landscape	Welcome inclusion of guidance on cumulative impact and ref to DLPG Advice Note 2. Reference made to Planning Practice Guidance for Renewable	<p>Noted.</p> <p>Amend text to replace table showing</p>

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		and Low Carbon Energy.	Cumulative Impact Assessment Requirements with updated table from Planning Practice Guidance for Renewable and Low Carbon Energy.
24	Landscape	Distinction/relationship between Landscape Character Areas (LCAs) and Landscape Character Types (LCT) is not explained. Under 'Development Management Principles' reference is made to respecting the sensitivity of LCAs. LCTs are more detailed and would be more appropriate.	Add definitions/relationships to glossary at end of document. Amend bullet point to read: <ul style="list-style-type: none"> Proposals for wind energy development should respect the sensitivity of the Landscape Character Area(s)/Landscape Character Type(s) of which the site is a part.....
30	Landscape	Should be a presumption against development in the AGLV south of A30 and bounded by Dartmoor National Park and Tamar Valley World Heritage Site. There can be no public interest in the erection of turbines in AONBs, National Parks or their hinterland.	AGLV has no policy status – Structure Plan abolished in May 2012 and the West Devon Core Strategy does not include it. More weight is now given to impact on landscape character. Potential impacts on Dartmoor and Tamar Valleys would be considered as part of the assessment process.
30	Landscape	Delete reference to ...impacts can be made acceptable.	This wording is taken from the NPPF.
30	Landscape	Minimum distances for cumulative zone of visual impact should be specified.	The zone of theoretical visibility will depend on the characteristics of the site and the nature and scale of the proposal.
30	Biodiversity & the Natural Environment	The danger to raptors has been underplayed and the RSPB's data is under question.	Noted. Assessment of impacts on bird life will form part of application process. Links are provided in the guidance to the RSPB and Natural England advice.
3	Soils, Hydrology & Land Management	Advice should reflect final version of DLPG Advice Note 2.	Include new text to read:

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Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			Add additional bullet point to table on page 22 to read: <ul style="list-style-type: none"> • Reflect the contents of DLPG Advice Note 2 (promoting the use of land management plans for all phases of development)
22	Soils, Hydrology & Land Management	Useful if guidance could highlight that all works should be undertaken in accordance with the Environment Agency's Pollution Prevention Guidelines. If controlled wastes are to be used in the construction of access tracks and hard standings then an exemption Environmental Permitting will need to be registered with the Environment Agency before the use of any such waste is authorised.	Add text to read: Developers should be mindful of the need to undertake works in accordance with the Environment Agency's Pollution Prevention Guidelines (add link) and the need to register the use of any controlled waste for access tracks and hard standings prior to it being deployed.
22	Soils, Hydrology & Land Management	Any access tracks should be permeable and be accompanied by localised sustainable drainage systems such as swales and infiltration trenches to control any run off.	Add text to read: Any access tracks which need to be provided should be permeable and be accompanied by localised sustainable drainage systems such as swales and infiltration trenches to control any run-off.
2, 3	Historic & Cultural Heritage	Statistics on Scheduled Ancient Monuments and non-designated assets can be provided by Devon Historic Environment Record. Should be noted historic assets may be material to sustainable development whether designated or not. In addition to desk based assessment, archaeological geo-physical survey and evaluation excavation may be required prior to determination and to inform mitigation.	Include link to the Devon HER. Include additional text to read: Archaeological sites are especially vulnerable (to site disturbance, ground works etc). In addition to desk based assessment, geophysical survey and evaluation excavation may be required.

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		Reference to be made to the need for developers to engage with the County Council as the Authority responsible for maintaining the Historic Environment Record.	Amend table of minimum requirements to read “Desktop archaeological assessment may be required where deposits are known or suspected. Further survey and evaluation work may be required” . Add Devon County Council to the list of contacts for further information.
16	Historic & Cultural Heritage	Siting of wind turbines or solar arrays in or near Historic Parks and Gardens should, wherever possible, be avoided because of the effect on the character and appearance of these important sites. Request local sites and national sites are included as an appendix.	Inclusion of a listing would mean, for completeness also including listings other historic assets. The National Heritage List for England includes nationally important historic parks and gardens; locally important resources are on the Devon Gardens Trust web site. Recommend: Amendment of text to read: Information about the location and nature of historic assets can be found on the historic environment gateway (link), the National Heritage List for England and from the key contacts listed in Appendix 3. In addition, information about locally important historic parks and gardens can be found on the Devon Gardens Trust web site (link).
19	Historic & Cultural Heritage	More information on setting and visual amenity would help applicants and provide local advice on	The importance of these factors is covered in DLPG Advice Note 2 which the respondent has

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Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		visual dominance; scale; inter-visibility; vista and sight lines; movement; sound or light effects; unaltered settings. These issues should be made explicit in relation to the historic environment.	been unable to access. This contains a section on sensitivity in relation to historic landscape character. The relevance of Advice Note 2 is flagged in the section on Historic and Cultural Environment.
19	Historic & Cultural Heritage	Provide links to English Heritage guidance.	Link to EH 'Wind Energy and the Historic Environment' is already referenced. Recommend inclusion of additional links to The Setting of Heritage Assets (2011) and Seeing History in the View (2011)
19	Historic & Cultural Heritage	Important to ensure applications are properly supported by an appropriate assessment of impact on historic sites and landscapes. This is required in the relevant section but to be clear it should reference the methodology set out by English Heritage.	Amend text to read: Ad an additional bullet point to the list of factors developers need to consider as follows: Where archaeological remains exist or are.....an assessment of impact will be required. Where required a historic environment impact assessment should be produced by a competent heritage professional and should consider the overall effects on the historic environment. The methodology used should be integrated with the landscape and visual impact assessment, referencing guidance produced by the Landscape Institute (reference in footnote) and the guidance contained in Devon Landscape Officers Group Advice Note 2. Add: Early consultation with Devon County Council and the Local Authority conservation officer is

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			advised.
24	Historic & Cultural Heritage	Wish to highlight the archaeological richness of the Dartmoor National Park and the need to have regard to the protection of this large scale heritage asset. Preparation of historic environment statements should bear this in mind.	Add text to preliminary paragraph to read: West Devon has a valuable and varied historic and cultural heritage....and sites of value for their archaeology. A small area of the Tamar Valley.....heritage and cultural landscape is unique. The Dartmoor National Park, as well as being a valued landscape is a rich archaeological and cultural resource. Although this guidance does not cover the Dartmoor National Park (which has its own planning powers), developers should consider the potential impacts of development close to the boundary.
30	Historic & Cultural Heritage	Guidance should contain a map of all the heritage assets and there should be a presumption of refusal near to these sites. Great weight should be given to the advice of English Heritage.	The information is held in publicly available resources and links to these are given. A presumption of refusal is not appropriate as the impacts will vary according to the nature and sensitivity of the site. The response of English Heritage is a material consideration in decision making.
5	Community	Type of community benefit to be determined by what the community wants rather than what the developer chooses to give. Support community ownership – where possible ownership by a single wealthy land owner or company should be avoided. Renewables ideal for neighbourhood/community driven activity government and NPPF promotes.	Noted.
9	Community	Not enough emphasis on importance of early engagement with neighbours as well as	It would be for the developer to identify those affected by a proposal either through impact

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		communities.	assessment processes or through engagement/consultation. Planning application processes include site notices and publication of weekly planning application lists.
10	Community	No specific definition of community but appears to exclude consultation with Town and Parish Councils.	Town and Parish Councils would be consulted about planning applications in their area.
11	Community	Recognise importance of community engagement but concerned that guidance stipulates the community is to decide on appropriate benefits. W Devon should provide guidance on what is appropriate to request and states this has to be balanced with the scheme's ability to finance the benefit.	Important that developers negotiate with communities to avoid perception that planning permission has been purchased. Some guidance on the types of benefit that may be appropriate is included in the document.
13	Community	Benefits will not secure direct or cheap electricity for local communities. Benefits are an economic incentive or bribe. Incentives are a small percentage of the economic return to developers.	Reductions to electricity bills have been secured for some communities, eg Delabole. The industry is currently revising it's community benefits protocol to raise the level of financial benefits for communities from significant schemes.
20	Community	Rights of way user groups should be added to any list of community engagement interest groups.	It will be for the developer to identify the affected communities.
21	Community	The local community as well as the value of the community benefit fund will be different for each project and should be defined on a case by case basis. The Council's requirements for engagement should be kept proportionate to the size of the project – this should be spelled out in the guidance.	Add text to read: ...agreed action(benefits in kind; community equity; local contracting)... The value of community benefits will be different for each project and will need to be defined on a case by case basis. In order to establish appropriate community benefits.... Text of guidance states "The scale of public

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			<p>engagement required will vary according to the scale of the proposal and the controversy any proposal is likely to generate". Add text to bullet points outlining Development Management team responsibilities to read:</p> <ul style="list-style-type: none"> • Seek community engagement proportionate to the scale and size of the project. Where proposals by nature of their scale or size are likely to generate local controversy.....
21	Community	Guidance is a good opportunity to distinguish between community benefits and planning obligations.	<p>Add text to guidance to read:</p> <p>...Schemes should be acceptable not only in land use terms but also have clear and direct benefits for communities affected by commercial wind turbine development. There is a distinction between planning obligations (where a developer provides benefits to offset the direct impact of the development, such as providing new infrastructure, restoring or recreating wildlife habitats, correcting for TV interference) and community funds/investment. The latter are not considered as being part of the decision making process for granting planning permission. Community funds and other community investment can take a number of forms,....from goodwill funding...to agreed actions...</p>
30	Community	Clear and accurate information must be available to	Information relating to a planning application is

ON SHORE WIND TURBINES IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		communities. Communities should be involved at the scoping stage before a full application is submitted.	available on the website. Not all scoping requests result in a planning application being made and some applications may require post-submission requests for information.
15	Planning Application Process	Planning office should require that within 6 months of a decision on a scoping (EIA) proposal the potential developer makes it clear whether they intend to proceed with an application or not.	Whether a scoping opinion results in a planning application or not is a decision for the developer that the planning authority has no control over.
20	Planning Application Process	List of core information does not include an assessment of rights of way/recreational routes and access land on or abutting the site. PROW are usually included in a planning application but recreational and access land could be overlooked. Table of minimum requirements should include impact on public rights of way and other recreational routes and land should be included.	These issues would be picked up through identification of routes affected as part of landscape and visual impact assessment.
21	Planning Application Process	Welcome the suggestion information sought will be proportionate to the nature of the proposal and the sensitivity of the location. Also important to include a commitment the DM team will engage in pre-application and other discussions with developers in a timely manner.	Response times are detailed on the pre-application service page of the web site.
7	Other Issues	The greater number of wind turbines should be placed offshore. Only small (10-15m) turbines should be allowed in the countryside.	Local Planning Authority cannot exclude large turbines from consideration and has a duty to determine all planning applications.
8	Other Issues	Whole of Devon should be designated National Park; wind turbines cause untold damage to landscape.	Noted.
9	Other Issues	Little reference to tourism.	Guidance aims to have due regard to landscape and environment, which underpin tourism.
13	Other Issues	All agricultural land should be exempt from	Beyond scope of current planning system.

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Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		renewable energy development – turbines should be offshore.	
13	Other Issues	Development should wait until the impact on tourism has been assessed.	The Council is unable to put a moratorium on development as suggested.
14	Other Issues	Wind turbines are inefficient and will not solve the UK's energy problems. They are not safe – there are incidences of fire; structural failure and ice shedding. In some countries there is a 1000m buffer zone and there should be a similar standard in the UK.	The safety of turbines is covered by the industry standards that apply. Recent Government guidance does not support arbitrary buffer zones/distance standards as a means of judging when turbines will be acceptable.
20	Other Issues	PROW team is able to advise whether a site is designated under Countryside and Rights of Way Act 2000 as access land. Law with access land is complex and developers are advised to contact Natural England to discuss implications.	Add the following text: The law associated with development on access land designated under the Countryside and Rights of Ways Act 2000 is complex and developers are advised to contact Natural England for advice.
21	Other Issues	May be useful to refer to DECC's work on a Community Energy Strategy and provide links.	Amend text: The Government's Planning practice guidance for renewable energy states that community initiatives are likely to play an increasingly important role and should be encouraged as a way of providing positive local benefit from renewable energy. This section of the guidance will be kept under review and updated when more detail becomes available and the forthcoming national Community Energy Strategy is developed.
25	Other Issues	Full cost of de-commissioning, including removal of the concrete base should be required to be placed in	De-commissioning is currently dealt with by planning condition. Sites are also likely to be re-

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Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		escrow before construction begins.	powered or re-configured after 10-15 years. Scottish National Heritage has just published research and guidance on this issue (26 June 2013) and the outcome of this will be monitored to assess its applicability to the South Hams situation.
25	Other issues	In the interests of efficient production of energy 'powering down' should be discouraged.	It is outside the control of the planning process to specify output levels (a commercial decision for the operator).
26	Other Issues	Welcome guidance and consider it useful but consider guidance unsuitably prejudiced because commentary immediately assumes such development is likely to an adverse impact on residential amenity/nature/landscape. It is insinuated development will face an uphill battle rather than receive support. Respondent draws attention to wording in landscape and other sections where it states development has the "potential to impact" and considers more positive wording should be used.	All development will have an impact. The guidance aims to help decision makers receive sufficient information to make a judgement about whether impacts are, or can be made, acceptable, in line with the objectives of the NPPF.
30	Other Issues	Greater weight needs to be put on the 4 presumptions in Government guidelines. -renewable energy does not automatically outweigh landscape and environmental protection -more emphasis on cumulative impact -more emphasis on local topography -protection of heritage assets etc	Government announcements have been formalised in Planning Practice Guidance for Renewable and Low Carbon Energy. The issues listed are covered in the guidance and cross reference to it is made in the document(s).
30	Other Issues	A map of areas of tranquillity should be provided.	Mapping dates from 2007 and further work has been undertaken by Newcastle University on behalf of CPRE to refine the methodology. Information is not fine grained enough to be

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			used on a site by site basis. Factors that impact on tranquillity will be assessed using noise impact methodology and landscape and visual impact methodology.
31	Other Issues	Wind turbines are one of the most expensive renewable technologies, blighting landscape, danger to birds, nuisance to neighbours. Only work at a narrow range of wind speeds. Turbines should be located out at sea.	Guidance is in response to planning applications which the Council has a duty to determine.
34	Other Issues	Would support small turbines under 12Kw production – do not support larger turbines on grounds of amenity as the problems outweigh the benefit. Property prices fall leading to demands for reduction in rates which would affect the Parish Council's operating budget.	To restrict turbine development in the manner suggested would be contrary to Government guidance.

3 Micro Scale Wind Turbines and Permitted Development: A Guide for Property Owners in W Devon

MICRO SCALE WIND TURBINES & PERMITTED DEVELOPMENT			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
36	Getting Started	Health warning regarding structural stability of buildings should be emphasised further.	This is listed as a key factor to consider and reference is made to the need to consult with Building Control is referred to under the heading 'Do I Need Planning Permission or Other Consents'.
2	Other Considerations	Reference to the impact of development on settlements, building groups and individual buildings. Recommends inclusion of links to English Heritage guidance.	Link to guidance already included
19	Other Considerations	The surrounding environment and design	A link to English Heritage guidance is included.

MICRO SCALE WIND TURBINES & PERMITTED DEVELOPMENT			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		considerations need to be clearer about the issues, implications and considerations pertaining to the historic environment in general and conservation areas in particular.	
19	Other Considerations	Wording should be clearer about the need for planning permission or other consents for development in conservation areas. Although taken from the Planning Portal the wording would benefit from plain English.	The need for listed building consent is referenced. Similarly, the need to take account of traditional building form. A reference to English Heritage guidance is recommended for inclusion (see earlier representation).
36	Other Considerations	If this section is based on existing policies then it should include links to it. If not, it should be made clear it is suggested good practice only. This section should be illustrated with case studies, good and bad.	The guidance is essentially targeting those property owners installing technologies using Permitted Development rights where the Local Authority has no policy input. Including cross references to policy would not be helpful in this context. Links to case studies to be included.
21	Other Issues	Renewable UK have produced guidance on small wind turbine development.	Add text to read: RenewableUK, the trade and professional body for the UK wind and marine renewables industry has produced its own guidance for small wind turbines (add link) which readers may also find useful.
35	Other Issues	Object to fact micro scale wind turbines in AONB automatically require permission.	The Council is not in a position to amend the Permitted Development rights which are granted by legislation.
36	Other Issues	Micro Wind and Domestic Solar could be combined into a single document with a common format. Need to explain they are guides to existing policies, rule and regulations and do not in themselves form	Add a short introductory statement in Section 1: ...The guidance is for residents in West Devon, but outside of the Dartmoor National Park. If you are a resident of the National Park then

MICRO SCALE WIND TURBINES & PERMITTED DEVELOPMENT			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		<p>policy. Should include appendices with addresses and phone numbers, not just web links. Web links should include URL references as a footnote. Additional companion guides should be produced for commercial and community buildings and developers of new build.</p> <p>Should be reference about what to do if you are a resident of the National Park.</p>	<p>relevant advice can be found on (insert link).</p> <p>Add addresses and phone numbers in final document + an appendix with URL references.</p> <p>A decision about whether additional guidance should be prepared can be considered once the wind and solar guidance has been in use for a period and its effectiveness assessed.</p>
36	Financial Incentives	<p>Text should point out the savings made through the reduction of electricity imported and the associated change in behaviour required to make the most of such systems.</p> <p>Would be clearer if sections on FiTs and RHI were more clearly linked to their respective technologies.</p> <p>Should be reference to Green Deal, RHI, ECO and other incentives available to householders and local businesses.</p>	<p>Insert text to read:</p> <p>This pays householders...regardless of whether it is used in the home or not...The best financial return will be made where energy using behaviours in the property change to use the renewable electricity when it is being generated, thereby reducing electricity imported from the grid.</p> <p>The text relates FiT to energy generation and lists solar thermal among the technologies which will be eligible for RHI.</p> <p>References to be provided as a list of links to further information.</p>
36	Planning Permission	<p>Section should contain a short overview including reference to listed building consent and building control. A diagram illustrating the approval process should be included.</p>	<p>Insert text to read:</p> <p>If you think you need planning permission...please contact the Development Management service. Remember you may also</p>

MICRO SCALE WIND TURBINES & PERMITTED DEVELOPMENT			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			<p>need listed building or building control consents even if you do not need planning permission.</p> <p>Insert diagram of planning application process.</p>
37	Other Issues	Building mounted turbines are so small and subject to turbulence that their cost effectiveness is too poor to consider seriously.	Technologies exist for building mounted turbines and effectiveness will depend on location/siting.
37	Other Issues	Some of language is clumsy...	Text is drawn from the Planning Portal.

4 Solar Arrays in West Devon: Interim Planning Guidance for Prospective Developers

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
3	Road Access & Rail Infrastructure	Reference should be made to the need for developers to engage with the Local Highway Authority, focusing on both construction and operational phases. Information accompanying a planning application should include either a transport statement or transport assessment, depending on the nature of the development.	<p>Additional wording proposed to section 2.6:</p> <p>Developers should engage with the County Council, as Local Highway Authority, regarding road access during both construction and operation. A transport statement or transport assessment of proposals may be required as part of the planning application process. A construction management plan may be required to manage potential impacts, if road access is an issue.</p>
20	Road Access & Rail Infrastructure	Section does not mention safety of highway users during construction phase. Visibility splays and setting back of access gates could be important. Additional verges and passing places may be needed. May be necessary to divert a public right of way on a temporary basis. Advice note on wind	<p>Detail of measures necessary for development to proceed would be subject to discussion with Highway Authority.</p> <p>See additional wording proposed to section 2.6</p>

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		farms/solar arrays is being prepared by PROW at Devon County Council.	Add an additional section to the guidance entitled: Other Access Issues Developers are advised to contact the Public Rights of Way team at Devon County Council for advice about Public Rights of Way, access land, recreational routes and other rights of way. An advice note on wind farms/solar arrays and public rights of way is being prepared by the Public Rights of Way team and developers are advised to contact them for further information. The law associated with development on access land designated under the Countryside and Rights of Way Act 2000 is complex and developers are advised to contact Natural England for advice.
33	Road Access & Rail Infrastructure	Proposed installation of solar panels adjacent to a railway should be mindful of the impacts of reflective material used which should not interfere with the sight of train drivers and the potential for glare of reflection that may impact on signalling. Network Rail should be consulted on any planning applications for solar farms as standard.	The request for consultation is noted. The 'Initial Site Selection' section of the guidance is intended to help prospective developers 'sift' potential sites at a strategic level. There is text in the guidance directing developers to consult Network Rail and it is considered the detail of concerns can be flagged by the organisation at this stage. The following amendment to text is suggested: Where proposed sites are close to railway corridors and/or routes (including cabling or transmission routes) cross railway infrastructure, developers should consult Network Rail for a view about the likely impacts

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			and rail-related issues that should be addressed and to ascertain if permissions are required to cross bridges and other infrastructure.
36	Strategic Environmental Assets	Would be helpful to include case studies/diagrams to illustrate what might be considered appropriate development within an AONB or as a backdrop to the Dartmoor National Park.	Links to case studies will be included in the document.
36	Agricultural Land	Income from renewable energy should not be considered a source of diversified income for farmers. Majority of return goes out of County. All land should be independently assessed for agricultural value – issues of food security/supply.	Under current national guidance value of agricultural land is based on agricultural land classification referenced in the guidance.
28	Agricultural Land	Appreciate high grade agricultural land should be avoided for energy generation but feel this is skewed view as there is no negative comment when land is used for grazing horses.	Noted.
30,37	Agricultural Land	Farmers/land owners should demonstrate they have explored the feasibility of roof installation before presuming to use farm land.	There is currently no ‘sequential test’ for solar farms and although Government guidance refers to ‘encouraging’ effective use of previously developed land.
2	Strategic Environmental Assets	Should mention strategic historic environmental assets such as Cornwall and W Devon Mining Landscape WHS, Dartmoor National Park and key designated assets or groups of assets	This section deals with the natural environment. Propose additional wording to read: While this section deals mainly with the natural environment there are also a number of strategically significant historic and cultural assets that should be noted, for example, the Cornwall and West Devon Mining Landscape

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			World Heritage Site. The Devon County Historic Environment Record and Historic Landscape Character mapping can provide more information (insert link). Further information can be found in section ****
3	Strategic Environmental Assets	<p>The link from “descriptions” should direct people to the landscape character type profiles on WDBC’s own web site rather than the Devon Character Area profiles.</p> <p>This section could also refer to cumulative landscape and visual impacts and the need to address this satisfactorily (cf Devon Landscape Policy Group Advice Note 2).</p>	<p>The link to the Devon Character Area profiles also includes sub links to the landscape character type profiles.</p> <p>The section is to assist developers ‘sift’ the Borough for potential areas of opportunity. The issue of cumulative impact is addressed in subsequent sections.</p>
3	Landscape	Helpful to add “and scale” after “the nature” in the first bullet point under Development Management on page 19	Amend bullet point on page 17 to read: Require information proportionate to the nature and scale of the proposal and the sensitivity of its location.
11	Landscape	Unclear what distance from residential properties the Council will consider ‘unacceptable’ in landscape/visual amenity terms. How material affect on living conditions will be determined is not set out.	The impact will depend on the specifics of the site
11	Landscape	Clearer guidance on how landscape and visual impact will be measured, and how it might be mitigated.	The Council promotes the use of the Devon Landscape Policy Group Advice Note 2 which gives additional guidance on the aspects of landscape and visual impact that are acceptable/likely to be unacceptable.
15	Landscape	WDBC should have restrictions on solar arrays in the same way there are for housing/factory	Impact on the landscape would be assessed as part of the application process.

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		development, to avoid industrialisation of the landscape.	
15	Landscape	More positive restriction on the size and number of installations in one area should be adopted. General principles are insufficient to prevent unwanted applications.	The cumulative impact of development is related to the character, scale and sensitivity of the landscape and cannot be encapsulated in the standards sought by the respondent.
20	Landscape	Considers this section should be expanded – more comprehensively covered in the wind guidance. Does not include specific points on the impact on users of rights of way, cycle/multi use routes and access land. Nor does it cover considerations of remoteness and wildness.	This would be covered by the ‘journey scenario’ approach advocated by the guidance on cumulative impact included in Planning Practice Guidance for Renewable and Low Carbon Energy.
24	Landscape	Distinction/relationship between Landscape Character Areas (LCAs) and Landscape Character Types (LCT) is not explained. Under ‘Development Management Principles’ reference is made to respecting the sensitivity of LCAs. LCTs are more detailed and would be more appropriate.	<p>Add definitions/relationships to glossary at end of document.</p> <p>Amend bullet point to read:</p> <ul style="list-style-type: none"> Proposals for wind energy development should respect the sensitivity of the Landscape Character Area/Landscape Character Type of which the site is a part.....
25	Landscape	A preference should be expressed for horizontal sites which are not overlooked and can be screened effectively by vegetation, rather than hillsides.	The landscape and visual impact of proposals will vary according to the nature and characteristics of any particular site. The Devon Landscape Group’s Advice Note 2 gives generic guidance on landscape sensitivities and impacts.
25	Landscape/Visual Amenity	Severe glare from solar panels can be dangerous to transport uses as well as a nuisance to dwellings. There should be a restriction that a neighbour’s property should not be faced with more than 120 degrees of solar farm unless the neighbour agrees in	Such a standard takes no account of distance, topography, landscape characteristics etc and would be construed as arbitrary

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		writing.	
25	Landscape	Cumulative impacts from development a concern. Requirement to produce a base plan will all existing and consented wind farms...is welcomed. Similar requirement should be placed on solar farms. A required radius is not defined – up to 20 miles may not be unrealistic. Parish Councils within 10 Km and neighbours within 1 Km of a proposed site should be routinely informed of scoping requests.	<p>The requirements the respondent refers to are taken from the Companion Guide to PPS22.</p> <p>The table in the Government guidance only refers to wind energy, but the criteria are just as applicable to solar energy. – reference to this is made in the text. A minor amendment to the text is proposed to update the references.</p> <p>Amend text to read: While the advice on cumulative impact assessment requirements contained in the Companion Guide to PPS22 DCLG ‘Planning Practice Guidance for Renewable and Low Carbon Energy’ is focused on wind turbine development, the information required to make an assessment of cumulative impact will be very similar.</p> <p>The screening process is to determine if a development requires a formal Environmental Impact Assessment as part of the planning application process. Only a small proportion of screening requests come forward prior to planning application. EIA screening information is published on-line as part of the Register. The opportunity for consultation occurs as part of the planning application notification process.</p>
20	Distance	This section covers visual amenity for residents. The impact on ‘other visual receptors’ should be	Visual impact assessment is covered in the landscape section and includes reference to the

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		assessed – see Landscape Institute’s Guidelines for Landscape and Visual Impact Assessment.	methodology promoted by the Landscape Institute.
2, 3	Historic & Cultural Heritage	<p>Statistics on Scheduled Ancient Monuments and non-designated assets can be provided by Devon Historic Environment Record. Should be noted historic assets may be material to sustainable development whether designated or not. In addition to desk based assessment, archaeological geo-physical survey and evaluation excavation may be required prior to determination and to inform mitigation.</p> <p>Reference to be made to the need for developers to engage with the County Council as the Authority responsible for maintaining the Historic Environment Record.</p>	<p>Include reference to HER. Include additional text to read:</p> <p>Archaeological sites are especially vulnerable (to site disturbance, ground works etc). In addition to desk based assessment, geophysical survey and evaluation excavation may be required.</p> <p>Developers should engage with the County council as the Authority responsible for maintaining the Historic Environment Record for Devon. Information about the location and nature of historic assets can also be found on the historic environment gateway....</p> <p>Amend table of minimum requirements to include reference.</p> <p>Add Devon County Council to the list of contacts for further information.</p>
19	Historic & Cultural Heritage	Important to ensure applications are properly supported by an appropriate assessment of impact on historic sites and landscapes. This is required in the relevant section but to be clear it should reference the methodology set out by English Heritage.	<p>Amend text to read:</p> <p>Add additional text to the list of factors developers need to consider as follows:</p> <p>Where archaeological remains exist or are.....an assessment of impact will be required. A historic environment impact assessment</p>

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			should be produced by a competent heritage professional and should consider the overall effects on the historic environment. The methodology used should be integrated with the landscape and visual impact assessment, referencing guidance produced by the Landscape Institute (reference in footnote) and the guidance contained in Devon Landscape Officers Group Advice Note 2.
24	Historic & Cultural Heritage	Wish to highlight the archaeological richness of the Dartmoor National Park and the need to have regard to the protection of this large scale heritage asset. Preparation of historic environment statements should bear this in mind.	Add text to preliminary paragraph to read: West Devon has a valuable and varied historic and cultural heritage....and sites of value for their archaeology. A small area of the Tamar Valley.....heritage and cultural landscape is unique. The Dartmoor National Park, as well as being a valued landscape is a rich archaeological and cultural resource. Although this guidance does not cover the Dartmoor National Park (which has its own planning powers), developers should consider the potential impacts of development close to the boundary.
20	Solar Panels	Solar panels may also affect access users and are likely to impact on horse riders when horses experience intense light.	List of impacts includes reference to glint and glare from panels in relation to the trajectory of the sun.
11	Soils, Ground Works and Drainage	Recommend changes to wording to make it clear panels should be removed on de-commissioning.	Amend text to read: Following de-commissioning of a solar array At the end of the commercial life of an installation the panels, frames and other structures should

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			be physically removed and de-commissioned. Former farm land should be restored to agricultural use or where previously a brown field or commercial site, restored to enable some acceptable alternative use.
20	Soils, Ground Works and Drainage	Potential for run-off and erosion from solar panels and associated tracks on nearby PROW, recreational routes and unclassified County roads should be assessed.	Amend text to read: can disrupt the ecology of the site, impact on nearby public rights of way and other access land/routes , affect drainage and alter the appearance in a way.....
22	Soils, Ground Works and Drainage	Useful if guidance could highlight that all works should be undertaken in accordance with the Environment Agency's Pollution Prevention Guidelines. If controlled wastes are to be used in the construction of access tracks and hard standings then an exemption Environmental Permitting will need to be registered with the Environment Agency before the use of any such waste is authorised.	Add text to read: Developers should be mindful of the need to undertake works in accordance with the Environment Agency's Pollution Prevention Guidelines (add link) and the need to register the use of any controlled waste for access tracks and hard standings prior to it being deployed.
22	Soils, Ground Works and Drainage	Any access tracks should be permeable and be accompanied by localised sustainable drainage systems such as swales and infiltration trenches to control any run off.	Add text to read: Any access tracks which need to be provided should be permeable and be accompanied by localised sustainable drainage systems such as swales and infiltration trenches to control any run-off.
25	Soils, Ground Works and Drainage	All solar farms should be required to use removable foundations rather than concrete, so that the land can revert to agricultural use rather than being converted to brown field sites.	A preference is expressing for fixings that can be removed. However, in some cases, concrete 'shoes' are preferable in situations where ground disturbance may create other impacts

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			(on archaeological remains for example).
30	Soils, Ground Works and Drainage	Scouring from concentrated run off and overloading of local watercourses is a problem during heavy storms.	Environment Agency advice and links to information are provided.
3	Land Management	Advice should reflect final version of DLPG Advice Note 2.	Add additional bullet point to table on page 22 to read: <ul style="list-style-type: none"> • Reflect the contents of DLPG Advice Note 2 (promoting the use of land management plans for all phases of development)
20	Land Management	DCC access to any right of way to permit strimming, cutting, surfacing work or clearance of obstructions should not be impeded. Chemical spraying of underground associated with solar arrays should be carried out in accordance with appropriate health and safety and with regard to users of PROW.	Add text to read: <p>Developers should also be mindful of the impact of land and vegetation management on nearby PROW and access land/routes.</p>
25	Land Management	Even if solar panels are raised on piles, the land underneath does not remain available for grazing sheep or other animals.	There are examples where this has been achieved through negotiation. The guidance signals the Council's intention to achieve continuing agricultural use.
20	Fencing & Security Measures	Consultation with the PROW team at DCC and appropriate user groups should take place to discuss appropriate fencing and security where a PROW crosses a site. Some sheep netting, for e.g. can be hazardous for horses in narrow places.	Add text to read: <p>Where a PROW crosses a site, consultation with the PROW team at Devon County Council is advised to ensure fencing and gates meet the needs of users.</p>
9	Community	Not enough emphasis on importance of early engagement with neighbours as well as communities.	It would be for the developer to identify those affected by a proposal either through impact assessment processes or through engagement/consultation. Planning application

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			processes include site notices and publication of weekly planning application lists.
11	Community	Recognise importance of community engagement but concerned that guidance stipulates the community is to decide on appropriate benefits. W Devon should provide guidance on what is appropriate to request and states this has to be balanced with the scheme's ability to finance the benefit.	Important that developers negotiate with communities to avoid perception that planning permission has been purchased. Some guidance on the types of benefit that may be appropriate is included in the document.
20	Community	Rights of way user groups should be added to any list of community engagement interest groups.	It will be for the developer to identify the affected communities.
20	Community	Concept of community benefits is supported following proper public consultation, but the benefits should not be used to outweigh the adverse effects.	Noted.
30	Community	It should not be up to the developer to identify the community affected but the planning officer assisted by the Parish Council.	As part of engagement processes it is anticipated Parish Councils would be involved in this.
37	Community	Community groups should be directed to examples of good practice in setting up community generation.	Links to be provided
20	Planning Application Process	List of core information does not include an assessment of rights of way/recreational routes and access land on or abutting the site. PROW are usually included in a planning application but recreational and access land could be overlooked. Table of minimum requirements should include impact on public rights of way and other recreational routes and land should be included.	The impact will be scoped as part of landscape and visual impact assessment.
7	Other Issues	Solar panels should only go on roofs and industrial areas, not in fields.	Latest Government guidance supports use of solar panels on brown field sites. However, the

SOLAR ARRAYS IN WEST DEVON			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
			Council could not exclude all green field sites.
31, 34	Other Issues	Solar arrays are not necessary. Many roofs could take panels without using agricultural land. Suggestion that livestock can graze among panels is not borne out by observation.	See above – comments equally apply to existing buildings.
9	Other Issues	Loss of agricultural output should be calculated to evaluate loss against benefits gained from renewable energy generation.	Beyond scope of planning system.
9	Other Issues	Little reference to tourism.	Guidance aims to have due regard to landscape and environment, which underpin tourism.
25	Other Issues	Where some electricity is stored on site consideration needs to be given to storage arrangements and effects on residential amenity/risk of pollution of land/watercourse etc.	All aspects of site development would be covered by impact assessment – construction/operation/decommissioning. Proposed amendments include reference to the Environment Agencies Pollution Prevention Guidelines and permitting requirements.
30	Other Issues	Guidance must take in to account recent announcements by Greg Barker regarding protection of green field sites from solar arrays.	There is no protection of green field land as in the way suggested. The Minister’s statements have been consolidated into new guidance which states “...the visual impact of a well-planned and well-screened solar farm can be properly addressed within the landscape if planned sensitively.” And...”encouraging the effective use of previously developed land, and if a proposal does involve greenfield land, that it allows for continued agricultural use and/or encourages biodiversity....”

5 Installing Solar PV or Solar Thermal Panels and Permitted Development: A Guide for Property Owners in W Devon

INSTALLING SOLAR PV OR SOLAR THERMAL PANELS & PERMITTED DEVELOPMENT			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
36	Getting Started	Should emphasise the energy hierarchy and the position of relatively expensive measures within the hierarchy, preferably at the start of the section. Links to DARE and EST guidance should be included + links to local groups and organisations that can provide advice (and local case study examples from eg Open Homes).	Move paragraph covering the Energy Hierarchy to the start of the section. Appendices to include links to further advice and information.
36	Getting Started	Should be clear that the information applies to ground mounted installations as well as roof mounted.	Amend text to read: The South West has the best solar resource in the United Kingdom. There are two ways in which the sun's energy can be harnessed for use, either by roof mounted technology or by free standing installations.
5	Roof Orientation	Emergent solar technologies can work when sited on a much wider range of surfaces with different aspects and profiles. While best sites should be made use of, the guidance should not exclude new technologies that could make sufficient use of indirect sunlight.	Guidance does not prevent any form of technology coming forward. Links are included in the text to information on the Energy Savings Trust web site.
36	Roof Orientation	Information applies equally to a roof mounted or ground mounted installation.	Amend title of section to read: Roof Orientation. Replace the word 'roof' with roof/site .
36, 37	Financial Incentives	Should be reference to Green Deal, RHI, ECO and other incentives available to householders and local businesses.	References to be provided as a list of links to further information.
2	Other Considerations	Reference to the impact of development on	These links are already included in the text.

INSTALLING SOLAR PV OR SOLAR THERMAL PANELS & PERMITTED DEVELOPMENT			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
		settlements, building groups and individual buildings. Recommends inclusion of links to English Heritage guidance.	
15	Other Considerations	WDBC should be adopting a policy of only allowing solar tiles where they can be integrated into the roof line without impacting on the appearance of the building. All new buildings should incorporate solar tiles.	WDBC is unable to influence development that occurs using Permitted Development rights. The new Local Plan will address the integration of renewable energy into new development at design stage but not all new buildings will be suited to the technology, or other technologies may be more appropriate as a means to reduce the overall emissions from a building.
19	Other Considerations	The surrounding environment and design considerations need to be clearer about the issues, implications and considerations pertaining to the historic environment in general and conservation areas in particular.	A link to English Heritage guidance to be included.
27	Other Considerations	Wording should be amended to say “When no longer needed or capable of operating to produce electricity panels should be removed from the site and sent to an approved waste recycling facility, which is capable of recycling the materials within the unit as soon as reasonably practicable”.	The wording used in the text is contained in the table copied from the Planning Portal and reflects the wording of the legislation relating to Permitted Development.
36	Other Considerations	If this section is based on existing policies then it should include links to it. If not, it should be made clear it is suggested good practice only. This section should be illustrated with case studies, good and bad.	The guidance is essentially targeting those property owners installing technologies using Permitted Development rights where the Local Authority has no policy input. Including cross references to policy would not be helpful in this context. Links to case studies to be included.

INSTALLING SOLAR PV OR SOLAR THERMAL PANELS & PERMITTED DEVELOPMENT			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
19	Do I Need Planning Permission?	Wording should be clearer about the need for planning permission or other consents for development in conservation areas. Although taken from the Planning Portal the wording would benefit from plain English.	The need for listed building consent is referenced. Similarly, the need to take account of traditional building form. A reference to English Heritage guidance is recommended for inclusion (see earlier representation).
36	Planning Permission	Section should contain a short overview including reference to listed building consent and building control. A diagram illustrating the approval process should be included.	<p>Insert text to read:</p> <p>If you think you need planning permission...please contact the Development Management service. Remember you may also need listed building or building control consents even if you do not need planning permission.</p> <p>Insert diagram of planning application process.</p>
36, 37	Other Issues	<p>Micro Wind and Domestic Solar could be combined into a single document with a common format. Need to explain they are guides to existing policies, rule and regulations and do not in themselves form policy. Should include appendices with addresses and phone numbers, not just web links. Web links should include URL references as a footnote. Additional companion guides should be produced for commercial and community buildings and developers of new build.</p> <p>Should be reference about what to do if you are a resident of the National Park.</p>	<p>Add a short introductory statement in Section 1: The guidance is for residents in West Devon, but outside of the Dartmoor National Park. If you are a resident of the National Park then relevant advice can be found on (insert link).</p> <p>Add addresses and phone numbers in final document + an appendix with URL references.</p> <p>A decision about whether additional guidance should be prepared can be considered once the wind and solar guidance has been in use for a period and its effectiveness assessed.</p>

INSTALLING SOLAR PV OR SOLAR THERMAL PANELS & PERMITTED DEVELOPMENT			
Rep No.	Para/Topic	Issues raised by Consultee	Proposed action
36	Other Issues	Guidance should refer to the need for internal infrastructure and potential work required such as a thermal store.	Add text to say: You may also need to take into account the need for internal works to the property to accommodate solar and solar thermal hot water systems eg space for hot water cylinders and thermal stores.
37	Other Issues	Respondent raises issues relating to FIT, energy saving; RHI; Permitted Development text; colour of panels and frames; joint purchasing etc.	These issues have been copied across from the S Hams consultation and were dealt with by text amendments prior to the publication of the draft W Devon documents.

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NAME OF COMMITTEE	Resources
DATE	17 September 2013
REPORT TITLE	Five Year Housing Land Supply Statement 2013
Report of	Strategic Planning Officer
WARDS AFFECTED	All

Summary of report:

The purpose of the report is for members to agree that the Council has a deliverable supply of housing as evidenced in the Five Year Land Supply Statement 2013.

Financial implications:

There are no direct financial costs arising from this report.

RECOMMENDATIONS:

It is recommended Resources Committee **RECOMMEND** that Council:

1. Agree that the Council has 5.4 years of housing land supply as evidenced in the Five Year Land Supply Statement 2013.
2. Agree that the Five Year Housing Land Supply Statement 2013 be published on the Council's website.

Officer contact:

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1. BACKGROUND

- 1.1 The National Planning Policy Framework (NPPF) requires the Council through its Local Development Documents to plan for at least 15 years of housing delivery from the date of adoption of the Core Strategy. Historically the Council had provided the information in relation to the five year land supply within its Annual Monitoring Report which is published in January each year. The most recent monitoring report was published in January 2013. The Localism Act has changed the requirements for Local Authorities with regard to monitoring and this has provided opportunities to provide information relating to housing delivery in a more timely manner.

- 1.2 Paragraph 47 of the NPPF requires local authorities to identify and update annually a supply of specific sites sufficient to provide five years worth of housing against their housing requirements. Sites are considered deliverable if they are:
- Available – the site is available now;
 - Suitable – the site offers a suitable location for development now;
 - Achievable – there is a realistic prospect that housing will be delivered on the site within five years.
- 1.3 Collating this information into a ‘statement’ enables the Council to demonstrate whether the authority has a five year supply of deliverable sites. Where a local authority cannot demonstrate a five year land supply, they may be vulnerable to sites being granted permission for development which are outside of the adopted local planning framework.
- 1.4 The most up-to-date information on the Council’s housing land supply has now been collated and explained in the Five Year Land Supply Statement 2013. (Appendix A). This statement:
- sets out the current planning policy context in relation to housing land supply;
 - confirms the Council’s position in terms of the Borough’s five year housing land supply and the delivery of allocated sites;
 - shows how the Council intends to address the requirements of the National Planning Policy Framework.
- 1.5 Paragraphs 3.15 – 3.20 of Appendix A set out the Council’s position with regard to the five year housing land supply. This evidence is for the Local Planning Authority area and therefore excludes the Dartmoor National Park which monitors its own housing delivery. The table below (extracted from the Five Year Land Supply Statement 2013.) shows the number of dwellings which the Council knows to be deliverable in the next five year period (2013/14-2017/18). This is based on a realistic assessment of available housing land taking into account:
- A 220 dwellings per annum housing target;
 - Phasing strategies for the strategic allocations;
 - Sites being confirmed as available, suitable and achievable;
 - Current economic circumstances;
 - Adopted development plan policies.

2013/14 – 2017/18 (5 years)	Assumed readily deliverable supply
Under Construction	66
Planning Permission	580
Allocated/Other Sites	554
Total Deliverable Supply	1200
Total Required Supply at 220 homes per year + 5%	1155

- 1.6 The total required supply figure of 1155 includes a +5% buffer which is required by the NPPF to ensure choice and competition in the market for land. Where authorities have a persistent record of under delivery of housing this buffer should be increased to 20%. Table 4 of Appendix A shows that West Devon has on average delivered around 270 dwellings per annum which is more than the 220 annual requirement, therefore the 5% buffer is appropriate.
- 1.7 This table shows that the Council has a five year land supply. The figure shown for 'Allocated/Other Sites', includes part of the strategic allocations for Tavistock (current outline application) and Okehampton (application expected for part of the allocation later in 2013) coming forward in the next five years along with other proposed development such as Hatherleigh Market site which now has a live outline permission for 116 units. These are included on the basis that they are considered to be available, suitable and achievable in the short term. Table 1 of Five Year Land Supply Statement 2013 'Local Plan Allocations' sets out the position regarding the sites allocated within the Core Strategy and saved Local Plan policies.
- 1.8 Paragraphs 3.21- 3.26 of Appendix A set out the position regarding the future supply of housing for years 6 to 15. These paragraphs set out that beyond 2017/18 there is a further supply of 1350 dwellings on allocated sites alone. Taking this into account there is sufficient land available in the Borough for development to provide over 11 years worth of housing land supply.
- 1.9 The Five Year Housing Land Supply Statement 2013 concludes that the Council has an adequate supply of housing land available in both the short term and long term. The information within the document provides robust evidence for the Council and can be used when considering applications for sites which are not allocated within the Core Strategy/Local Plan. The Council will continue to monitor the provision of housing land within the Borough and provide annual updates on the housing land supply position.
- 1.10 The Council is also currently beginning the process of preparing a new Local Plan which will extend the plan period to 2031. We are currently collecting evidence in the form of a Strategic Housing Market Needs Assessment (SHMNA) and will shortly be updating the Strategic Housing Land Availability Assessment (SHLAA). Together these pieces of evidence will help us to identify our objectively assessed need and enable the Council to plan to deliver appropriate levels of housing growth for the period to 2031. Section 4 of the Five Year Land Supply Statement 2013. 'Planning for our Future Housing Strategy' provides further details of these pieces of work.

2. LEGAL IMPLICATIONS

- 2.1 The NPPF provides the statutory framework for planning in England and requires local authorities to demonstrate a five years supply of specific deliverable sites and a supply of developable sites for years 6 to 15.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications arising from this report. The information provided in the Five Year Land Supply Statement will help support the evidence

of future housing development required to plan for the medium term financial plan. This is another item on the agenda for this committee.

4. RISK MANAGEMENT

4.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

5. OTHER CONSIDERATIONS

Corporate priorities engaged:	Housing
Statutory powers:	<ul style="list-style-type: none"> • Town and Country Planning (Local Planning) (England) Regulations 2012 • National Planning Policy Framework • Adopted Core Strategy 2011 • Adopted Local Plan Review 2005
Considerations of equality and human rights:	There is no direct impact from the Five Year Land Supply Statement 2013 on human rights. However, in demonstrating an adequate housing land supply, the 'Statement' can help to resist development on unplanned, unallocated sites which have not been subject to consultation and independent examination.
Biodiversity considerations:	There is no direct impact from the Five Year Land Supply Statement 2013 on biodiversity. However, in demonstrating an adequate housing land supply, the 'Statement' can help to resist development on sites which may have high biodiversity value.
Sustainability considerations:	The report will help to support development coming forward in a plan-led manner.
Crime and disorder implications:	There is no direct impact from the Five Year Land Supply Statement 2013 on crime and disorder.
Background papers:	None
Appendices attached:	<i>Appendix A: Five Year Land Supply Statement 2013</i>

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Lack of published information on the Borough's housing land supply.	If the Council cannot demonstrate a five year supply of deliverable sites it may be vulnerable to sites being granted permission for development which fall outside of the adopted local planning framework.	4	2	6	↑	Publish the Five Year Land Supply Statement 2013 to demonstrate how the Council's housing land supply is being delivered to ensure a five year supply of deliverable sites.	Strategic Planning

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 Direction of travel symbols ↓ ↑ ⇄

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West Devon Borough Council

Five Year Housing Land Supply Statement

2013

September 2013

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1. Introduction

a. Why are we preparing this Five Year Land Supply Statement 2013?

- 1.1 This statement has been prepared:
- to set out the current planning policy context in relation to housing land supply;
 - to confirm the Council's position in terms of the Borough's five year housing land supply and the delivery of allocated sites;
 - to show how the Council intends to address the requirements of the National Planning Policy Framework.
- 1.2 This document does not set new planning policies or amend those already adopted.

b. What is the scope of this Statement?

- 1.3 The primary purpose of this statement is to assess the Council's position in relation to its housing land supply. In particular, it will provide details of the Borough's recent housing completions, outstanding commitments and progress on allocated sites in order to demonstrate whether the Council has a five year supply of deliverable sites.
- 1.4 The statement will also review the Council's empty housing stock and rate of windfall development to ensure that this is taken into account in the consideration of overall housing land supply.
- 1.5 Finally, this statement will identify the key areas of work to be undertaken as part of the housing strategy in the new Local Plan and the steps currently being taken by the Council to progress this work.

c. What is the status of this Statement?

- 1.6 This document does not contain any policies and is not intended to be used as planning policy guidance. It will be used as a piece of evidence to help inform planning decisions, particularly in instances where proposals for residential development do not meet with our adopted housing strategy.
- 1.7 This update does not supersede any existing adopted policies in the Core Strategy or Local Plan but should be read in conjunction with them and the requirements of the National Planning Policy Framework.
- 1.8 This statement reports on the current five year land supply based on the adopted development plan policies for West Devon. The Core Strategy and saved Local Plan policies provide a development strategy for the Borough until 2026, this is the adopted development plan document until such time that it is replaced with a new Local Plan.

- 1.9 Work is now beginning on gathering evidence for a new Local Plan and a timetable for its preparation is shown at Appendix 2. West Devon together with other authorities, including the Dartmoor National Park, South Hams, Cornwall Council and Plymouth City Council in the Plymouth housing market area are working together to determine future housing needs for the period to 2031. This new information will inform the preparation of a new Local Plan, once adopted, the new Local Plan will provide the statutory decision making framework for planning in West Devon (for the area outside of the Dartmoor National Park).
- 1.10 Until such time as the new Local Plan is adopted, the Council will continue to use the relevant policies contained in the adopted Core Strategy and Local Plan to manage and deliver its housing land supply. More details about this are provided in Section 2 of this statement.

2. Current Policy Context

a. What does national planning policy say?

- 2.1 The National Planning Policy Framework (NPPF) sets out the Government's planning policies for England and how these are expected to be applied. The NPPF is clear that the purpose of the planning system is to contribute to the achievement of sustainable development. At the heart of the NPPF is a 'presumption in favour of sustainable development' this should be seen as the golden thread running through both plan making and decision making.
- 2.2 The National Planning Policy Framework (NPPF) states that every effort should be made to objectively identify and meet the housing needs of an area. With particular reference to housing land supply, the NPPF requires local planning authorities to:
- Maintain a five years supply of specific deliverable¹ sites with an additional buffer of 5-20% to ensure choice and competition in the market for land;
 - Identify a supply of specific developable² sites for years 6-10 and 11-15;
 - Illustrate the expected rate of delivery through a housing trajectory.
- 2.3 Local planning authorities are permitted to take windfall development into consideration in the housing land supply if there is compelling evidence to justify this.

b. What does local planning policy say?

- 2.3 The Council is currently undertaking a new Strategic Housing Market Needs Assessment (SHMNA) which is due to be published in autumn 2013. This work has been led by independent consultants, GVA Grimley, and has been commissioned jointly with Plymouth, Cornwall and South Hams Councils and the Dartmoor National Park. The SHMNA will be used to evidence the future housing strategy for the Borough which will be determined through the preparation of the new Local Plan.
- 2.4 Until such time as the housing needs identified in the SHMNA have been published and consulted on as part of the process of preparing a new Local Plan, the Council will continue to use the RSS housing requirement and the 220 per annum target as the basis for assessing its housing land supply.

¹ To be considered deliverable, sites should be available now, offer a suitable location for development now, and be achievable with a realistic prospect that housing will be delivered on the site within five years and in particular that development of the site is viable. Sites with planning permission should be considered deliverable until permission expires, unless there is clear evidence that schemes will not be implemented within five years, for example they will not be viable, there is no longer a demand for the type of units or sites have long term phasing plans.

² To be considered developable, sites should be in a suitable location for housing development and there should be a reasonable prospect that the site is available and could be viably developed at the point envisaged.

- 2.5 The current housing target of 4,400 homes over the plan period is based on the Regional Spatial Strategy (RSS) requirements. Whilst the RSS has now been revoked, it is considered that the figure of 4,400 is an appropriate level of growth based on the evidence that was available at that time. This figure was tested during the examination of the Core Strategy and it was agreed that the level of housing proposed allowed a balance to be achieved between meeting identified housing needs and protecting the special environmental quality of the area.
- 2.6 The Sustainable Development Strategy for West Devon is set out in chapter 3 of the adopted Core Strategy 2011 which sets out how development will be distributed across West Devon. The policies within the Core Strategy are all underpinned by Strategic Policy 1 – Sustainable Development, which sets out the considerations the Council will take into account in order to ensure that development within West Devon is undertaken in a sustainable manner. The policy provides a policy framework to consider sustainable development in West Devon.
- 2.7 Strategic Policy 7 of the Core Strategy sets out the strategic distribution of housing; it covers the period 2006 to 2026 and makes provision for 4,400 homes to be delivered during this time in West Devon in the area outside of the Dartmoor National Park. Of this number, a total of 1690 new homes will be delivered on allocated sites in Okehampton and Tavistock. A further 430 homes will be provided in the local centres and villages primarily through community-led planning projects (more details about this are set out in Section 3). The remainder is being provided through existing commitments (i.e. other dwellings which are under construction or which have an outstanding planning permission).

c. Are the adopted local policies consistent with the NPPF?

- 2.8 Planning law requires that applications for planning permission must be determined in accordance with the development plan unless material considerations indicate otherwise. The NPPF does not change the statutory status of the development plan but requires proportional weight to be applied to policies depending on their conformity with the NPPF. Proposed development that accords with an up-to-date Local Plan should be approved.
- 2.9 As per paragraph 157 of the NPPF, development plans should allocate sites to promote development. As such, the adopted housing allocations in the Borough are considered to be in conformity and, where they are yet to be implemented, the Council will continue to promote these sites for development. Progress on the delivery of the allocated sites varies and full details are provided in Section 3, Table 1.

3. Examining our Housing Land Supply

a. What are our current housing requirements and targets?

3.1 As set out in Section 2, the Council’s current housing requirements are based on the RSS target of 4,400 homes for the period 2006 to 2026. This equates to 220 homes per annum.

b. What progress is being made on our allocated sites?

3.2 Table 1 below provides information about progress on all allocated sites in the Borough:

Table 1 - Local Plan Allocations

Policy Ref	Site Address	Status
H3	Land at Wonnacotts, Okehampton	Not started. In WDBC ownership. Active developer interest with negotiations being pursued with all relevant parties. Development anticipated to commence in the next five years for around 40 units.
H4	Land to the east of Okehampton	Under construction
H5	Land between Giblands and Laburnum, Okehampton	Complete
H7	Land at Bishopsmead, Tavistock	Complete
H8	Land at the Manor, Tavistock	Complete
H10	Woollen Mill, North Tawton	Not started. Live application for 62 dwellings. Recommended approval subject to s.106 agreement. Development anticipated to commence in the next five years.
H11	Land to the east of High Street, North Tawton	Complete
H13	Land north of Claremont Place, Hatherleigh	Complete
H14	Land north of Oslo, Hatherleigh	Complete

H15	Land at Pentille Road, Bere Alston	Complete
H16	Land at Rowan Cottages, Lewdown	Not started. Whilst the majority of the site (including access) is ready to be delivered, part of the site has not been confirmed as available. The Council is working with relevant parties to bring forward development on all parts of the site which are available, with sufficient flexibility to enable a viable development to be achieved. Active developer interest with application for approximately 10 units being pursued on part of site. Development anticipated to commence in the next five years.
H17	Land north of Spreyton Village, Spreyton	Complete
H18	Land east of Lyndhurst, Highampton	Not started. Due to physical constraints identified post allocation, the proposed level of development cannot be achieved on the allocated site. As such, the Council is working with relevant parties to bring forward development on an adjacent site where the proposal is directly comparable to the allocation and meets all other requirements of Policy H18. Development anticipated to commence in the next five years.
H20	Land at Town Farm, Bridestowe	Complete
SP22	East of Okehampton Strategic Allocation	<p>Not started. Outline application for approximately 300 homes expected winter 2013. Development anticipated to commence in the next five years.</p> <p>The Council's 2011 Core Strategy allocates this site for development. Further guidance on the development of the site will be provided in the East of Okehampton Masterplan SPD which is due to be published for consultation in autumn 2013.</p>
SP23*	<p>South and South West of Tavistock Strategic Allocation</p> <p>*(includes Local Plan allocation H9)</p>	<p>SP23A: Not started. Live outline application for up to 750 homes (ref. 00554/2013). Reserved Matters application to follow with on-site construction expected to begin 2014/15.</p> <p>SP23B: Not started. Council working with relevant parties to deliver a mixed use scheme, including residential.</p> <p>The Council's 2011 Core Strategy allocates this site for development and further guidance on the development of both SP23A and B is provided in the South and South West of Tavistock Masterplan SPD (adopted April 2013).</p>

c. Are there other sites which are considered to be deliverable in the next 5 years?

- 3.3 Outside of Okehampton and Tavistock, provision has been made for 430 homes to be delivered in the local centres (Hatherleigh, North Tawton, Lifton and Bere Alston) and the villages of the Borough. This figure includes the outstanding Local Plan allocations listed in Table 1. The Council is working with communities in these settlements to encourage the use of Neighbourhood Planning powers or other local community-led planning processes to determine appropriate levels of development to meet the balance of housing requirement for local centres and villages as set out in the Core Strategy.
- 3.4 There are a number of sites now being actively pursued which are either currently within the planning process or have recently received a planning consent. More details about each of these sites are provided in Table 2 below. The Council is continuing to work with interested parties and communities to bring forward development on each of these sites where they are considered to be developable and in line with the NPPF and local policy framework. It should be noted that where planning permission has not yet been granted, the listing of these sites does not determine any future decision making in respect of the Council’s position in the granting or otherwise of planning permission.

Table 2 - Other Sites

Site Address	Status
Hatherleigh Market, Hatherleigh	Not started. Live outline application for 116 units (ref. 00760/2013). Reserved Matters application to follow with on-site construction expected to begin 2014/15. The Council’s 2011 Core Strategy and 2005 Local Plan make provision for the redevelopment of this site. The Hatherleigh Community Plan was adopted by the Town Council in April 2013 and provides guidance for development of the site.
Batheway Fields, North Tawton	Not started. Active discussions with developers and the community/Neighbourhood Planning Group are underway to bring forward an appropriate development of the site for approximately 60 units.
Shobrook Warehouses, Folly Gate	Permission granted for 14 dwellings August 2013 (ref. 02440/2012).

d. Should we be taking windfall development into account?

- 3.5 The NPPF states that local planning authorities may “*make an allowance for windfall sites in the five year supply if they have compelling evidence that such sites have consistently become available in the local area and will continue to provide a reliable source of supply. Any allowance should be realistic, having regard to the Strategic Housing Land Availability Assessment, historic windfall delivery rates and expected future trends, and should not include residential gardens*” (para. 48).

3.6 Windfall development is defined as sites which have not been specifically identified as available in the development plan process and normally comprises previously developed sites that have unexpectedly become available. The Council monitors the level of windfall development in the Borough annually, measuring all unallocated sites of either 10 or more dwellings or more than 0.5 hectares in size. The following table shows the amount of windfall development that has been delivered since 2006:

Table 3 - Windfall Development

	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13
Number of Units	192	40	104	52	13	0	54

3.7 As this table demonstrates, a reasonable amount of windfall development has occurred in the Borough since 2006, although not in any sustained or regular pattern to be able to consider it as a reliable source of housing supply. Furthermore, the 2009 Strategic Housing Land Availability Assessment (SHLAA) has not identified a deliverable supply of potential windfall sites. As such, the Council will not be making an allowance for windfall sites in the five year land supply calculations.

3.8 The Council has scheduled a review of the SHLAA for later in 2013 and the Council will reassess this position on windfall development following the publication of this evidence.

e. Do we have any empty housing stock?

3.9 Paragraph 51 of the NPPF requires local planning authorities to identify and bring back into residential use empty housing and buildings where it is appropriate to do so.

3.10 The current amount of long term empty properties in West Devon (excluding the Dartmoor National Park) currently stands at 165 equating to around 0.6% of the Borough’s housing stock. The Council does not have an adopted Empty Homes Strategy although there are a number of incentives that the Council offers to owners of long-term empty properties to help bring them back into use either through sale or rent as an affordable home.

f. Does the borough have a good record of housing delivery?

Table 4 - Net Dwelling Completions 2006-2013

	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	Average
Net Dwelling Completions	204	530	356	225	415	93	72	270
Annual Target	220	220	220	220	220	220	220	220
Over/Under Supply	-16	+310	+136	+5	+195	-127	-148	+50

- 3.11 As Table 4 demonstrates, West Devon has delivered a total of 1895 dwellings since 2006. This exceeds the overall target during this seven year period of 1540 dwellings (based on a 220 per annum target) by 355 homes. Whilst the Borough has experienced a lower rate of annual completions in the past two years, it has not resulted in a problematic lack of supply because of the higher rates of growth achieved earlier in the plan period. The lower rate of completions seen in recent years is unusual for West Devon and can be attributed to a number of factors. In particular, it is likely to reflect the state of the housing market nationally and the weakness of the economy in recent years. The H4 allocated site in Okehampton has taken longer to come forward than anticipated and is an example of sites not being progressed during recent periods of economic uncertainty.
- 3.12 The transition between the Local Plan and the Core Strategy is also likely to have affected recent rates of delivery, with the supply of Local Plan allocations coming to a close ahead of the Core Strategy being adopted. However, with the Core Strategy now in place the allocated sites are being actively pursued with development due to commence on both sites by 2015. The housing trajectory included later in this section reflects the recent patterns and forecasts a steady uplift in completions over the next five years as the allocated sites gain permission for development.
- 3.13 The NPPF requires all authorities to provide a 5% buffer to the five year housing land supply to ensure choice and competition in the market for land. Where authorities have a persistent record of under delivery of housing, this buffer should be increased to 20%. West Devon consistently delivers a stable supply of residential development, often over and above the annual requirement of 220 as Table 4 demonstrates. The last two years, although unusually low, have been accounted for. As such, the Council will be looking to apply a 5% buffer to its five year land supply calculations. This position will continue to be monitored and any changes will be reflected in future monitoring reports.
- 3.14 In addition to the net completions recorded, there have also been 12 completions since 2006 for agricultural workers/supervisory dwellings. A further 24 planning permissions have been granted for these types of units. Although these are not counted in the net completions data, they are an important element of supply in meeting the needs of households with specific requirements.

g. Do we have a five year land supply of deliverable sites?

- 3.15 Most of the proposed future housing development in West Devon will take the form of relatively large extensions to Okehampton and Tavistock, as identified in the 2011 adopted Core Strategy. In these areas, the supply of housing will be managed over the whole plan period through monitoring the delivery of sites within prescribed timescales. In addition to these sites, there are a small number of outstanding Local Plan allocations. Details on how these sites are progressing have been provided in Tables 1 and 2.
- 3.16 The five year land supply also takes into consideration existing commitments in the form of sites with planning permission and sites currently under construction.

3.17 The table below shows the number of dwellings which the Council knows to be deliverable in the next five year period (2013/14-2018/19). This is based on a realistic assessment of available housing land taking into account:

- A 220 per annum housing target
- Phasing strategies
- Sites being confirmed as available, suitable and achievable
- Current economic circumstances
- Adopted development plan policies

3.18 The assessment does not include any allowance for windfall development or empty homes stock. However, as evidenced earlier in this report, windfall sites and empty homes do comprise an element of the Council's housing land supply and if an allowance for these were to be included it would further boost the availability of land for development.

Table 5 - Housing Land Supply 2013/14-2017/18

2013/14 – 2017/18	Assumed readily deliverable supply
Under Construction	66
Planning Permission	580
Allocated/Other Sites*	554
Total Deliverable Supply	1200
Total Required Supply at 220 homes per year + 5%	1155

* *These sites have been included in the Council's five year land supply on the basis that they are considered to be available, suitable and achievable in the short term. It does not determine any future decision making in respect of the Council's position in the granting or otherwise of planning permission.*

3.19 This assessment gives a baseline figure of 5.4 years of assumed readily deliverable housing supply and provides the required 5% buffer.

3.20 A list of all sites included within these figures is provided in Appendix A.

h. Do we have a longer term land supply for years 6 to 15?

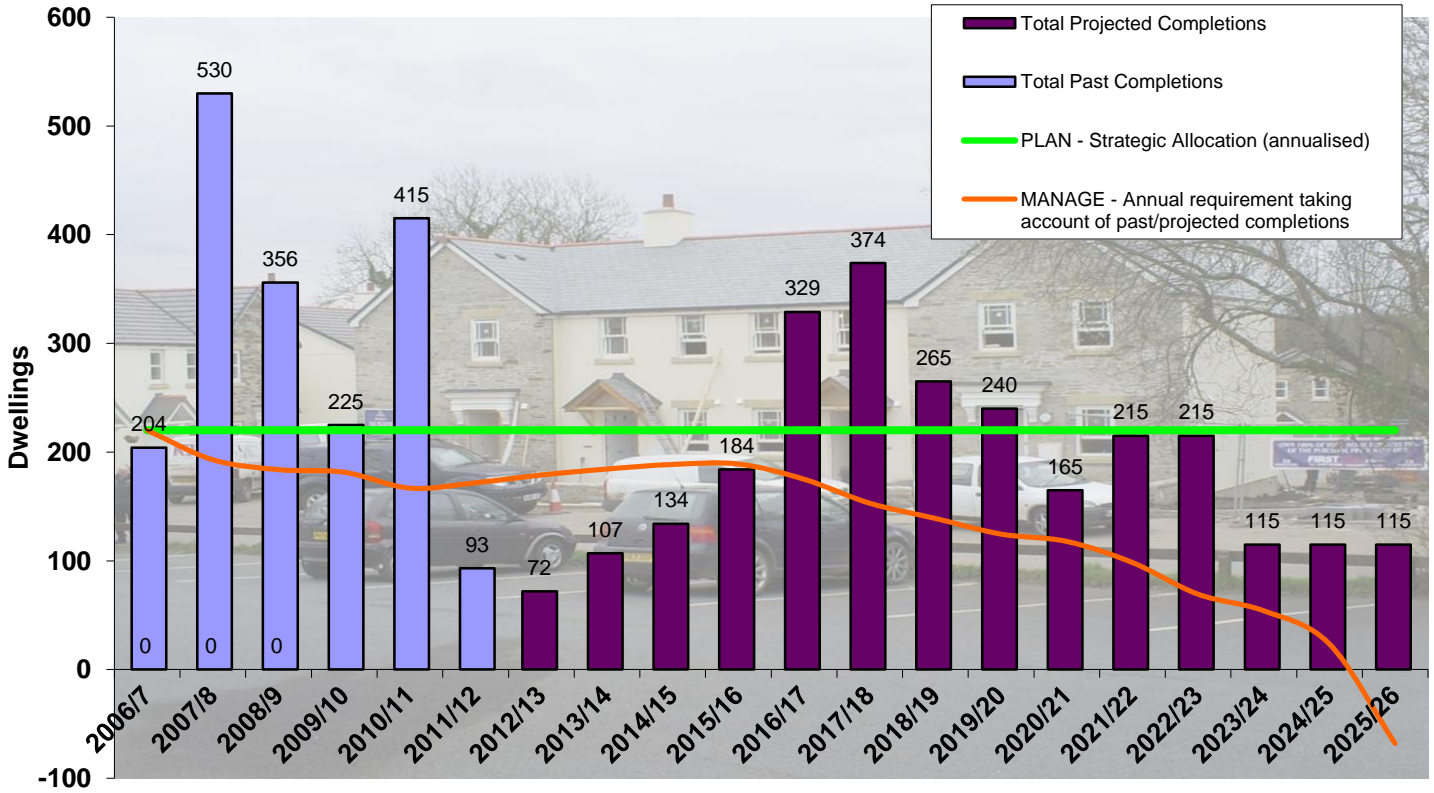
3.21 Beyond 2017/18, there is a further supply of housing land for 1350 dwellings on allocated sites alone. Taking this into account, there is sufficient housing land available in the Borough for development to give over 11 years worth of housing land supply.

3.22 The adopted South and South West of Tavistock Masterplan and the emerging East of Okehampton Masterplan provide frameworks in which to phase the allocated sites across

the plan period. The anticipated phasing of development has been based on the best knowledge available at present although this will be subject to review throughout the plan period as more of the variables about market conditions and infrastructure costs become known.

- 3.23 The allocated sites in Tavistock are available and there is currently a live application for the entire SP23A allocation. In Okehampton, the sites are available and an application for the first phase of development is being pursued with an application for development anticipated later this year.
- 3.24 Historically, allocations in Tavistock have tended to come forward slightly ahead of sites in Okehampton and this has helped to manage the supply of new development over the plan period. Past trends show that allocated sites in Tavistock have delivered an average of 60 homes per annum in the earlier years of the plan period (2006 – 2011) while the allocations in Okehampton have been delivered more steadily at an average of 50 homes per annum since 2007, with outstanding Local Plan allocations still being delivered.
- 3.25 Across the rural areas, development has come forward at an average rate of 87 dwellings per year between 2006 and 2013. Although there are some Local Plan allocations and known commitments for developments in the rural settlements, the Core Strategy has not made any further allocations in these areas and therefore the rate of future delivery is currently forecast to be lower than in previous years. The Council is currently working actively with communities in a number of these settlements (namely Bere Alston, Hatherleigh, Lifton and North Tawton) to enable community-led proposals for development to take place. We will continue to work with our rural communities throughout the plan period to enable development to take place which meets local needs and this is likely to result in levels of future completions being higher than currently forecast.
- 3.26 These trends in housing delivery are reflected in the housing trajectory on the following page.

Figure 1: Housing Trajectory



4. Planning for our Future Housing Strategy

a. What will our future housing strategy need to consider?

- 4.1 The Council is currently beginning the process of preparing a new Local Plan for the Borough. This will extend the current plan period to 2031 and will aim to meet the development needs of West Devon, reflecting the requirements of the NPPF. An indicative timetable for the preparation of the new Local Plan is shown at Appendix 2.
- 4.2 A key part of the Local Plan preparation process will be to develop our strategy for housing growth and distribution in the Borough. For West Devon, this will include:
- Identifying our objectively assessed housing needs, taking account of forecast demographic change and the prospects for planned economic growth;
 - Working with neighbouring authorities to develop a strategy for distributing growth across the sub-region;
 - Developing a sustainable strategy for the distribution of growth within the Borough;
 - Setting affordable housing targets;
 - Relating housing development to the provision of essential infrastructure to support it;
 - Making allocations for housing land to meet the identified need;
 - Working with individual communities to plan to meet their housing needs through neighbourhood planning projects;
 - Developing a set of development management policies to provide a decision-making framework for determining applications.

b. What evidence are we gathering to find out our future housing requirements?

- 4.3 There are two key pieces of evidence gathering work which are statutorily required by the NPPF and need to be undertaken to inform the future housing strategy for West Devon:

Strategic Housing Land Availability Assessment (SHLAA)

The Council previously carried out a SHLAA in 2009 with a commitment to review it alongside the preparation of new development plan documents. The purpose of the SHLAA is to assess the availability of land in the Borough for residential development in order to identify a supply of deliverable and developable sites to meet the identified housing needs over the plan period. The document does not allocate land but provides evidence of land which is considered available for development.

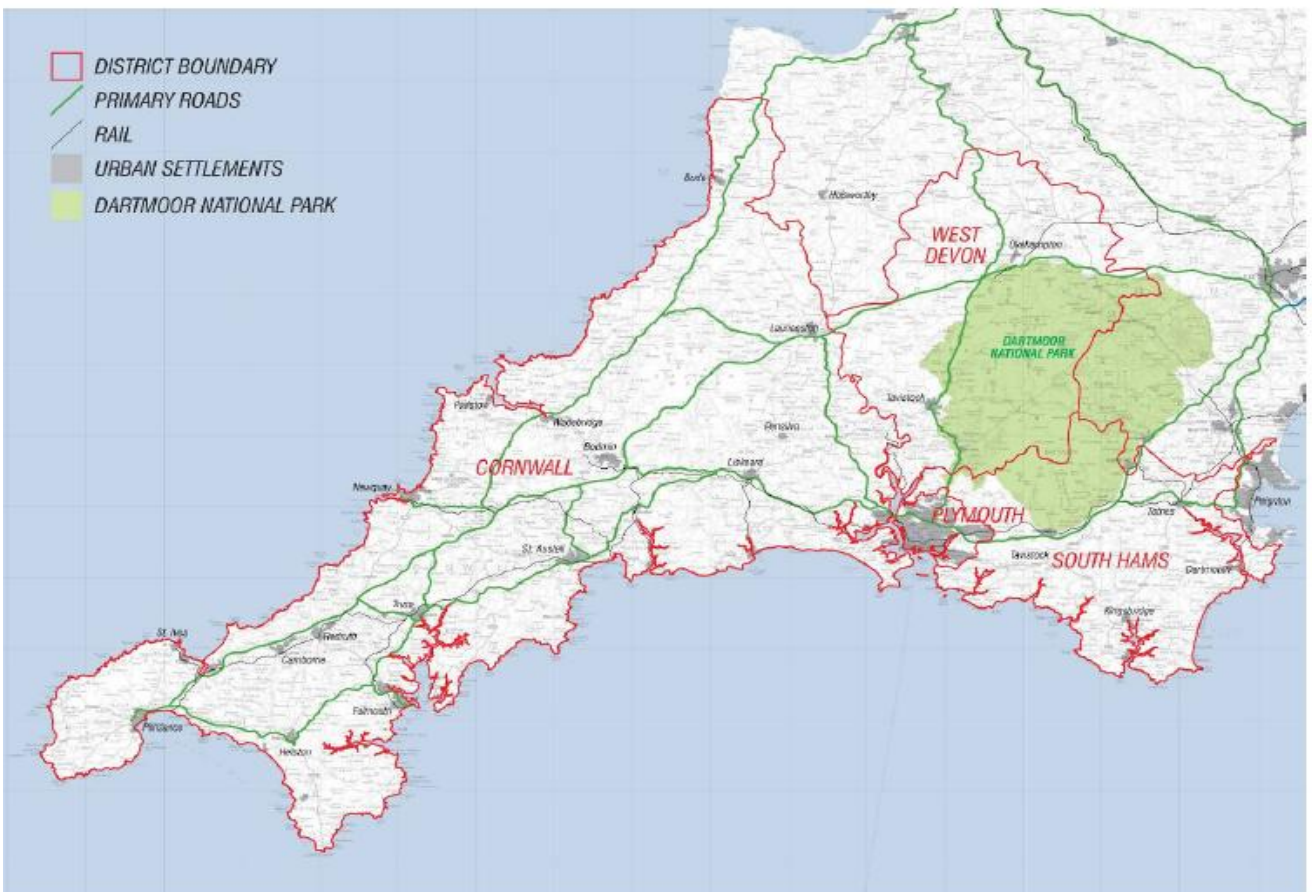
The Council is now starting work on a refresh of the SHLAA and will be undertaking this later in 2013 jointly with South Hams District Council. It is expected that a call for sites will be issued in autumn this year. If you would like to register any sites for inclusion in the SHLAA, please contact the Strategic Planning Team at strategic.planning@westdevon.gov.uk.

Strategic Housing Market Needs Assessment (SHMNA)

The Council has worked jointly with the neighbouring authorities of Plymouth City Council, Cornwall Council, South Hams District Council and the Dartmoor National park authority to identify the future housing needs of the Plymouth housing market area (see Fig.2). Together with these authorities, the Council has commissioned independent consultants, GVA Grimley, to undertake this work and provide the necessary evidence about the area's future housing requirements.

The SHMNA methodology has been based on best practice guidance and the requirements of the NPPF. It will be used to inform the development of planning policy and to underpin the housing strategy in the new Local Plan. The SHMNA is due to be published on the Council's website later this year.

Figure 2 - Plymouth Housing Market Area (Source: GVA)



c. How will we continue to monitor our housing land supply?

- 4.4 Each year, the Council will publish an up to date five year land supply statement which will include the most up to date information relating to housing land supply in the Borough.

- 4.5 The Council will continue to engage actively with the developers of allocated sites and to work closely with individual communities to ensure that development is enabled where there is a need and where local planning projects support them (e.g. Neighbourhood Plans and the locally developed Plan-It approach).
- 4.6 Through the preparation of the new Local Plan the Council will gather evidence to determine our extent of housing need, compile a register of all deliverable sites and involve local communities in finding ways to positively and sustainably provide new homes in the Borough. Appendix 2 provides an indicative timetable for the preparation of the new Local Plan.

Appendix 1

Sites Under Construction

Northern Parishes	Planning Reference	Units
Bridestowe	00052/2010	1
Germansweek	12226/2008	1
Hatherleigh	12631/2009	1
	11176/2007	2
	02485/2012	1
Northlew	00003/2010	1
North Tawton	12077/2008	1
	13457/2009	2
	02603/2012	1
Okehampton	12689/2009	1
	02203/2011	6
	02349/2012	1
Okehampton Hamlets	01988/2011	4
	02728/2012	4
Sampford Courtenay	01013/2010	1
Gulworthy	9459/2006	1
	01981/2011	1

Southern Parishes	Planning Reference	Units	
Bere Ferrers	10699/2007	2	
	11159/2008	1	
	00229/2010	1	
	01221/2011	1	
	01135/2010	1	
Buckland Monachorum	00833/2010	2	
	01866/2011	1	
Dunterton	13272/2009	1	
Lewtrenchard	02118/2011	1	
Lifton	11306/2008	1	
	02576/2012	1	
Marystowe	10743/2007	1	
	00636/2010	1	
Tavistock	11366/2008	5	
	12768/2009	1	
	13081/2009	4	
	01028/2010	2	
	01072/2010	1	
	01468/2011	1	
	00370/2010	2	
	11570/2008	3	
	13039/2009	1	
	12791/2009	1	

Sites with Planning Permission

Northern Parishes	Planning Reference	Units
Bridestowe	02205/2011	1
	03113/2012	1
Exbourne	01101/2010	2
Drewsteignton	02830/2012	1
Germansweek	9902	2
	12226/2008	1
Hatherleigh	6119/1	1
	01834/2011	1
	02291/2012	1
	01141/2011	1
	01168/2011	1
	00814/2010	2
Highampton	11472/4	2
	01296/2011	1
Iddesleigh	00756/2010	1
Inwardleigh	02115/2011	1
Jacobstowe	00134/2010	1
Northlew	12724/2009	1
	00951/2010	1
North Tawton	10404	2
	2126/12	2
	5082/2003	3
	8063/2005	1
	13457/2009	16
	00478/2010	1
	00817/2010	1
	03115/2012	1
	02603/2012	10
	03286/2012	2
	Okehampton	2699/2002
8519/2005		2
7213/2005		4
11462/2008		12
12589/2009		13
00997/2010		1
01009/2010		4
01015/2010		5
01635/2011		1
01844/2011		1
01726/2011		1
02511/2012		1
03201/2012		1
03279/2012		1
Okehampton Hamlets	15238	2
	01988/2011	4
	02477/2012	308
	02418/2012	9
	02420/2012	43

	02728/2012	26
Sampford Courtenay	2158/1988	5
	00314/2012	1

Southern Parishes	Planning Reference	Units
Bere Ferrers	0043/2000/TAV	2
	02017/2011	1
	01442/2011	1
	01994/2011	2
	02823/2012	1
	10862/2007	1
	01819/2011	1
Buckland Monachorum	00169/2010	1
Gulworthy	10831/1	2
	01981/2011	1
	00358/2012	5
Lamerton	9310/2006	1
	00995/2010	1
Lewtrenchard	02542/2012	1
Lifton	11306/2008	1
	10618/2007	4
	00225/2010	1
	01328/2011	3
Marystowe	11368/4	1
Milton Abbot	01995/2012	1
Stowford	02429/2012	1
	02781/2012	1
Tavistock	4520/03	2
	8746/2006	2
	13177/2009	4
	00607/2010	2
	00627/2010	-1
	01395/2011	1
	01469/2011	1
	01592/2011	4
	01641/2011	3
	11570/2008	6
	01343/2011	1
	02676/2012	2
	02757/2012	5
	02492/2012	1
	02985/2012	1
	01885/2011	1
	03298/2012	3

Allocated/Other Sites

Allocated/Other Sites	Status	Anticipated Delivery Years 1-5 2013/14 - 2017/18
H3 (Wonnacotts)	Not started.	40
H4 (East of Oke)	Started. Counted in under construction and planning permission figures	0
H5 (Giblands and Laburnum)	Completed	0
H7 (Bishopsmead)	Completed	0
H8 (The Manor)	Completed	0
H9 (Monksmead)	Superseded by SP23	0
H10 (Woollen Mill)	Live application for 62 units	62
H11 (Strawberry Fields)	Completed	0
H12 (Moorview)	Completed	0
H13 (Claremont Place)	Completed	0
H14 (Oslo)	Completed	0
H15 (Pentille Road)	Completed	0
H16 (Lewdown)	Not started	10
H17 (Spreyton)	Completed	0
H18 (Highampton)	Not started	12
H19 (Northlew)	Completed	0
H20 (Bridestowe)	Completed	0
SP22 (Okehampton)	Active discussions with relevant parties as part of masterplanning process. Anticipated start date 2015/16	100
SP23 (Tavistock)	SP23A: Live outline application for up to 750 units SP23B: active discussions with relevant parties for residential development on part of site	200
Hatherleigh Market	Live outline application for 116 units	116
Folly Gate	Planning consent for 14 units (Aug 2013)	14
TOTAL		554

Appendix 2

Indicative Local Plan timetable

This section provides an indicative timetable for the preparation of the Local Plan. For the most up to date information, please refer to the [New Local Plan](#) page on the Council’s website.

	Evidence Gathering	Consultation on the scope of the Local Plan	Plan preparation	Consultation on a draft Local Plan	Consultation on the proposed submission Local Plan	Submission	Examination	Adoption
Jun-13								
Jul-13								
Aug-13								
Sep-13								
Oct-13								
Nov-13								
Dec-13								
Jan-14								
Feb-14								
Mar-14								
Apr-14								
May-14								
Jun-14								
Jul-14								
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Feb-15								
Mar-15								
Apr-15								
May-15								
Jun-15								
Jul-15								
Aug-15								
Sep-15								
Oct-15								
Nov-15								
Dec-15								
Jan-16								
Feb-16								

Agenda Item 3

At a Meeting of the **RESOURCES COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the 17th day of **SEPTEMBER 2013** at **2.00pm**

Present:

Cllr P R Sanders – Chairman	
Cllr S C Bailey	Cllr R E Baldwin
Cllr W G Cann OBE	Cllr T J Hill
Cllr J R McInnes	Cllr C R Musgrave
Cllr T G Pearce	Cllr P J Ridgers

Substitute: Cllr R J Oxborough for Cllr C M Marsh

In attendance: Cllrs A Clish-Green, M Benson, D Horn, T Leech, J Moody, D Moyses and D Sellis

Chief Executive
Corporate Directors (TW and AR)
Head of Finance & Audit
Member Services Manager
Strategic Planning Manager
Strategic Planning Officers

- *RC 7 APOLOGIES FOR ABSENCE**
Apologies for absence were received from Cllrs C M Marsh and E Sherrell.
- *RC 8 DECLARATIONS OF INTEREST**
Members were invited to declare any interests in the items of business to be discussed, but none were made.
- *RC 9 CONFIRMATION OF MINUTES**
The Minutes of the Resources Committee Meeting held on 23 July 2013 were confirmed as a correct record.
- RC 10 MEDIUM TERM FINANCIAL STRATEGY 2014/15 TO 2017/18**
The Chairman presented a report of the Chief Accountant (page 6 to the agenda) that provided an updated forecast of the financial situation for the four year period to 2017/18. The forecast was intended to provide a framework within which decisions could be made regarding the future service provision and council tax levels whilst building an approach that guaranteed West Devon Borough Council's longer term viability.

A number of questions of clarity were asked on key points within the report such as the proposal to recover the cost of Council Tax Support and the level of Council Tax Grant for Parishes. Some Members felt that the Council should support the recent letter to central Government sent by the leader of Devon County Council in relation to cuts and following some discussion an additional recommendation was agreed.

It was then **RESOLVED** to **RECOMMEND** to Council that:

1. The Financial Strategy be accepted as a foundation document for the Council's budget setting process;
2. The minimum level of the Unearmarked General Fund Revenue Reserves be maintained to at least £750,000 (the current level stands at £1,030,000);
3. Members provide a set of 'minded to' views in order to guide the 2014/15 budget process:-
 - a) On the level of Council Tax Support Grant to be passed on to Parish and Town Councils (being the percentage reduction on the Council's government funding for 2014/15 – currently 13.66%)
 - b) To increase Council Tax by 1.9%
4. A letter be sent from West Devon Borough Council to the Secretary of State Mr Eric Pickles stating strong support for the letter previously sent to him by Devon County Council Leader Cllr John Hart dated 30 August 2013 and which sets out West Devon Borough Council's achievements in relation to shared services and confirms that we are facing the same problems of stringent cuts and the threat to our ability to continue to provide services for our community.

***RC 11**

TRANSFORMATION PROGRAMME – PROGRESS TO DATE AND NEXT STEPS

The Corporate Director (TW) presented a report (page 19 to the agenda) which summarised the work undertaken to date in developing a new Transformation Programme, in particular the findings of the proof of concept work which was an essential component of the report.

The Corporate Director took Members through the key points within the report, and drew Members attention to the risk matrix at the end of the report.

During discussion, the following points were raised:

- In response to a question regarding how the £4.7m cost of the project could be met, the Corporate Director advised that the detail was being worked on in relation to how the costs and savings could be shared between West Devon Borough Council and South Hams District Council. There would be a phasing of costs over financial years, and financing options from existing resources such as New Homes Bonus, Unearmarked Reserves and the savings from the budget scouring exercise were discussed. Officers were confident at this stage that a sound financial investment strategy can be developed for both Councils which will finance the Programme over its lifetime;

- The Chief Executive confirmed that the more detailed financial analysis would be available in the report to Council on 4 November 2013;
- In response to a question regarding support being needed, the Corporate Director confirmed that this related to iESE Ltd and any cost had already been factored into the business plan;
- One Member raised concerns that the Programme was centred around delivering services through IT, but a recent report stated that 54% of over 60s were not online and the Council needed to consider all generations. The Chief Executive responded that the investment in IT would enable those who wanted to use IT to contact the Council to do so, thereby releasing staff time for those who wanted to contact the Council in a more traditional way;
- The Corporate Director confirmed that there had been no news yet on whether the bid for grant funding to the DCLG had been successful, but that the business plan was not relying on receiving it. The Chief Executive added that the bid was twofold, and requested funding from both the initial 'pot' of £9m and also the later pot of £100m;
- One Member stated that the proposed new way of working had arisen from necessity, and he was encouraged by officers' inventiveness. He felt Members were being consulted at each stage of the process and it was important to be supportive.

The Chief Executive concluded this item by stating that it was important for all Members to attend as many information sessions as possible to ensure they were informed enough to be able to make a decision when the report came to Council on 4 November, 2013. Members could also arrange to see the Chief Executive or Corporate Directors if they needed any further information.

It was then **RESOLVED** that:

1. The existing 2015 Transformation Programme, including its associated Member governance arrangements, be formally closed;
2. The findings of the proof of concept work be accepted and officers authorised to complete the work necessary to create a detailed business plan for Council's consideration on 4 November 2013;
3. The Council enter into a partnership with iESE Ltd; and
4. The risks identified at the end of the presented agenda report be noted.

***RC 12**

PLYMOUTH AND PENINSULA CITY DEAL – TO DETERMINE THE COUNCIL'S RESPONSE TO THE OFFER TO BE SUBMITTED TO GOVERNMENT

The Corporate Director (AR) presented a report (page 56 to the agenda) which set out that Plymouth City Council and strategic partners within the sub-region had been developing a 'City Deal' with the Government. The Government's objective was to address the long term economic challenges affecting the City Deal area. The report asked that Members agree the principles of the Plymouth and Peninsula City Deal proposals which would be presented as a draft to Government in October 2013.

The Corporate Director took Members through the key points of the report. He confirmed that at this stage there was no direct financial implication to the Council, however, Members did query how much senior officer time had gone into this and whether the value should be monitored to ensure payback. The Corporate Director did advise Members that future national and European funding streams were likely to come through either the Local Enterprise Partnership or City Deal and therefore it was important to take an active role and demonstrate a strong sub-region.

It was then **RESOLVED** that the Corporate Director (AR) be granted delegated authority to agree the submission of the City Deal negotiating Document to Government, in consultation with the Leader, on behalf of West Devon Borough Council.

RC 13

CORPORATE SPONSORSHIP FRAMEWORK

The Chairman presented a report of the Head of Environment Services and the Communications Manager (page 63 to the agenda) that looked at the opportunities available to the Council through the implementation of a consistent corporate policy in relation to sponsorship of appropriate Council assets.

Following a brief discussion, it was then **RESOLVED** to **RECOMMEND** to Council that:

1. The Framework document (presented as Appendix A to the report) to be used by Service areas in maximising sponsorship opportunities be approved; and
2. Sponsorship opportunities below the value of £10,000 are agreed through use of the framework by the relevant Chairman and Vice Chairman in conjunction with the appropriate Head of Service, with larger opportunities being presented to the Resources Committee on a case by case basis.

***RC 14**

CAPITAL PROGRAMME MONITORING AS AT 31 MARCH 2013

The Chairman presented a report of the Chief Accountant (page 69 to the agenda) that showed Members the financial position of the Council's Capital Programme for the year 2012/13, and brought any significant variations from budget to Members attention and recommended reductions to the Capital Programme budget.

In response to a question relating to unspent Affordable Housing funding from 2012/13, the Head of Finance and Audit was able to advise that the funding from one year had not been enough to get schemes off the ground but that added to the allocation for 2013/14 would now be sufficient to support the development of a pipeline of affordable housing schemes.

It was **RESOLVED** that:

- (i) Members agree the amounts of the reduction in capital budgets for 2013/14 of £290,000 (as set out in Appendix B to the presented report); and
- (ii) Members agree the reduction in the use of New Homes Bonus for the Capital Programme by £290,000 from £495,000 to £205,000.

***RC 15 EAST OF OKEHAMPTON MASTERPLAN SUPPLEMENTARY PLANNING DOCUMENT (SPD)**

The Chairman presented a report of the Strategic Planning Officer (page 77 to the agenda) that asked Members to approve the 'Draft East of Okehampton masterplan SPD' (the draft masterplan) for consultation.

The Chairman advised Members that a great deal of background work had taken place with the relevant Members from Okehampton.

It was then **RESOLVED** that:

- i. The content of the draft masterplan be approved;
- ii. Publication of the draft masterplan for the statutory minimum four week consultation period be agreed; and
- iii. Any minor changes considered necessary to the draft masterplan and arrangements for the consultation be delegated to the Head of Planning, Economy and Community in consultation with the Chairman of the Resources Committee.

***RC 16 INTERIM PLANNING GUIDANCE FOR RENEWABLE ENERGY: CONSULTATION RESPONSE**

The Vice Chairman presented a report of the Strategic Planning Officer which set out a summary of the responses of consultees to the draft Interim Planning Guidance for Renewable Energy, recommended changes to the draft Guidance to take consultee's comments into account and recommended the adoption of the amended Guidance for use in the planning process.

As there were no questions it was then **RESOLVED** that:

- i. The draft Guidance notes as proposed in the appendix to the report (as available on the website) be amended, and any further minor amendments be delegated to the Head of Planning, Economy and Community in consultation with the Chair of the Resources Committee; and
- ii. The amended documents be adopted for use on the planning process and published on the Council's website.

FIVE YEAR LAND SUPPLY STATEMENT 2013

The Chairman presented a report of the Strategic Planning Officer (page 161 to the agenda) which asked Members to agree that the Council has a deliverable supply of housing as evidenced in the Five Year Land Supply Statement 2013. He advised Members that the Council had a duty under the National Planning Policy Framework to demonstrate a five year supply of specific deliverable sites. He also advised that, if agreed today, this decision would be a recommendation to Council. Confirmation of the Five Year Land Supply by the full Council would enable a stronger position in terms of defending planning appeals on unallocated sites.

The Strategic Planning Officer outlined the sites that were included as those with outstanding planning permission, those under construction and allocated sites. In response to a question regarding the Council not having an Empty Homes Strategy, she confirmed that this was a piece of work that was in hand with the Environmental Health team.

Finally, a Member suggested that a similar statement would be helpful in terms of renewable energy.

It was then **RESOLVED** that Council be **RECOMMENDED** to agree that:

1. the Council has 5.4 years of housing land supply as evidenced in the Five Year Land Supply Statement 2013; and
2. the Five Year Housing Land Supply Statement 2013 be published on the Council's website.

(The Meeting terminated at 4.15 pm)