

**Appendix A – Connect Strategy and Priority Action Plan Update
2013/14**

**South Hams and West Devon
CONNECT STRATEGY
2011-2015**

**Local Priorities Annual Update
2013-2014**

INSERT PICTURES OF JOHN TUCKER AND PHILIP SANDERS

“Whilst as partners we continue to face financial challenges we are committed to working together to meet the needs of local communities and maintain front line services. In the past year we have reviewed the way we work and streamlined our approach whilst ensuring that we can continue to deliver in key priority areas.”

Cllr John Tucker, Leader of South Hams District Council and Cllr Philip Sanders, Leader of West Devon Borough Council; joint chairs of the Connect Partnership

ADD IN ELECTRONIC SIGNATURES FOR BOTH LEADERS

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ABOUT THIS UPDATE

The Connect Strategy (2011-2015) was produced by the South Hams and West Devon Connect Partnership. It is the overarching strategic document which sets the priorities for the area and how partners will work together to improve the quality of life for our communities whilst safeguarding the environment for future generations. The strategy was underpinned by a suite of delivery plans, one for each of the four priorities, setting out the key areas for each priority and the actions to be taken to deliver improvements for local people and businesses.

We made a commitment to review and update the strategy and supporting delivery plans on an annual basis to ensure that the needs of communities continue to be met. We have recently reviewed the role of the partnership and streamlined the priority delivery arrangements. This update sets out the changes made as a result of the review, revisits the local priorities, looks back over the previous year, highlights updated evidence and most importantly, sets out action plans for each of the reviewed priorities for the next 12 months.

Whilst the financial landscape continues to be challenging we are still committed to working together on the four identified priorities, improving services in the most cost-effective and efficient way to have a positive impact on the quality of life for local people.

PRIORITIES FOR SOUTH HAMS AND WEST DEVON:

- **Community Life**
- **Economy**
- **Environment**
- **Homes**

This is not a stand alone document. It updates previous strategies and delivery plans and should be read in conjunction with these.

The strategy, plans and updates are available on our websites: www.southhams.gov.uk or www.westdevon.gov.uk

If you would like to get involved in helping to shape the priorities for the local area please contact the Community Team on 01803 861234 or 01822 813600, or email community@southhams.gov.uk or community@westdevon.gov.uk

CHANGES TO THE CONNECT PARTNERSHIP AND DELIVERY ARRANGEMENTS

Following a review of the way in which partners are working together to deliver the local priorities for the area, through the Connect Partnership, some changes have been made to the operation of the partnership and related delivery arrangements. Key changes are as follows:

- The Connect Partnership Board will now include two Town and Parish Council representatives;
- The Board will meet twice a year, instead of four times, and have a stronger strategic focus;
- The Connect Strategy and four delivery plans will now be incorporated into one document with action plans for each priority area. Delivery groups comprising key partners will continue to develop the individual action plans, which will be shorter and more focused with actions that are realistic and achievable given current levels of funding and resource;
- Future stakeholder consultation will use existing fora and scheduled meetings rather than be held as separate events;
- Monitoring of action plans will be undertaken on an annual basis by the appropriate Council Scrutiny groups, with in-year exception reporting to these groups and the Connect Partnership Board where problems are identified or targets unlikely to be met

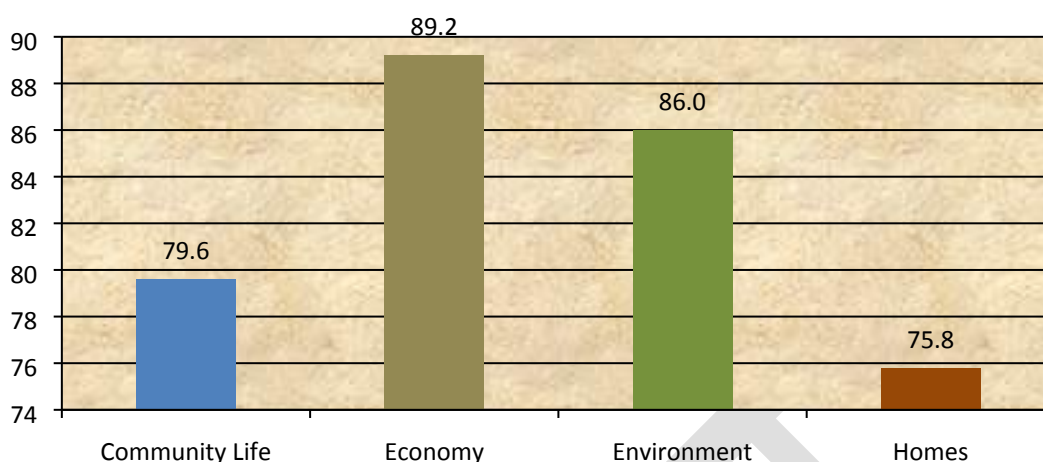
UPDATED CONSULTATION AND EVIDENCE

The priorities for delivery are underpinned by a variety of consultation and statistical evidence. Whilst this update does not attempt to cover all available updated evidence some key information is highlighted below.

Priorities Survey

An on-line survey was carried out on the local priorities in March and April of 2013. 157 responses were received, which broadly supported the four priorities and areas for action in each.

% Respondents Who Agree Area is a Priority



Five Most important areas for action under each priority:

Community Life	Economy	Environment	Homes
Accessing services in rural areas	Supporting young people to access training and employment	Supporting communities to reduce, re-use and recycle waste	Making better use of existing housing stock
Ability to influence local decision-making	Promoting local business initiatives	Protecting and promoting public and green spaces	Increasing the supply of affordable homes
Engaging with elderly or vulnerable people	Tourism	Improving the efficiency of waste collections	Reducing fuel poverty and increasing energy efficiency
Improving health and wellbeing	Supporting local business development	Supporting community transport	Allocating affordable housing taking account of local issues
Funding for local voluntary services	Business support and advice	Conserving and enhancing the environment	Understanding local housing market and local housing need

Comments made by respondents highlighted the following themes as important:

- Transport
- Health Services
- Improving recycling
- Affordable housing for local people
- Keeping young people in the area
- Helping those who are most vulnerable
- Broadband/internet access

2011 Census

Information on the 2011 Census has now been produced by the Office of National Statistics (ONS). Some key statistics are shown below and detailed information on individual local authority areas and neighbourhoods can be found on the ONS website: <http://neighbourhood.statistics.gov.uk/>

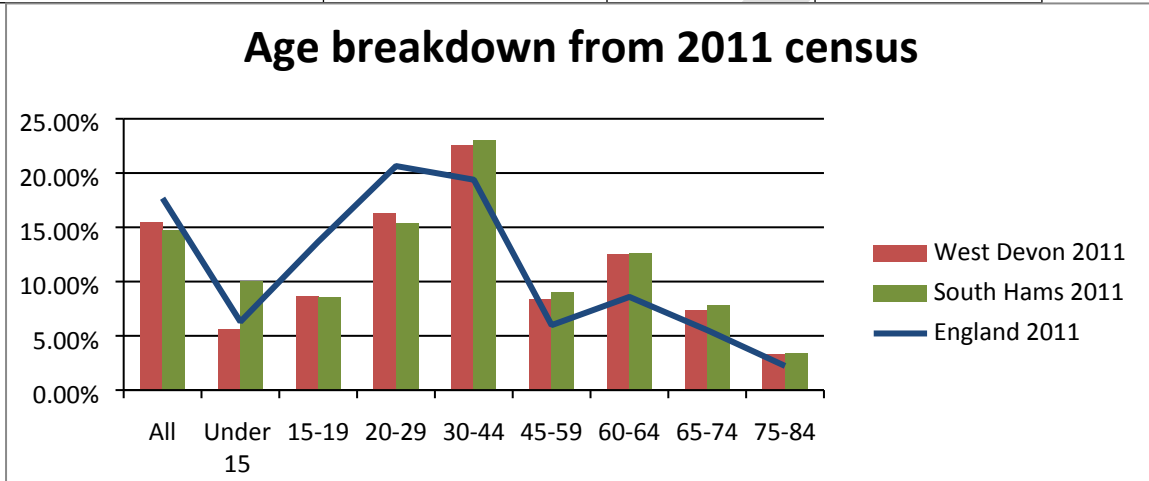
Population growth since 2011:

- **South Hams 1.5%**
- **West Devon 9.4%**

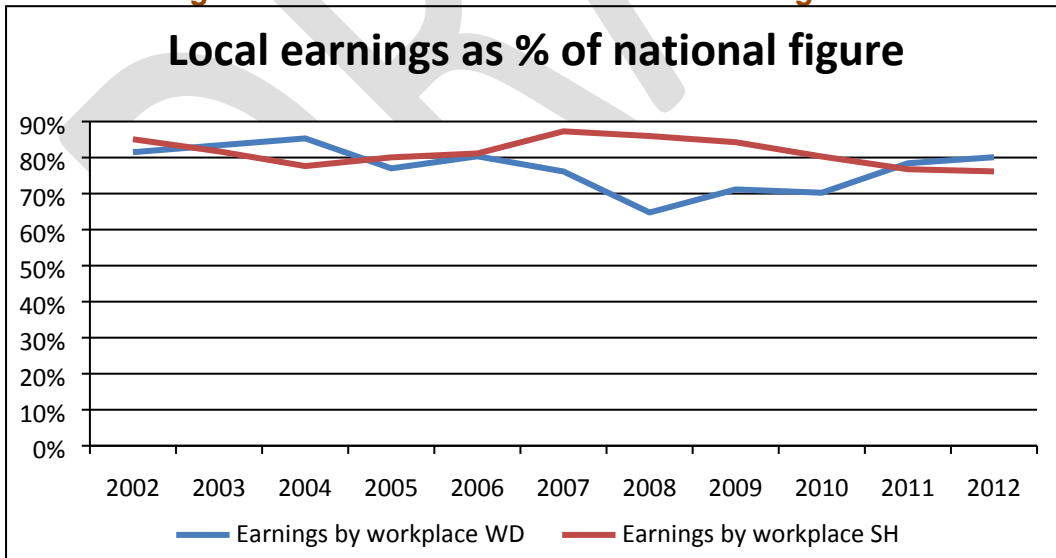
- **Devon 5.9%**

The average age in South Hams and West Devon is higher than nationally and regionally, with a greater percentage of the population over 60 and a lower percentage aged 20-44 than nationally:

	Population	Mean Age	Median Age
England and Wales	56,075,912	39.4	39
South West	5,288,935	41.6	42
Devon	746,399	43.7	45
South Hams	83,140	45.3	48
West Devon	53,553	44.6	47



Local earnings are around 80% of the national average:



An older population, lower wages and high house prices place pressure on health services and make it more difficult to retain young people and families.

2013 Strategic Housing Market and Needs Assessment (SHMNA)

This assessment covers 5 local planning authority areas: Cornwall, Plymouth, South Hams, West Devon and Dartmoor National Park Authority. The assessment provides part of an evidence base to inform planning policies and underpin housing strategies

in these areas. It uses data from a variety of sources to develop a robust understanding of the current housing market and assess future housing need using a range of appropriate scenarios based on population and household projections.

SHMNA KEY FINDINGS

- **238 long term empty homes in South Hams and 208 in West Devon.**
- **Population is projected to increase by 6.36% in South Hams (5,312) and 16.8% in West Devon (9,018) between 2011 and 2031.**
- **60% of newly forming households in South Hams, 50% in West Devon and 53% in the Dartmoor National Park Authority area are unable to access market housing.**
- ***Annual affordable housing need: 336 in South Hams and 199 in West Devon.***
- ***Annual Market Housing need, depending on demographic change and job forecasts:***
 - **Between 189 and 752 in South Hams (Excluding the Dartmoor National Park)**
 - **Between 13 and 53 in the South Hams Dartmoor National Park Authority area**
 - **Between 199 and 337 in West Devon (Excluding the Dartmoor National Park)**
 - **Between 76 and 130 in the West Devon National Park Authority area**

STRATEGIC GOALS AND ASPIRATIONS

Whilst the updated action plans contain specific actions for the next 12 months they feed into a wider set of strategic goals and aspirations for the local area that will be delivered over a longer period. A number of actions will be needed over several years to underpin these and will be included in the action plans at the appropriate time. Some of these overarching strategic areas are set out below.

Local Plans

Partners have started working together to prepare Local Plans that will set out how sustainable development will be achieved for the area. The plans will contain policies to deliver appropriate levels of housing, economic and social growth and

infrastructure requirements in a timely and positive way that conserves and enhances the local environment.

The three Local Planning Authority Areas – South Hams, West Devon and Dartmoor National Park Authority will be working closely together to meet local needs. In addition, it will be important to co-operate with other neighbouring local authority areas to ensure the wider delivery of economic, housing and social benefit for the area.

It is anticipated that updated plans will be approved and in place during 2015.

Health and Wellbeing

There have been significant changes to the health service as set out in the Health and Social Care Act. The Health and Wellbeing Boards have been set up and their role is to ensure that leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities. Clinical Commissioning Groups, responsible for designing local health services, are now in place. Partners will be working together to finalise local priorities and agree how these will be funded and delivered.

South Hams and West Devon are spread across two Clinical Commissioning areas – New Devon and South Devon and Torbay, with two health and wellbeing boards. The Devon area is further split into localities around the main hospitals and there are therefore two Devon localities covering the area. As such partnership working to deliver joined-up and effective health services for local people will be vital.

Local Visions and Priorities

Partners are working with communities to support them to develop and deliver visions and priorities for their local area. Much of this work will be centred round the main towns and will look at how the surrounding parishes work with the towns to deliver local services and community needs.

Supporting Vulnerable People

Partners and communities are working to support the most vulnerable in our communities to ensure they do not slip through the net and are enabled to participate in local life and access the services they need. Action plans contain a number of actions each year to ensure that vulnerable people are supported.

The main challenge facing partners and communities is the reducing level of resources available and how services can be maintained and outcomes delivered within tough financial constraints. Partners and communities will need to work together effectively to maximise available resources.

LOCAL PRIORITIES

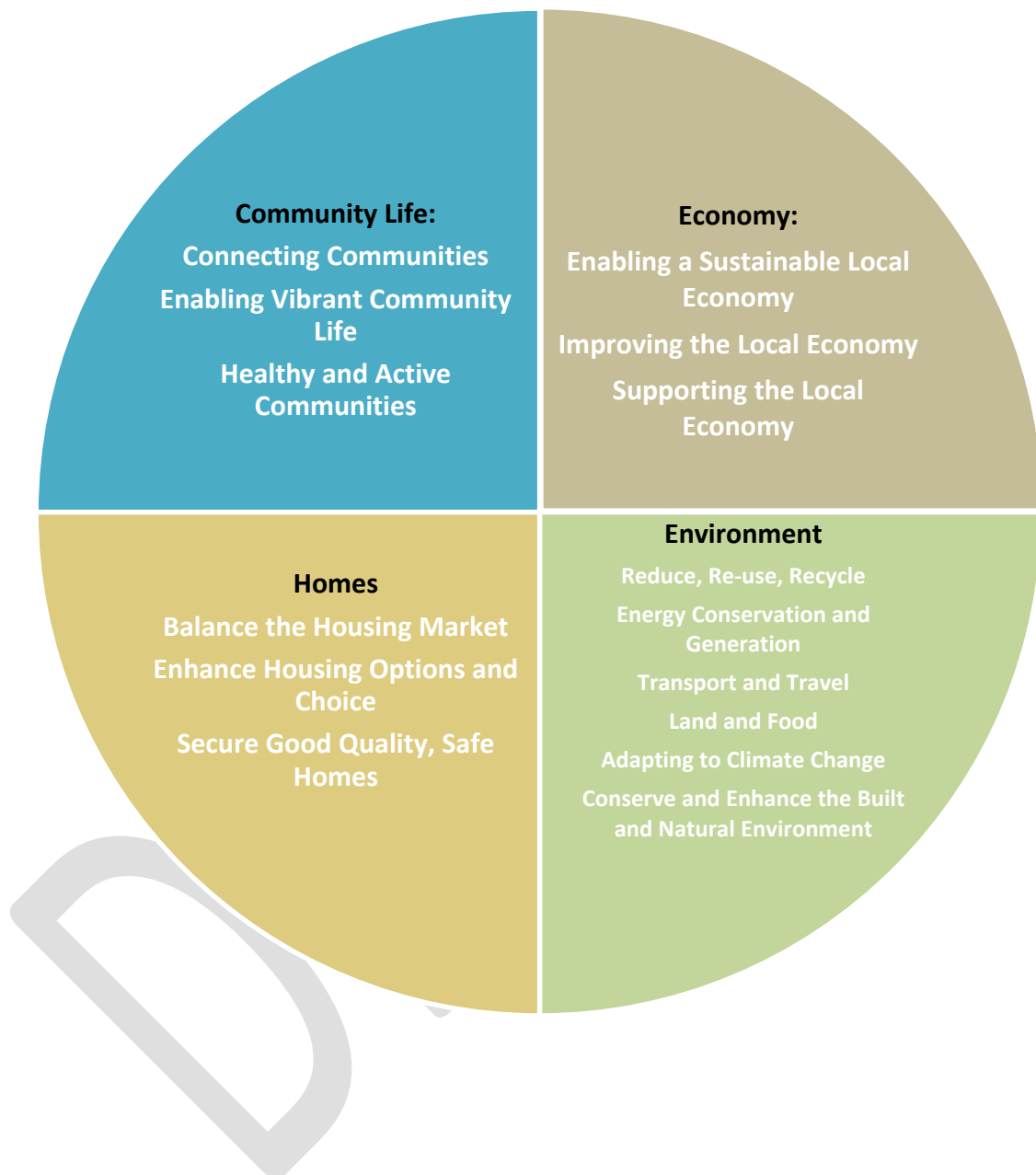
PRIORITIES FOR DELIVERY:

- **Community Life**
- **Economy**
- **Environment**
- **Homes**

2013/14 action plans for each of the priority areas, excluding the Economy, can be found at Appendix A. These plans contain short term “added value” actions towards the delivery of the longer term strategic goals and aspirations. Areas of work that are part of the normal operation of an organisation, “the day job” or “business as usual”, are not included within the action plans.

The Economy delivery plan was reviewed and updated in October 2012 following a review of the Economy service by both Councils. This revised plan includes an action plan covering the period April 2012 to April 2014. The Economy action plan will be reviewed with all the other priority action plans in April 2014 and incorporated into next years update.

It should be noted that whilst this is a shared strategy across South Hams and West Devon some actions may be specific to only one authority area, this may be due to resources or Member/community aspirations or to address issues specific to one area.



Measuring Success

A range of qualitative and quantitative measures will be used to measure whether milestones set out in the action plans have been met.

Qualitative measures will include surveys, case studies and feedback, and quantitative measures will generally be statistical, for example:

- the number of enquiries dealt with at a Connect Outreach event;
- the number of participants at events or activities i.e. Walk and Talk and Active Villages;
- the number of new affordable homes completed;
- the percentage of waste recycled

Many of the milestones can be measured in this way.

Measures will be compared against previous information where available to determine whether there has been a positive change and will be reported to the relevant Council Scrutiny Committee as part of the annual monitoring. Measures may also be used to set a base-line to monitor future progress.

Some key achievements for 2012/13 are listed in Appendix B.

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PRIORITY ACTION PLANS 2013-14

COMMUNITY LIFE:

1. CONNECTING COMMUNITIES

1.1 Maintaining and Improving Access to Services						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Hold additional community events in: <ul style="list-style-type: none"> • South Brent • Ivybridge 	Increased engagement with residents of South Brent and Ivybridge. Residents more aware of their local services and how these can be accessed.	December 2013	Connect Outreach Partners South Brent Caring	45hrs approx	South Brent venue cost - £22.50	Contributions are made from the partners ad hoc through out the year to help fund venue costs & advertising
Deliver a roving outreach service over 13 days, visiting 50 villages across South Hams via the mobile library service.	Increase the number of residents in rural communities who are able to access local services. Partners working more efficiently and effectively on joint delivery of services.	July 2013	Devon County Council (DCC) Connect Outreach Partners	Approx 135 hours including planning	No other budget implications	Partners time
Deliver a roving outreach service in West Devon visiting 13 rural communities.	Increase the number of residents in rural communities who are able to access local services. Partners working more efficiently and effectively on joint delivery of services.	June 2013	Dartmoor National Park Authority (DNPA) Devon and Somerset Fire Service (DSFS) Connect Partners	Approx 74 hours including planning	No other budget implications	Partners time
Deliver a rural crime event in Hatherleigh.	Local residents more aware of rural crime and the steps they can take to protect themselves and their property.	April 2013	Community Safety Partnership (CSP) Connect Partners	Approx 15 hours including planning	No other budget implications	Partners time

1.2 Engaging with Young People						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Deliver an information event for Young People at KEVICCS in Totnes	<p>Enable effective engagement with young people, providing information that will be of assistance to them.</p> <p>Young people more aware of local services and how to access them.</p>	Sept 2013	South Hams District Council Connect Partners	Approx 37 hours	No other budget implications	Partners time
Produce Holiday and Play Activity Directories for South Hams and West Devon to be sent out by email to all partners and placed on the Council websites.	<p>Families encouraged to participate in healthy, fun and physical activities.</p> <p>Maintain and increase participation in play activities to improve health and wellbeing.</p>	July 2013	South Hams District Council West Devon Borough Council	Approx 65 hours SH and 50 hours WD	Design charge to be agreed.	Sourcing external funding to print a small number of hard copies
Deliver Play Days at Castle Drogo and Okehampton Community Hub.	<p>Families encouraged to participate in healthy, fun and physical activities.</p> <p>Maintain and increase participation in play activities to improve health and wellbeing.</p>	Sept 2013	West Devon Play Forum	Approx 55 hours	Print costs for posters only.	Partners time
Develop a Young Persons Micro Website.	<p>Enable effective engagement with young people, providing information that will be of assistance to them.</p> <p>Partners understand the issues facing young people and are able to better respond to them and source appropriate solutions.</p>	March 2014	South Hams District Council West Devon Borough Council Devon County Council NHS Devon and Cornwall Police Devon and Somerset Fire Service	Approx 175 hours	Design costs	Partners time
Develop an approach to engaging with Young People in the development of a Renewable and Green Energy Strategy and a Youth Proofing Protocol	Effective engagement with young people that enables them to influence the work of the Councils and partners.	March 2014	South Hams District Council West Devon Borough Council	Approx 75 hours (10 days)	No other budget implications	Partners time

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2. ENABLING VIBRANT COMMUNITY LIFE

2.1 Empowering Local Communities							
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding	
				STAFF TIME	Budget		
Pilot the Localisation of Services Model in Lifton exploring alternative options for the delivery of grounds maintenance services currently provided by both the Borough and County Council.	Improved delivery of grounds maintenance services. Village is more attractive, cleaner and well kept enhancing the local environment for residents and visitors.	July 2013	West Devon Borough Council Devon County Council Lifton Parish Council	Approx 120 hours (16 days)	No other budget implications	Village obtained own funding for equipment and training	
Deliver a Town and Parish Councillor Development Programme in West Devon.	Improved Town and Parish Councillor effectiveness. Towns and parishes enabled to understand and utilise the benefits offered by the Localism agenda and its implications for them.	March 2014	West Devon Borough Council Devon Association of Local Councils (DALC) Town and Parish Councils	Approx 37 hours	No other budget implications	£6,000 TAP funding	
Increase membership of the Community Voice in both South Hams and West Devon by: <ul style="list-style-type: none"> Attending outreach events Promotion of Membership in the press, on the website, at events and through existing groups and Voice initiatives. 	A database of local people who are interested in participating in the consultation process and willing to engage with the Councils on service delivery and key plans for the area, improving engagement with local residents. Will be measured by number on the database and number of responses to consultations.	March 2014.	South Hams District Council West Devon Borough Council	Approx 75 hours (10 days)	No other budget implications	N/A	

2.2 Shaping Local Communities						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Engage with local communities on initial options and ideas to inform the development of Local Plans for the area.	Communities involved and engaged in the development of Local Plans that affect development in both Council areas.	March 2014	South Hams District Council West Devon Borough Council Dartmoor National Park Authority (DNPA)	Time resource difficult to quantify at this early stage	Costs approx £20,000 per local authority for consultation and evidence Procurement.	N/A
Support the Community-Led Planning process in line with the agreed Community Planning Protocols.	Communities enabled to take forward plans for their area that meet local development needs and involve local people in shaping development for the future – will monitor number of communities assisted and level of assistance.	March 2014	South Hams District Council West Devon Borough Council	Difficult to quantify but will only be able to assist where there is capacity to do so.	No other budget implications	Government funding for Neighbourhood Plans
Deliver 3 Planning training sessions in each local authority area to Town and Parish Councils.	Towns and Parishes understand and support the local planning process. Greater co-operation between the Councils and Towns and Parishes and improved engagement over planning applications and issues.	March 2014	South Hams District Council West Devon Borough Council	6 sessions – 9 days (1.5 days each for planning, and delivering). Total approx 65 hours	Minimal for refreshments	N/A

3. HEALTHY AND ACTIVE COMMUNITIES

3.1. Creating, Promoting and Supporting Healthy and Active Communities						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Update both Councils evidence base for open space, sport and recreation to inform negotiations with Developers on new housing sites.	<p>Compliant evidence base that will inform negotiations with developers and provide evidence for accessing external funding for sports and leisure facilities.</p> <p>Development of “fit for purpose” and National Governing Body recommended sports facilities and playing pitches in the area.</p> <p>Increased participation in sport and physical activity.</p>	March 2014	South Hams District Council West Devon Borough Council Sport England	Project management and tender process Circa 40 hours	£10,000 - £20,000	May be Potential for partner funding
Work with partners to develop a Devon-wide model for delivery of Walk and Talk from April 2014 using county led scheme with local delivery partners.	<p>Health Walks schemes embedded in the future preventative health care model for Devon. Project becomes sustainable and continues to support and increase the numbers of walkers and volunteers across the area.</p> <p>Improvement in Health and Wellbeing of our communities including social inclusion and mental health.</p>	March 2014	South Hams District Council West Devon Borough Council Devon County Council, Health and Wellbeing Board- Commissioning group Devon Local Authorities.	Ongoing support. Current Line management role for Walk and Talk Coordinator-externally funded post.	£5,000	£20,000 NHS Devon DCC
Ensure the successful roll out of the new Active Communities project if the external funding bid to Sport England is successful. Continuation project from Active Villages focussing on larger communities.	<p>Coordinated approach to delivery and maximum impact in larger communities.</p> <p>Address the 14 – 25 age group and associated drop off in participation levels.</p>	March 2014	South Hams District Council West Devon Borough Council Devon County Council Active Devon Sport England- Community Sport	Circa 2 hours per week	No other budget implications	<p>Estimated-South Hams 12 X 3 yrs= £36,000</p> <p>West Devon 8 X 3 yrs= £24,000</p>

	Improvement in Health and Wellbeing of our communities and increase in participation in sport and physical activity.		Activation Fund			
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Manage, deliver and monitor the joint action plan for the Active South Hams and West Devon Community Sport Physical Activity Network (CSPAN) with partners and use the joint action plan to further evidence the need for sport and physical activity development initiatives across West Devon and South Hams.	<p>Joined up approach to the delivery of sports and physical activity project ensuring higher impact.</p> <p>Further evidence base for partners to use in when applying for external funding.</p> <p>Improved health and wellbeing and increase in participation in sport and physical activity across the areas.</p>	April 2014	<p>South Hams District Council</p> <p>West Devon Borough Council</p> <p>National Governing Bodies</p> <p>Active Devon</p> <p>NHS Devon</p> <p>Devon Youth Service</p> <p>Leisure Providers- Leisure Connection, Tone Leisure, OCRA</p> <p>Dartmoor National Park Authority</p>	Circa 5-10 hours a month	No other budget implications	Various for project delivery Circa £1,000,000
Ensure continued support for entry into the Devon Games to Inspire event 2013.	<p>Commits Councils' role to support Olympic Legacy programmes.</p> <p>Increasing the school to club link opportunities for young people and therefore increasing participation in regular sport.</p>	July 2013	<p>South Hams District Council</p> <p>West Devon Borough Council</p> <p>Active Devon</p> <p>OCRA</p> <p>Tone Leisure</p>	Circa 2 -4 hours a month	<p>West Devon £3,500</p> <p>South Hams £3,500</p>	£25,000
Develop a club development and project support structure across both Council areas.	Both Councils to work with external partners to enable local communities, clubs, volunteers to progress and take forward sport and physical activity schemes to sustain and increase participation.	March 2014	<p>South Hams District Council</p> <p>West Devon Borough Council</p> <p>Active Devon</p> <p>OCRA</p> <p>Tone Leisure</p>	Advise and assist. Circa 2 - 4 hours per month	To be confirmed	Potential for partnership funding
Agree Public Health priorities for the South Hams and West Devon areas.	Local health priorities identified to enable the development of appropriate actions to tackle health equalities and improve health and wellbeing.	July 2013	<p>South Hams District Council</p> <p>West Devon Borough Council</p>	Staff time to be determined	No other budget implications	Funding available for actions and projects to

			Devon County Council Health and Wellbeing Boards/Health Commissioning Groups			address priority areas
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ENVIRONMENT:

Reduce, Re-use and Recycle						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Develop an annual educational programme with focus on the delivery of education in key areas – communities, schools.	Greater community knowledge of waste reduction and recycling options by direct involvement and consultation with community groups and residents.	June 2013	SHDC, WDBC, DCC, DAWRRC, DCRN, WRAP, SWWRF.	To be confirmed	To be confirmed	To be confirmed
Connect with local communities and business groups by interaction with established waste fora which proactively encourage public involvement in future decisions on local waste issues.	Support and develop community and other groups in achieving sustainable waste management practices.	On-going	SHDC, WDBC, DCC, DCRN, DFF, DCCN	To be confirmed	To be confirmed	To be confirmed
Directly support community initiatives to reduce, reuse and recycle in particular working with community and transition groups to promote sustainable waste management and which encourage management of waste further up the waste hierarchy.	Greater community involvement and understanding of waste management.	On-going	SHDC, WDBC, DCC, DCRN, DFF, transition groups	To be confirmed	To be confirmed	To be confirmed

Energy Conservation and Generation						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Produce a West Devon and South Hams Community Energy Plan in conjunction with community groups and interested parties.	Continue to support the community group partnership to promote joint working across both council areas; Produce a community supported approach to energy conservation and energy generation; Promote and publicise outcomes and actions.	July 2014	South West Devon Community Energy partnership, WDBC SHDC DNPA, AONBs; DCC.	74hrs	No other budget implications	DCC (SEACs) c. £60,000
Review opportunities for energy generation or conservation on council assets and projects.	Co-ordinated approach to increased energy generation and energy conservation	On Going	SHDC, WDBC, South West Devon Community Energy Partnership	148 hrs	Would need to be considered in capital programme on an invest to generate basis	To be confirmed. Would depend on any opportunities identified
Production of Renewable Energy Guidance including requirements for locating renewable energy proposals and for on site renewable energy generation on new build proposals.	Guidance that balances the merits and concerns of renewable energy projects. Currently on consultation in SHDC	July 2013	SHDC; WDBC; DCC; DNPA	148 hrs	Publication costs	NA
To work with the Energy Saving Trust and other partners on the EU funded 'Ready for Retrofit' project to identify and implement a preferred model for delivery of energy efficiency measures through the Green Deal and Energy	Delivery model implemented and uptake of ECO/Green Deal measures maximised along with the associated economic and fuel poverty reduction benefits.	Dec 2013	SHDC, WDBC, DCC, EST, SWDCEP	74hrs	Officer time plus potential for capital investment depending on preferred	To be confirmed

Company Obligation (ECO) initiative.					model (subject to Member approval)	
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Transport and Travel							
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding	
				STAFF TIME	Budget		
Review availability and accessibility of public and community transport.	Maximising and promoting availability; Increasing health and well being for members of the community including vulnerable groups; Promoting on-going dialogue with service providers. Co-ordinated approach to green travel planning.	March 2014	SHDC; WDBC; DCC; Service Providers	TBC	Existing community transport funding maintained however current service could also be reviewed to ensure its meeting local needs.	To be confirmed	
Support cycle and walking initiatives to increase access to green space and country side and for commuting.	Increased quantity and quality of access to public space; Reduced car travel.	On-going	SHDC; WDBC; DCC; Sustrans; Ramblers; Groups; Clubs;	37 hrs	Partnership work with DCC to promote opportunities	NA	
Promote and support Green Travel Planning	A combined Council green travel plan; Support community based green travel planning	TBC	SHDC; WDBC; DCC; Service Providers; Developers	To be confirmed	No other budget implications	To be confirmed	

Land and Food						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Work with community organisations to enable the use of council owned land to be utilised for community food production.	Increased opportunity for community based food production.	March 2015	DNPA, WDBC, SHDC, Transition and local Environment Groups. Allotment Associations.	37hrs	No other budget implications	To be confirmed Projects are community led and groups will need to self fund.
Liaise with DEFRA and Natural England to target land management support and grant aid in South Hams and West Devon.	Maximise external support and grant aid to support agriculture and land management in South Hams and West Devon.	On-going	SHDC; WDBC; DEFRA; Land owner organisations;	10hrs	No other budget implications	Will be directed to land management for landowners.

Adapting to Climate Change						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Support the Lead Local Flood Authority (DCC) administer it responsibilities under Flood and Water Management Act 2010.	Combined approach to flood resolution. More joined up approach gives better service to public.	December 2014	DCC	~ 3 days a week spent on Land Drainage	No other budget implications.	DCC and EA funding for schemes

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Conserve and Enhance the Built Environment

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Work with communities on local public space improvement projects.	Deliver 12 Big Green Space Challenge 2012 projects and up to 10 further community managed public space improvement projects.	March 2014	SHDC; WDBC; PCC; BTCV, Community Groups, Town and Parish Councils	148 hrs	s.106 Langage Landscape Fund	External match fund will be sought for schemes
Work with other local authority partners, business and community groups to promote Tavistock as a Key Centre in the Cornwall and West Devon Mining Landscape World Heritage Site (WHS)	Completion of Key centre studies; designation of Tavistock as a Key centre in the WHS and successful implementation of the Tavistock THI scheme	October 2013 and ongoing	TTC, DCC, Tavistock BID Co. Tavistock and District Chamber, WHS	165 hours	ED Grant scheme and LABGI	External funds from various partners

Conserve and Enhance the Natural Environment

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Programme of projects, events and activities in South Devon and Tamar Valley AONBs.	Integrated promotion and management of nationally protected landscapes.	On-going	SHDC; WDBC; DCC; DNPA; AONB Partnerships; CCC;	74 hrs	Part funded from WDBC and SHDC core contributions	Based on 12.5% council contribution DCC provide 12.5% and DEFRA fund 75%. Other funding also

						pursued
Support delivery of AONB management plans and work further with AONB units.	High quality landscape management and promotion of access and understanding to visitors and residents.	Mar 2014	SHDC; WDBC; DCC; DNPA; AONB Partnerships; CCC;	74 hrs	Part funded from WDBC and SHDC core contributions	As above
Continue to develop the coordinating role for estuary management.	Coordinated management and promotion of all estuaries to promote conservation, access and commercial interests.	On-going	SHDC; WDBC; DCC; AONB Partnerships; CCC; Harbour Authorities; Estuary Partnerships; MMO	10 hrs	Part funded from WDBC and SHDC core contributions	Harbour Authorities, DCC, Duchy, Natural England
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Introduce joint working with the environmental voluntary sector and neighbouring authorities to identify biodiversity priorities including work on Local Nature Partnerships, Green Infrastructure partnerships and Biodiversity Offsetting.	A coordinated approach to biodiversity conservation management across South Hams and West Devon.	December 2013	SHDC; WDBC; DCC; DNPA; DWT; RSPB; BCT; Natural England	74 hrs	s.106 funds	PCC, TBC, TDC, DNPA, DCC, Natural England, National Trust, Torbay Coast and Countryside Trust
Support South Hams Tree Warden scheme.	More community involvement in tree and woodland schemes.	On-going	SHDC, WDBC, Woodland Trust, Community Groups.	7 hrs	No other budget implications	Community groups, landowners.
Deliver Public Space Improvement programme.	Improved play, park, countryside and pitch facilities.	On -going	SHDC, Town and Parish Councils, Community Groups, Sports Clubs	0.2 fte	No other budget implications	s.106, external funders, sport governing bodies etc

HOMES:

1. BALANCE THE HOUSING MARKET

1.1 Increase the Supply of Affordable Homes						
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
<p>Deliver 190-235 units of affordable housing to include:</p> <p>100-125 new build affordable homes in South Hams</p> <p>80-100 new build affordable homes in West Devon</p> <p>8 empty homes returned to use or provided through conversion as affordable homes (South Hams)</p> <p>1 x West Devon and 1 x South Hams through the Shekinah Project</p>	<p>Increased supply of affordable homes to meet identified need.</p> <p>Increased supply of affordable homes & increased New Homes Bonus.</p> <p>Enable the Councils to meet the statutory accommodation duty under the Housing Act.</p>	March 2014	<p>South Hams District Council</p> <p>West Devon Borough Council</p> <p>Registered Providers</p> <p>Developers</p> <p>CCD – Rural Housing Partnership</p> <p>Private sector landlords and Chapter 1</p>	<p>1.75 FTE South Hams</p> <p>1.4 FTE West Devon</p>	<p>Capital Funding budget as approved in both Councils</p>	<p>Homes and Communities Agency Affordable Housing Programme</p> <p>Registered Providers</p> <p>Developers</p>
Introduce Self Build Initiative.	Increased options to deliver	August	West Devon Borough Council	4 days per month	No budget implications at	Homes & Communities

	<p>affordable homes.</p> <p>Increased supply of affordable homes & increased New Homes Bonus.</p> <p>Links to further education & employment opportunities.</p> <p>Positive growth & economic benefits.</p> <p>Reduce Council liability for maintenance of council owned plots.</p>	2013	<p>South Hams District Council</p> <p>Parish Councils</p> <p>Registered Providers</p> <p>Community Groups</p> <p>CCD – Rural Housing Partnership</p>		this time	<p>Agency</p> <p>Registered Providers</p>
Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
<p>Explore and deliver alternative funding models for the delivery of affordable housing.</p>	<p>Increased investment in affordable housing delivery.</p> <p>Increased housing options including low cost home ownership models.</p>	July 2013	<p>South Hams District Council</p> <p>West Devon Borough Council</p>	1 day per month	No budget implications	<p>Registered Providers</p> <p>Homes & Communities Agency</p> <p>Private Institutional Investment</p>
<p>Deliver a Connecting Communities project.</p>	<p>Increased community capacity and engagement in the delivery of affordable housing.</p> <p>Increased numbers of affordable homes.</p> <p>Best practice and learning shared across communities to enable the delivery of housing and facilities to</p>	Sep 2013	<p>South Hams District Council</p> <p>West Devon Borough Council</p> <p>Registered Providers</p> <p>Community Groups</p> <p>Parish Councils</p> <p>CCD – Rural Housing Partnership</p>	<p>1 officer x 1 day per week for 6 weeks to develop web site</p> <p>Minimal input thereafter</p>	No other budget implications	<p>Devon County Council</p> <p>RIEP funding allocated for Localism Projects available through Community</p>

	<p>meet local needs.</p> <p>Increased localism and community ownership.</p> <p>Less reliance on local authority intervention.</p>					Team
Explore innovative approaches to site selection.	Greater community engagement in the delivery of affordable housing in appropriate locations.	March 2014	South Hams District Council West Devon Borough Council	10 days	No budget implications at this time	

1.2 Understand the Local Housing Market and Assess Local Housing Need

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Finalise and publish the Strategic Housing Market and Needs Assessment.	<p>Clear evidence to support new Local Plans for both Councils.</p> <p>Inform & support future planning policy & site specific negotiations.</p>	June 2013	<p>South Hams District Council</p> <p>West Devon Borough Council</p> <p>Plymouth County Council</p> <p>Cornwall County Council</p> <p>Dartmoor National Park</p> <p>GVA Grimley Consultants</p>	25 days	£22k per authority	
Undertake 3 Parish Housing Needs Surveys	<p>Housing needs in specific parishes identified to help inform future development.</p> <p>Residents are aware of local housing</p>	March 2014	<p>South Hams District Council</p> <p>West Devon Borough Council</p> <p>Community Council</p>	2/3 days per LA	£5k per annum (£2.5k x both authorities)	Other rural Devon Districts Dartmoor National

	need helping to support delivery of local rural housing schemes.		For Devon Parish Councils			Park Registered Providers
Gypsies & Travellers Accommodation	Enable the provision of suitable sites for Gypsies and Travellers.	March 2014	South Hams District Council West Devon Borough Council	12 days	No budget implications at this time	
Deliver Community Housing surgeries.	Raising awareness and understanding of affordable housing at community level. Promoting the Localism agenda.	Every 6 months	South Hams District Council West Devon Borough Council	1 x day per 6 months per Council	No other budget implications	

1.3 Make Better Use of Existing Housing Stock

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Develop, adopt and implement a Joint Empty Homes Strategy across both Councils in light of changes to Council Tax exemptions.	Targeted approach to bringing empty properties back into use, maximising use of existing housing stock and New Homes Bonus income for both Councils.	October 2013	South Hams District Council West Devon Borough Council	0.2 FTE WDBC 0.2FTE SHDC	No other budget implications	None at present but HCA funding to be accessed when available
Down Sizing Project (Welfare Reform Act) – Deliver a new scheme targeted at older tenants to encourage downsizing into designated and sheltered accommodation and free up family homes for those in need.	Mitigate risk of rent arrears for households under occupying. Increase supply of general needs family housing for local people. Meet the needs of older people.	August 2013	South Hams District Council West Devon Borough Council Registered Providers Devon Home Choice Partnership	1 day per month	SHDC - Up to £25k WDBC – up to £15k	
Improve Night Shelter provision in South Hams.	Aid the regeneration of disused	Summer	South Hams District Council	1.5 days per month	No budget implications	Revival Life Ministries

	<p>Council employment units.</p> <p>Reduce incidence of rough sleeping and increase health & well being for those vulnerable people on the streets.</p> <p>Enable vulnerable homeless people into secure accommodation.</p>	2014	Revival Life Ministries Shekinah			Charitable donations
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2. ENHANCE HOUSING OPTIONS AND CHOICE

2.1 Improve Housing Options and Choice for Vulnerable People

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Work with partners to provide improved support and access to services for rough sleepers.	<p>Reduction in the incidences of rough sleeping.</p> <p>Offering temporary accommodation to people who are rough sleeping</p> <p>Provide one point of contact for rough sleepers</p> <p>Offering individual solutions</p> <p>Facilitate re-connection</p> <p>Assist into suitable settled</p>	Spring 2014	<p>South Hams District Council</p> <p>West Devon Borough Council</p> <p>Shekinah</p> <p>Encompass South West</p> <p>Revival Life Ministries</p> <p>NHS Devon</p>	<p>1 day per week</p> <p>15 days work for Housing Team Manager</p> <p>3 Counts – Totnes, Tavistock & Okehampton. 12 officers at</p>	<p>Increased expenditure on temporary accommodation £10,000</p>	<p>FTE Post across South Hams & West Devon funded by central government grant until September 2014</p> <p>Homelessness prevention funding</p>

	<p>accommodation</p> <p>Health needs audit of rough sleepers & people at risk of rough sleeping in Totnes.</p> <p>Better understanding of number of rough sleepers in the area by conducting an early morning street count in rough sleeping "hotspots"</p> <p>Community & local businesses educated in how to best support rough sleepers in their area.</p>			each 2 hours early morning work		
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2.2 Devon Home Choice

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Review membership of Devon Home Choice Partnership	Ensure future platform for the allocation of social housing provides value for money and is fair and equitable to the service users.	March 2014	Devon Home Choice Partners	20 days between Housing Services manager and Team Manager	No other budget implications	

2.3 Prevent Homelessness

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Develop a policy to enable the	Reduced amount of time applicants	December	South Hams District	2 days a	No other	Discretionary

Council to discharge its homeless duty to accommodate into the private rented market instead of into units of social housing	remain in temporary accommodation. Reduction in number of applicants placed in temporary accommodation	2013	Council West Devon Borough Council	week	budget implications	Housing payments Homelessness prevention funding
Establish a procedure for using the Devon Minimum Property Standards to support the discharge of the main homelessness duty into the private rented sector.	Better use of Housing Stock. Reduction in instances of temporary accommodation required. Security built in to ensure safe and suitable properties through Landlord's self-certification with a monitoring function from Environmental Health	April 2014	South Hams District Council West Devon Borough Council	To be confirmed	No other budget implications	

2.4 Increase Awareness of Housing Options

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Target tenants affected by the bedroom subsidy reform	Early intervention will prevent homelessness through rent arrears and other debt by offering an individual housing options service to support and assist applicants through: <ul style="list-style-type: none"> • Money Advice • Targeted Mutual Exchanges • Downsizing support packages 	Autumn 2014	South Hams District Council West Devon Borough Council Registered Providers	1 day a week	No other budget implications	Discretionary Housing payments Homelessness prevention funding
Employ a dedicated Young Persons Officer for South Hams & West Devon	To improve the outcomes of Young People who become homeless.	Autumn 2013	South Hams District Council West Devon Borough	3 days a week	No other budget implications	£20k Devon County Council

	To reduce the numbers of young people entering the care system		Council Devon County Council			
	To find sustainable realistic solutions to young people in housing crisis					
	To educate and inform Young People about their housing options					

3. SECURE GOOD QUALITY SAFE HOMES

3.1. Support Independent Living

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Develop and promote adoption/ implementation of a joint protocol with Registered Providers for the delivery of Disabled Facility Grants within their stock.	Adaptations for Registered Provider Tenants assessed, approved and delivered efficiently enabling individuals to live independently.	November 2013	South Hams District Council West Devon Borough Council Registered Providers	Minimal – quarterly meetings	Existing grants Budget	Registered Provider funding subject to negotiations

3.2. Improve Private Sector Housing Conditions

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Promote the Private Sector Renewal Policy across both Districts.	The health and well being of individuals and families improved through the improvement of Private Sector Housing Condition.	October 2013	South Hams District Council West Devon Borough Council Owner-occupiers and Private Landlords Wessex	0.5 FTE SH 0.4FTE WD	Existing grants Budget	Residual Decent Homes Funding from previous years
Implement a risk based inspection programme for Licensed Park Home/Caravan Sites.	Sites inspected in line with statutory requirements and risks to residents reduced.	October 2013	South Hams District Council West Devon Borough Council	0.05FTE WD 0.05FTE SH	Existing Budget	

3.3. Reduce Fuel Poverty and Increase Energy Efficiency

Milestones	Outcomes	Target Date	Responsible Partners	Council Resource Required		External Funding
				STAFF TIME	Budget	
Implement Action Plan identified within Home Energy Conservation Act (HECA).	Fulfilment of statutory obligation to establish the Council's intentions with regard to Energy Efficiency Savings	March 2014	South Hams District Council West Devon District Council	0.1FTE WD 0.1FTE SH	Existing Budget	
Actively support local community projects to improve energy efficiency and reduce fuel poverty	Improved energy efficiency and reduced fuel poverty through community based initiatives.	March 2014	South West Devon Community Energy Partnership South Hams District Council West Devon Borough Council Dartmoor National Park Authority	0.05FTE WD 0.05FTE SH	Existing Budget	

ACHIEVEMENTS 2012/13

Community Life	Economy	Environment	Homes
<p>Implementation of a roving outreach surgery in 10 communities in South Hams.</p> <p>Regular Connect Outreach surgeries maintained and a new service delivered in Rattery.</p> <p>Four community days held in Totnes,</p>	<p>The first Devon Work Hub commenced trading August 2012 in Totnes</p> <p>Greater Dartmoor LEAF Programme LEAF Outputs - Actual (duration of the programme): 91 projects supported 615 businesses assisted</p>	Information awaited	Information awaited

<p>Kingsbridge, Okehampton and Tavistock and outreach services provided at Okehampton Show, Tavistock Dickensian Evening and Ivybridge Christmas Market.</p> <p>Voluntary Voice and Town and Parish Voice embedded with additional events and forums held on specific issues.</p> <p>Localisation Strategy and Model developed to enable communities to have a greater influence on Council service delivery and on how Council assets could be used for the benefit of the local community.</p> <p>Town and Parish Fund fully allocated in South Hams and 90% allocated in West Devon, to support collaborative projects that address local needs.</p> <p>52 projects supported by a range of West Devon Borough Council grant schemes, allocating £63,000 in funding towards projects worth £812,500, leveraging in an average of £13 in matched funding per project.</p> <p>In South Hams £50,000 was allocated towards community projects totalling £623,000 through the Sustainable Communities Locality Fund, leveraging in £12.50 in matched funding, on average, per project.</p>	<p>29 FTE jobs created Value of programme £1.94m Total project value with matched finding: £4.8m</p> <p>The South Devon Coastal LAGLAG Outputs - Committed: 99 projects supported Over 30 jobs created 138 micro-enterprises supported or created Value of programme £1.78 Total project value with matched finding: £4.8m</p> <p>Successful £450,000 bid to the Coastal Communities Fund for the development of South Devon Fisheries. This programme will boost skills and distribution networks across the local industry, engage with tourist businesses and visitors and derive value from both the products and the waste generated by the fishing industry. This will assist in the retention of 441 FTE jobs, the creation of 38 direct FTE jobs and 52 part time jobs, and the reduced cost of managing 22 businesses. The project will support over 100 businesses to innovate, develop supply networks and secure future employment.</p> <p>In excess of 90% occupancy of council owned units in South Hams (averaged 95% occupancy throughout the year).</p>		
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<p>Work on-going with local young people and groups to develop better engagement platforms for young people to engage with the work of the Councils and partners.</p> <p>Community-led and neighbourhood planning protocols adopted setting out the processes that communities will need to undertake when preparing plans for their area.</p> <p>Health Walks continue to grow; there are now 299 registered walkers in South Hams and 251 in West Devon, an increase of 66 and 67 respectively. There are 73 active volunteer leaders in South Hams and 57 West Devon.</p> <p>Since April 2012 Ramblers and Macmillan Cancer Support now host the Walking for Health Scheme.</p> <p>Active Villages is in its final phases but there are still opportunities to revisit earlier villages where demand has not been met. In West Devon a total of 8 villages were involved with 402 participants. In South Hams 5 villages took part with 127 participants; further development work is taking place in South Hams as the new co-ordinator was only appointed in December.</p>	<p>Completion of the capital phase of the Tamar Valley Mining Heritage (TVMHP) Programme within budget and within programme.</p> <p>Adoption of TVMHP Legacy Plan and establishment of Legacy Partnership</p> <p>Stage 1 approval of the Tavistock THI scheme bid.</p> <p>Support from both Tavistock Town Council and West Devon Borough Council for the promotion of Tavistock as a Key Centre in the World Heritage Site..</p> <p>Just under £17,000 was allocated to 10 projects through the Economic Development & Regeneration Grant Scheme in West Devon, with a total project cost of just under £186,000. Therefore every £1 granted levered in £11 in match funding.</p> <p>£4,600 was allocated to 10 projects under the Arts Grants Scheme in West Devon, with a total project cost of just over £112,000. Therefore every £1 granted levered in £24 in match funding.</p> <p>Business Survey completed May 2012.</p>		
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