

Public Document Pack



Please reply to: Darryl White
E-mail address: Darryl.White@swdevon.gov.uk

Dear Councillor

SOUTH HAMS EXECUTIVE - THURSDAY, 16TH SEPTEMBER, 2021

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

Agenda No	Item
------------------	-------------

1.	<u>Minutes</u> (Pages 1 - 4)
----	-------------------------------------

to approve as a correct record the minutes of the meeting of the Executive held on 9 September 2021

7.	<u>Better Lives for All</u> (Pages 5 - 84)
----	---

14.	<u>Follaton House Accommodation Usage</u> (Pages 85 - 104)
-----	---

Yours sincerely

Darryl White
Democratic Services Manager

Encs

This page is intentionally left blank

**MINUTES OF A SPECIAL MEETING OF
THE EXECUTIVE
HELD IN THE REPTON ROOM ON THURSDAY, 9 SEPTEMBER 2021**

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

Also in attendance:	
Cllr Birch	

Officers in attendance and participating:		
All items		Chief Executive; Section 151 Officer; Director of Place and Enterprise; Monitoring Officer; and Democratic Services Manager

E.26/21 MINUTES

The minutes of the Executive meeting held on 8 July 2021 were confirmed as a true and correct record.

E.27/21 URGENT BUSINESS

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

E.28/21 DECLARATIONS OF INTEREST

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

E.29/21 EXCLUSION OF PUBLIC AND PRESS

RESOLVED

That in accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following item of business as the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Act is involved.

E.30/21

PLYMOUTH AND SOUTH DEVON FREEZONE

Consideration was given to an exempt report that sought approval for the submission of the Outline Business Case that recognised the costs and benefits of the Plymouth and South Devon Freezone.

In discussion, the following points were raised:-

- (a) Whilst the project was seen to represent an exciting opportunity, Members did also acknowledge that there were a number of associated risks that would need to be weighed up before any final decisions were taken;
- (b) The all Member Briefing that had been held earlier in the morning was felt to have been particularly useful. In recognition of the importance of all Members fully understanding the proposals and the significance of the project, officers committed to providing regular briefing notes and an informal Briefing to all Members prior to any final decision being required by Full Council;
- (c) Both the Director of Place and Enterprise and Section 151 Officer were formally thanked by Members for the immense amount of work that they had both put in to reaching this project milestone.

It was then:

RESOLVED

1. That approval be given to the submission of the Outline Business Case (OBC) to Government for the Plymouth and South Devon Freezone proposal, including the re-circulation of Business Rates from the Freezone to support Freezone job creation and activity;
2. That, should the timeline for submission of the OBC be changed by the Ministry of Housing, Communities and Local Government (MHCLG) to a later date, the Director of Place and Enterprise be given delegated authority, in consultation with the Leader of the Council and the lead Executive Member for Economy, to update the OBC as necessary ahead of the submission;
3. That it be noted that, subject to OBC approval from Government, a Full Business Case will need to be submitted before Christmas 2021, finalising the funding arrangements (***NB the timeline may be subject to change***); and
4. That it be noted that a further report will be brought back to a future meeting of the Executive and Full Council to approve the submission of the Full Business Case and associated decisions.

(Meeting commenced at 11:30 am and concluded at 11.45 am)

Chairman

This page is intentionally left blank

Report to: **Executive**

Date: **16 September 2021**

Title: **Better Lives for All – Draft Strategy**

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

Wards Affected: **All**

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

Date next steps can be taken: Council on 23rd September

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

Contact: Andy.Bates@swdevon.gov.uk
Drew.Powell@swdevon.gov.uk

RECOMMENDATIONS:

That the Executive:

1. **NOTES** the results of the consultation on the draft 'Better Lives for All' Strategy
2. **RECOMMENDS** to Council to adopt 'Better Lives for All' and the thematic delivery plans at its meeting on 23rd September 2021
3. **NOTES** the allocation of existing funding as set out in para 7.2; and
4. **RECOMMENDS** to Council to approve the additional £110,000 of cost pressures for 2022/23 and 2023/24.

1. Executive summary

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

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

2. Background

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

3. Outcomes

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

4. Consultation

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

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

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

Public and Partner Survey

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

On Street and Online Survey about priorities for the area

- 4.7 From previous experience, we know that detailed surveys on strategies do not tend to attract a significant level of engagement and so we also ran a survey asking our residents, businesses and visitors for their own views on the South Hams and what they considered the main challenges facing the area.
- 4.8 This engagement consisted of both face-to-face surveys and an online survey which in total attracted 699 responses.
- 4.9 One of the key questions within this survey for our residents was 'What bothers you the most about living in South Hams' with each participant being able to select three options.
- 4.10 It is clear from the responses from our residents that lack of affordable housing, poor transport and low paying jobs are of concern to them. These all have a specific focus within 'Better Lives for All' and are allocated specific actions within our thematic delivery plans.

Businesses

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

Feedback from partners

- 4.13 Discussions have been held with many key partners and neighbouring authorities to understand their thoughts on our key priorities.
- 4.14 Again, on the whole, partners have been supportive and agreed with the need for a longer-term vision underpinned by shorter term, specific deliverables.
- 4.15 The full responses and comments are being collated and a copy will be made available to Members. All feedback will be subject to review and help inform further iterations of the thematic delivery plans.

5. Thematic Delivery Plans

- 5.1 The Strategy sets out our longer-term ambition. To support this ambition, we have developed thematic delivery plans, which set

out the priorities for each area. This will enable us to ensure our resources are aligned to supporting Members' priorities.

- 5.2 The delivery plans have been developed by Lead Members in consultation with officers from across the Council for each of the coming three years. Although it has not always been possible to detail actions beyond the first year, for example where the year one action is a feasibility or development of an action plan.
- 5.3 Wherever possible SMART (Specific, Measurable, Achievable, Relevant, Time-bound) targets have been developed but, as set out in 5.2 above this has not been possible in all cases, and 'proxy' measures have also been used.
- 5.5 The Executive is asked to consider the thematic delivery plans as set out in Appendix B and make any suggestions for amendment before they are considered by Council.
- 5.6 Once adopted by Council, the delivery plans will be subject to regular monitoring, annual updates and reporting through the Executive and the Overview and Scrutiny Committee.

6. Performance Management

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

'Better Lives for All' and performance against their objectives will be regularly monitored.

7. Resource Implications

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

8. Proposed Way Forward

- 8.1 That the Executive consider the outcome of the consultation, the final draft of 'Better Lives for All' and the thematic delivery plans, making any suggestions for amendments prior to recommending to Council for adoption.

9. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Corporate Strategy is one of the plans and policies that comprise the Council's Policy

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

Supporting Information

Appendices:

Appendix 1 – 'Better Lives for All'

Appendix 2 - Thematic Delivery Plans and Performance Management Framework

Background Papers:

None

This page is intentionally left blank

Better lives for all

A vision for South Hams

Page 13



September 2021



South Hams
District Council



Page 14

A vision for South Hams

Page 4	The South Hams we know
Page 10	Our 20 year vision for South Hams
Page 12	Achieving our Vision
Page 14	How we are working towards realising the vision
Page 16	Climate and Biodiversity
Page 20	Community Wellbeing
Page 24	Homes
Page 28	Economy
Page 32	Built & Natural Environment
Page 36	Quality Council Services



A place to prosper



The South Hams we know

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

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

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



Page 17

A place to breathe



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

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

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



A place to discover



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

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

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

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



A place to protect



Our 20 year vision for South Hams

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

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

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

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

Together we will support better lives for all.

Cllr Judy Pearce,
Leader South Hams District Council



A place to grow

Achieving our Vision

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

Page 24



Adapting & mitigating climate change and increasing biodiversity

An environment where people and nature thrive together



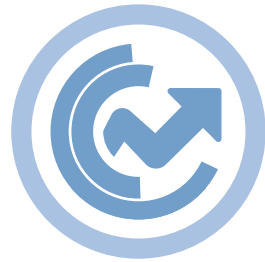
Improving homes

Better homes enabling better lives for all



Protecting, conserving & enhancing our built and natural environment

Planning for our future, celebrating our past



Stimulating a thriving economy

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



Strengthening community wellbeing

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



Delivering quality Council services

Delivering quality services to our residents and communities



A place to inspire



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

How we are working towards realising our Vision

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

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



A place to succeed



Adapting & mitigating climate change and increasing biodiversity

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

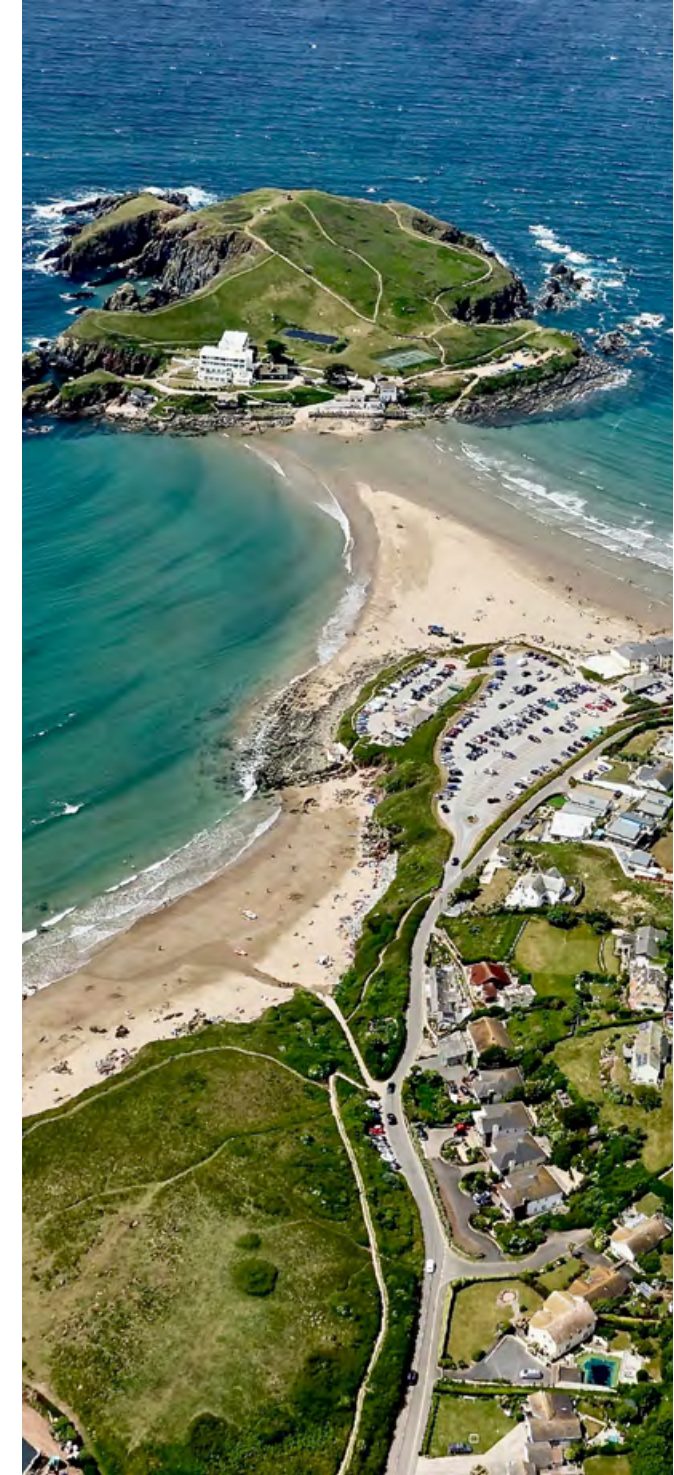
If greenhouse gas emissions continue at the current rate, it is estimated that the average summer temperature in Devon will increase and extreme weather will become more frequent by the end of the 21st century. Residents, businesses and the Council must all play our part to reduce this increase.

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

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

We will know we are succeeding by:

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



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



Page 30

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

Check our progress so far

➤ [Climate and Biodiversity Action Plan](#)



Play Your Part

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



Page 32



Strengthening community wellbeing

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

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

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

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

We will know we are succeeding when:

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

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

Our partnership working will include:-

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



We will support safer and stronger communities in South Hams



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



Play Your Part

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



Improving homes

Better homes enabling better lives for all

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

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

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

We will know we are succeeding when:

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



We will enable better homes for better lives



Page 38

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

Check our progress so far

➤ [The Housing Strategy 2021-2026](#)



Play Your Part

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



Page 0



Stimulating a thriving economy

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

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

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

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

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

We will know we are succeeding when:

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



Energising the South Hams



Page 42

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



Play Your Part

- Shop Local
- Get Support with growing your business businessinfopoint.co.uk
- Consider a 'Staycation' and explore from your door
- Support the High Street



Page 44



Protecting, conserving & enhancing our built and natural environment

Planning for our future,
celebrating our past

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

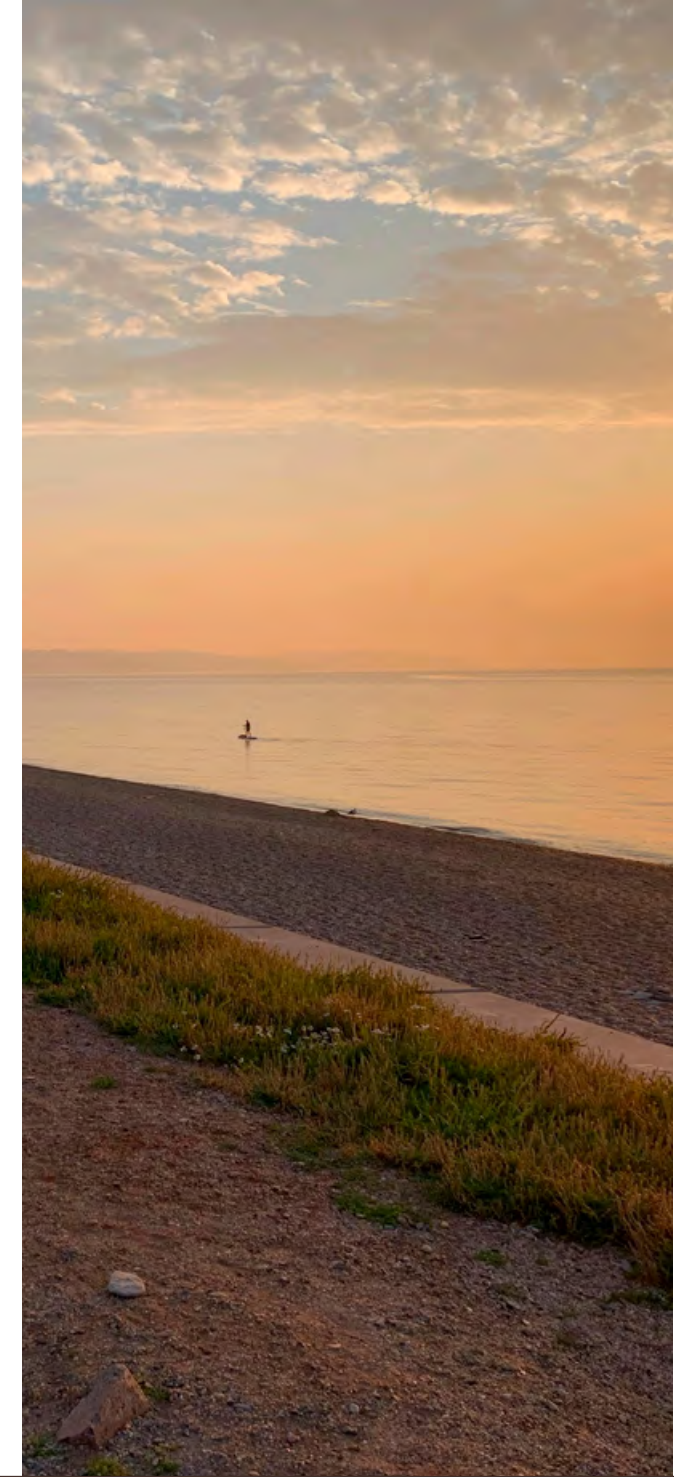
South Hams, together with West Devon and Plymouth have published a strategic plan for the area (Joint Local Plan) which sets out the future vision, policies and plans for our built and natural environment up to 2034.

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

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

We will know we are succeeding by:

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



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



Page 46

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



Page 47

Play Your Part

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



Page 48



Delivering quality Council services

Delivering quality services to our
residents and communities

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

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

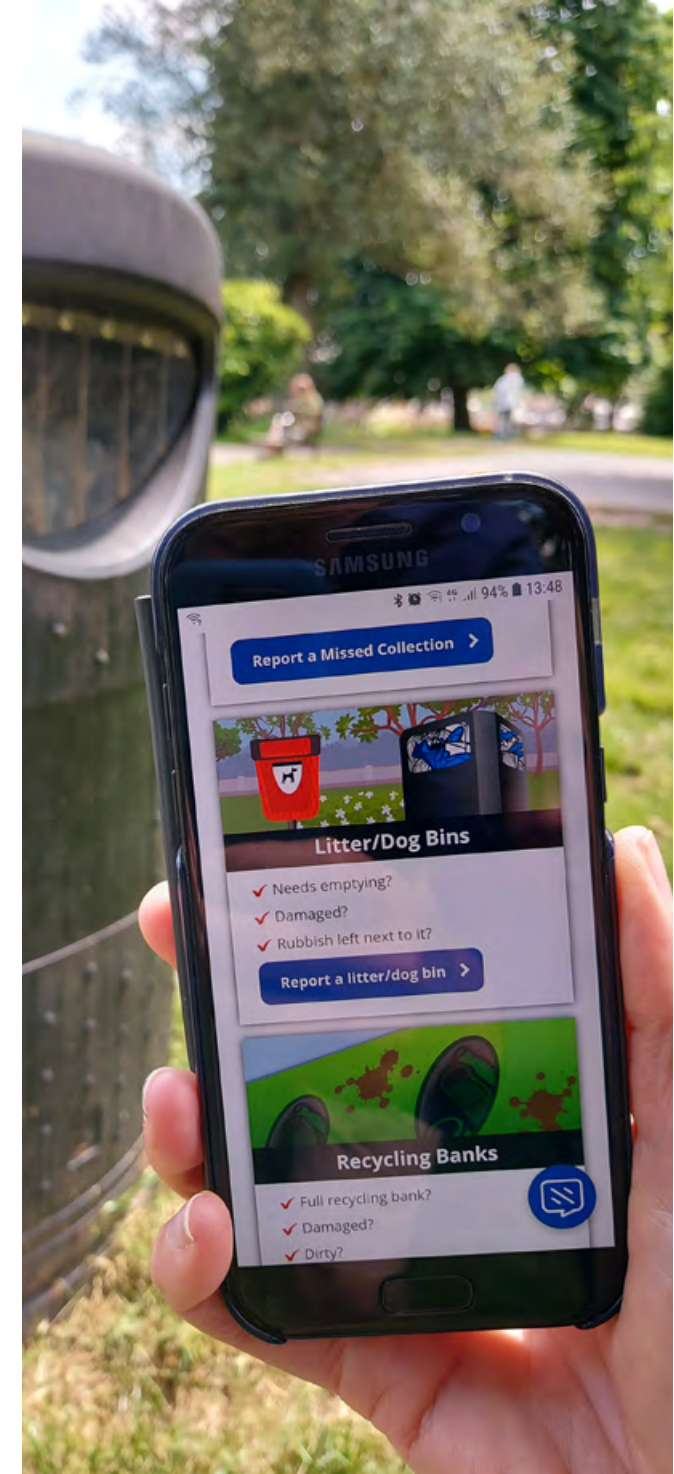
We will further modernise the way we work through making use of technology and striving to continually improve the services we offer.

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

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

We will know we are succeeding when:

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



We will ensure we deliver quality services

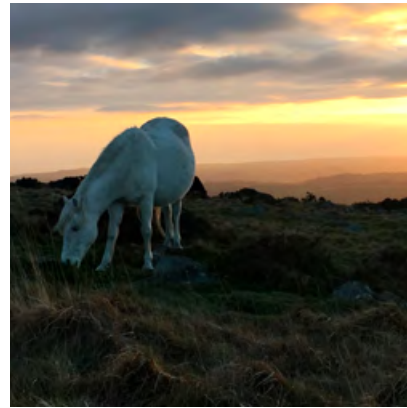


Focus	Aims	Actions
<p>Being Digital First</p>	<p>Using smart digital technology, we'll become a digital first Council.</p> <p>Digital First will support us to deliver further efficiencies and tangible improvements for our residents.</p>	<ul style="list-style-type: none"> ◆ Implementing IT systems that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



Play Your Part

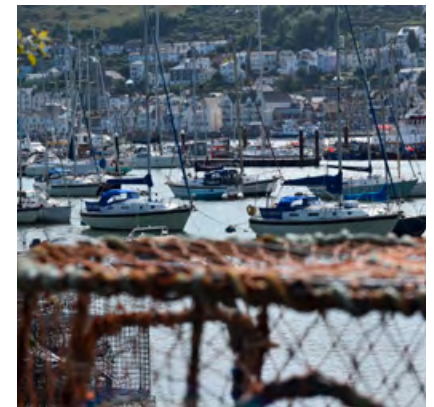
- 'Do it Online'
- Tell us what we can do better
- Take part in consultations to help us make the right decisions



Your South Hams

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

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







Page 54



Page 55

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

Phil Hemsley p.2, p.5

Juliet Wilde p.3

Elizabeth Croughan p.6

Sophie Rennie p.7

Abi Marshall-Smith p.8

Neville Cregan p.10

Andy Amor p.17

Fusion Lifestyle p.20

John Allen p.24, p.29

Ewins Aerial p.27

Ribeye Boats p.28

Katie Smith p.31

South Dartmoor Community Energy and Ivybridge Town Council p.32

Geoff Langridge p.33

Jim Bishop p.35

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

Better lives for all



South Hams
District Council

www.southhams.gov.uk

Better Lives for All

Thematic Delivery Plans
September 2021



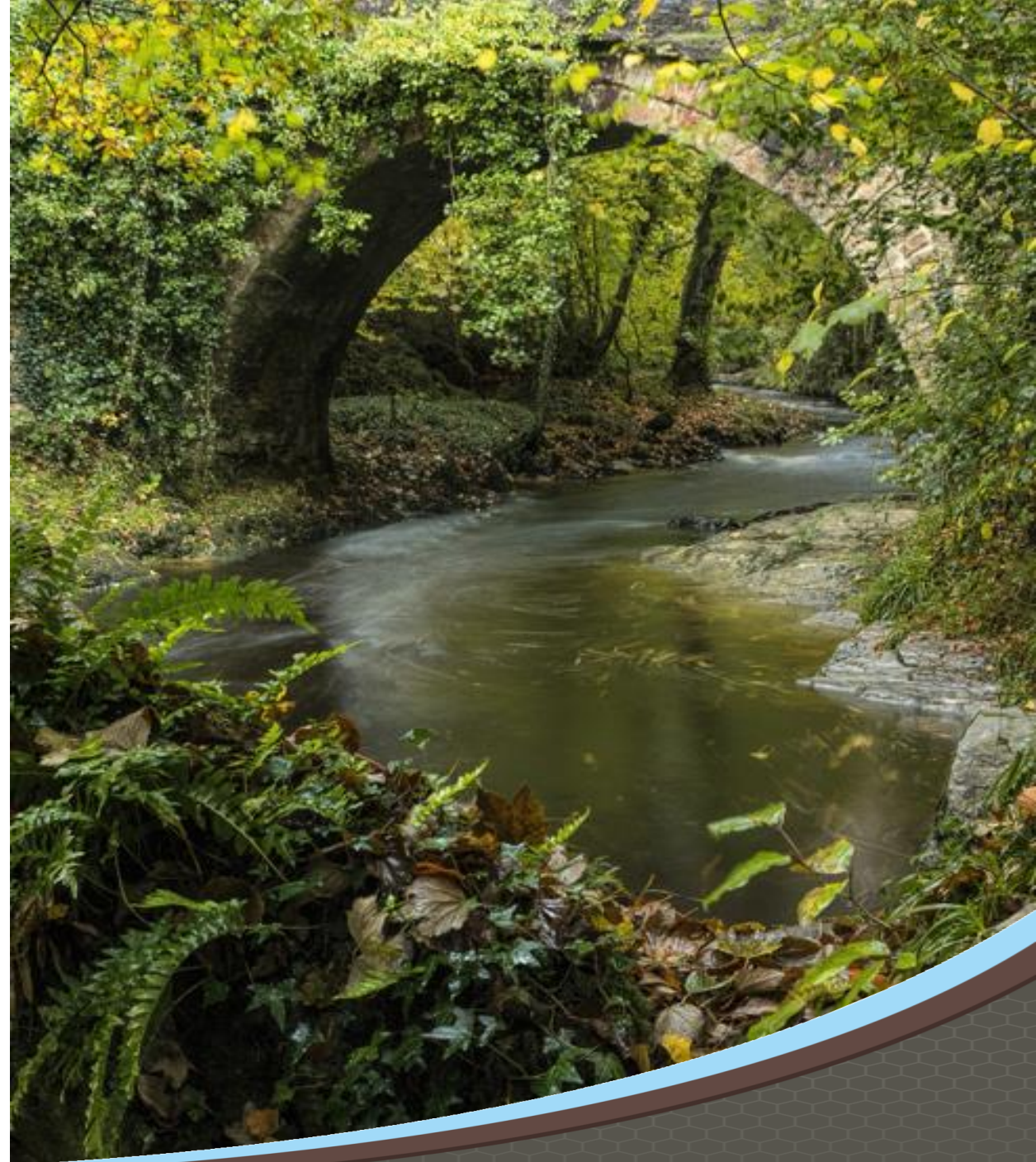
South Hams
District Council

Introduction

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

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

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



Thematic Delivery Plans

Achieving our Vision

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

Each theme will be led by an Executive Member and supported by a senior officer.

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



Adapting & mitigating climate change and increasing biodiversity

An environment where people and nature thrive together



Improving homes

Better homes enabling better lives for all



Protecting, conserving & enhancing our built and natural environment

Planning for our future, celebrating our past



Stimulating a thriving economy

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



Strengthening community wellbeing

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



Delivering quality Council services

Delivering quality services to our residents and communities



Adapting & Mitigating Climate Change and Increasing Biodiversity

Focus Area – Reducing our Carbon Footprint

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

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



Adapting & Mitigating Climate Change and Increasing Biodiversity

Focus Area – Working towards net Zero

Page 61

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



Strengthening Community Wellbeing

Focus Area – Reducing Health Inequalities and rural poverty

Page 62

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



Strengthening Community Wellbeing

Focus Area – Improving Open Space, sport and recreation

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



Strengthening Community Wellbeing

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

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



Improving Homes

Focus Area – Housing for Place

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.1 Deliver local homes for local people that meet their needs	2021/22	Delivery of 100 homes per year across the South Hams and West Devon Joint Local Plan (JLP) area	The right housing in the right areas to meet local need.		core funding tbc	RP's Developers
	2022/23	Delivery of 100 homes per year across the South Hams and West Devon JLP area	The right housing in the right areas to meet local need.		core funding tbc	RP's Developers
	2023/24	Delivery of 100 homes per year across the South Hams and West Devon JLP area	The right housing in the right areas to meet local need.		core funding tbc	RP's Developers
		Supporting the use of existing S106 funds that support Affordable Housing schemes	Schemes delivered as per agreed plans – monitored through S106 reports		£1.394m as at 09/09/2021	
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.2 Carry out an evidence-led feasibility study for delivery of affordable housing in South Hams	2021/22	Develop a mechanism to clearly justify the need for the following tenures: <ul style="list-style-type: none"> • Affordable Rent • Social Rent • Discount Market Sale – • Shared ownership Private rent • Self Build This will support new build opportunities and re-development opportunities as well as supporting neighbourhood Plans and community led initiatives	Feasibility study undertaken	£30,000 to undertake 5 Housing needs surveys a year	Existing resource, Neighbourhood planning funding potential use of Capital programme if the council wishes to streamline the process	Town and Parish Councils Neighbourhood planning groups
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.3 Continuing to lobby for closing the business rate loophole for second homes	2021/22	Conduct a research piece on the impact of short term rentals on housing locally. ensure short-term lets are categorised correctly for revenues, trade waste, mooring permits Ensure that those properties operating as short-term rentals have the correct planning permissions and meet health and safety requirements	People contribute and pay their fair share in revenues and taxes			



Improving Homes

Focus Area – Housing for People

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

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



Stimulating a Thriving Economy

Focus Area – Promoting South Hams Coastal and Visitor Economy

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

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



Stimulating a Thriving Economy

Focus Area – Promoting South Hams Coastal and Visitor Economy

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



Stimulating a Thriving Economy

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

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

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

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



Stimulating a Thriving Economy

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

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



Stimulating a Thriving Economy

Focus Area – Supporting strategic employment and infrastructure

Page 71

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

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

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



Protecting, Conserving and Enhancing our Built & Natural Environment

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

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

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



Protecting, Conserving and Enhancing our Built & Natural Environment

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

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

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



Protecting, Conserving and Enhancing our Built & Natural Environment

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

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

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

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



Delivering Quality Council Services

Focus Area – Being Digital First

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
QS1.1 Implementing IT systems that make it easy for customers to access Council Services	2021/22	Provide online systems which improve the efficiency and accessibility of Council Services.	Maintaining and Improving Service KPI's (see below)		FIT programme and core	
		Implement a system which enables a single view of the customer, whether they have contacted us by email, phone or other means. This will enable our staff to respond to customers needs.	Better handling of service requests and improved reporting and dashboards to measure incoming work.		FIT programme and core	
	2022/23	Improving access to management information	Delivery of relevant management information dashboards for all enterprise systems.		Core	
		We gather sufficient data to inform performance monitoring, decision making and improvement, and we ensure that meaningful management reporting dashboards are built into all of our processes and platforms.				
		Launch an Improved website to make it easier for customers to access council services	A website that receives an increasing amount of positive feedback	£30,000	FIT programme and core	
Improve working efficiently and effectively	Reduction of £70,000 to costs as set out in MTF5 as a result of efficiencies from our new IT platforms		Core			
		To make best use of the tools we have in place to work more productively, more efficiently and more collaboratively				

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



Delivering Quality Council Services

Focus Area – Being Inclusive and Accessible

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

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



Delivering Quality Council Services

Focus Area – Making the best use of our resources

Page 77

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

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

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

How will we monitor progress?

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

Page 78

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

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

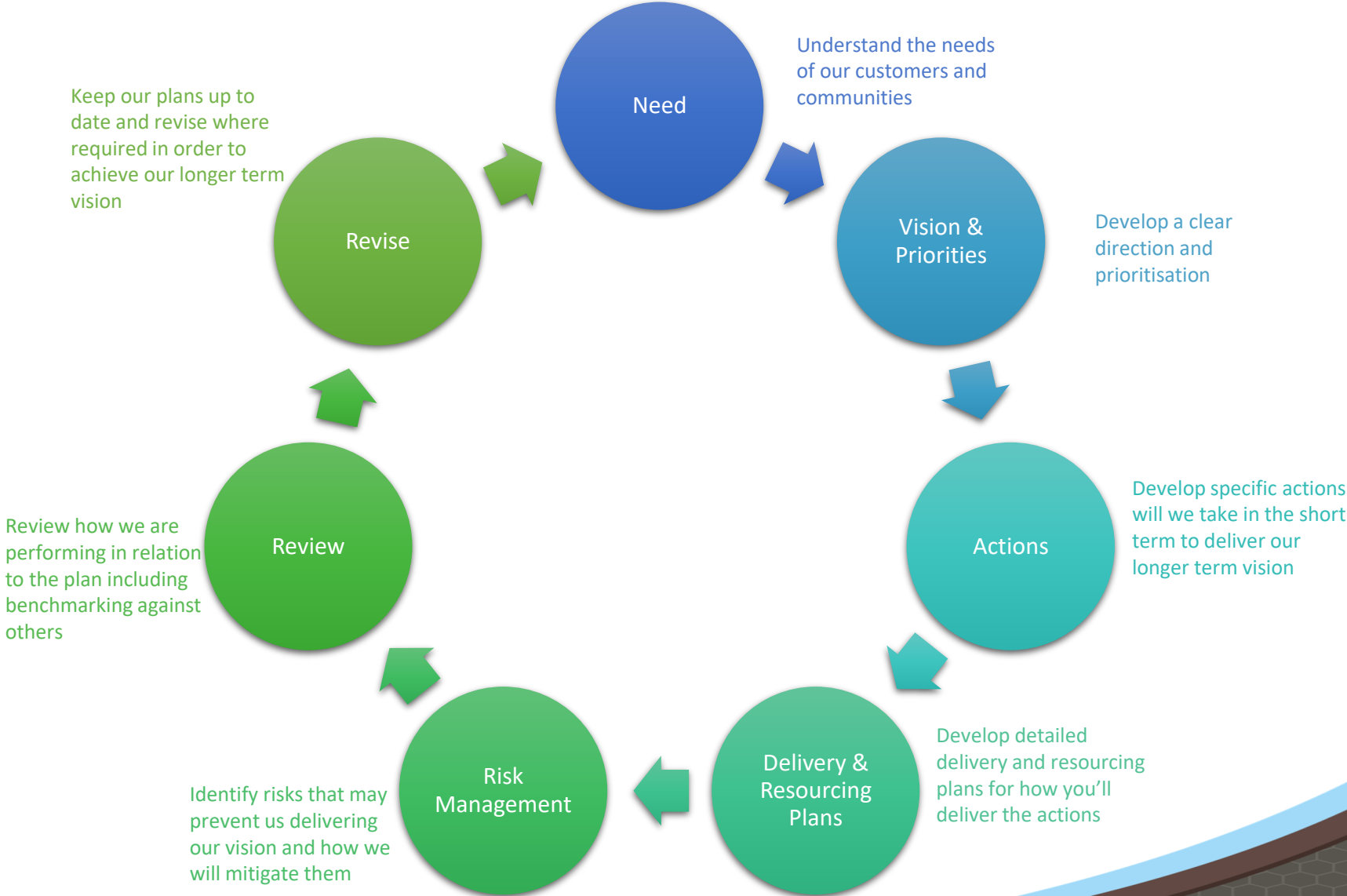
The following pages set out how we will do that



Performance Management Framework: Key elements

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

Page 79

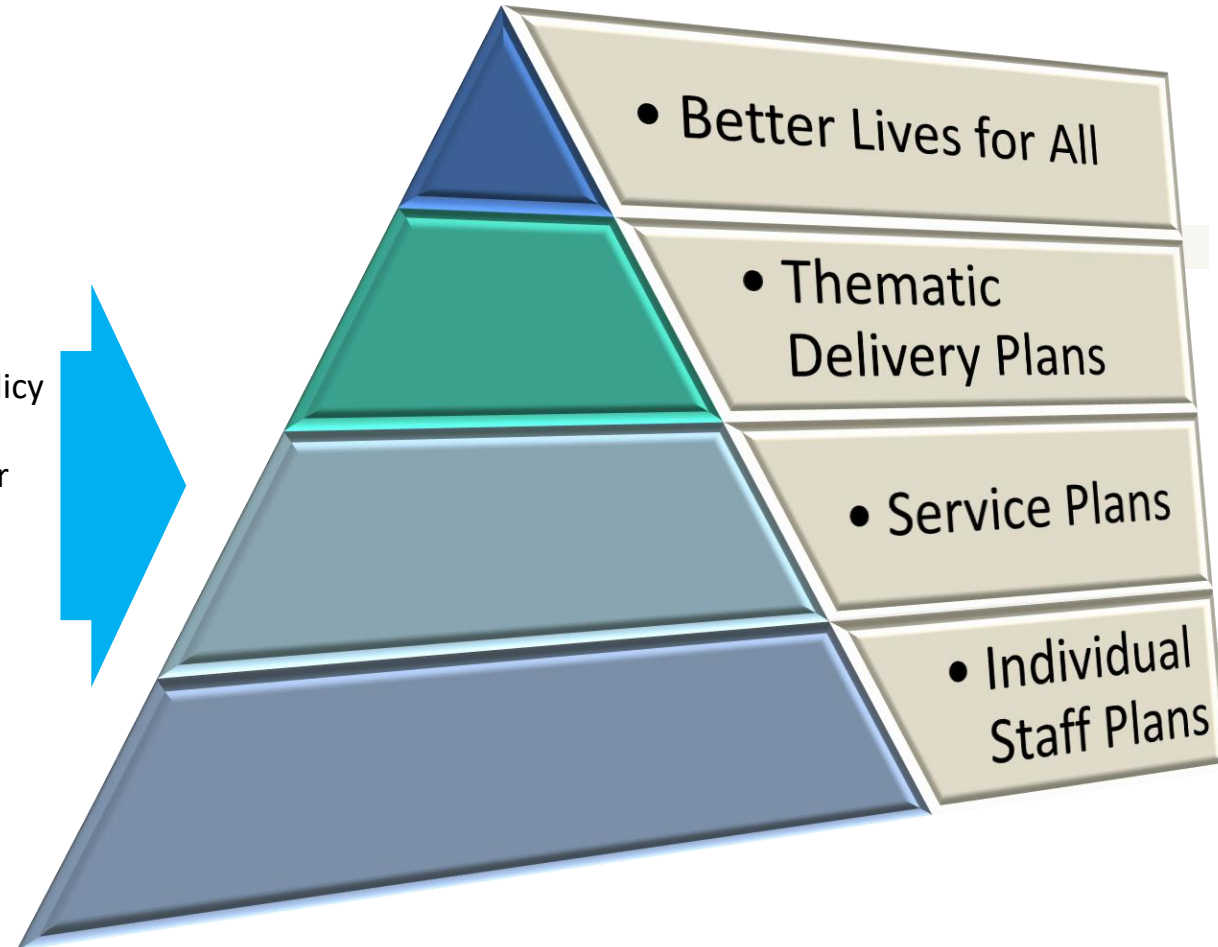


Performance Management: The Golden Thread

From Strategic priorities to individual targets

What shapes our plans?

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



How will we know we're succeeding?

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

Performance Management

Roles and Responsibilities

Better Lives for All

Contain

- Longer term vision for the area
- Our top priorities

Page 81

Accountable: Leader, Chief Executive, SLT

Thematic Delivery Plans (This document)

Contain

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

Accountable: Executive Member and Officer Theme Lead

Service Plans

Contain

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

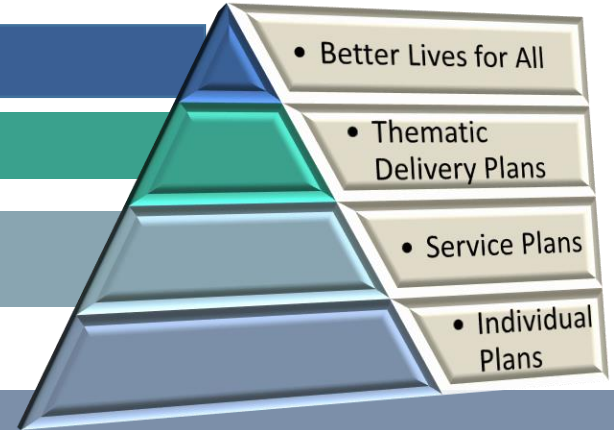
Accountable: Head of Service

Individual Plans (Appraisals)

Contain

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

Accountable: Individual



Quarterly SLT & Exec Review Meetings

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

Regular Service Performance Discussions with HoS and Teams

Annual Appraisal Cycle
Regular 1:1's

Performance Management

Strategy Performance Management reporting

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

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

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

Front Cover - Geoff Langridge

Page 1 – Phil Hemsley

Page 23 – Sarah Hardew

Page 83

Better lives for all



South Hams
District Council

www.southhams.gov.uk

This page is intentionally left blank

Report to: **Executive**

Date: **16 September 2021**

Title: **Follaton House Accommodation Usage**

Portfolio Area: Leader of the Council: Cllr Pearce

Wards Affected: **All**

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

Date next steps can be taken: upon the expiry of the Call-in period (5.00pm on Monday, 27 September)

Author: **Senior Leadership Team** Role: **SLT**

Contact: Chris.Brook@swdevon.gov.uk

RECOMMENDATIONS:

That the Executive:

- 1) Approves the adaptation of the Council Chamber to support greater transparency of our democratic processes and embed, through technology, positive outcomes of the pandemic, leading to improved public engagement and accessibility.**
- 2) Notes ongoing modernisation and uplift the old house including the chamber to meet the requirements of a modern Council.**
- 3) Delegates the selection of specific furniture & furnishings to the Head of Assets in consultation with the Leader and Portfolio Holder.**
- 4) RECOMMENDS to Council to fund the cost of a new Audio Visual system of an estimated £130,000, from the new burdens revenue funding received from the Government for the administration of the recent Business Grants, as set out in 4.3. In addition, it is recommended to fund up to £30,000 for the cost of furniture, from the repairs and maintenance earmarked reserve.**
- 5) Endorses the continuing strategy of increasing rental income from Follaton House by securing lettings throughout the building to meet demand of businesses and partners, including areas previously utilised by Council staff and Members. This will lead to an increased use of the Old House by Council staff and Members.**

1. Executive summary

- 1.1. Prior to the pandemic, the Council decided to retain Follaton House, as its home and base of operations and democracy.
- 1.2. Whilst the future of the building and its ultimate use may be impacted by the pandemic and resultant market trends, the work of maintaining and improving Follaton House remains ongoing.
- 1.3. This report sets out some of the improvements made to date and highlights opportunities to go further.
- 1.4. Lessons learnt from the operating changes made during the Covid pandemic, if embedded into the Council's future ways of working, will lead to positive democratic outcomes alongside increased accessibility for the public.
- 1.5. Fundamentally, this will ensure modern decision making, open and transparent democracy and support members in their role as Councillors and decision makers on behalf of the community.
- 1.6. It will provide a modern flexible large meeting space which will be available for the community to use alongside our tenants and the Council.
- 1.7. The Council was an early adopter of agile working putting it in good stead to manage the pandemic. These improvements, will ensure the efficient use of member and officer time, reduce unnecessary journeys in line with our stated commitment to reduce our carbon footprint to net zero by 2030.
- 1.8. These proposals seek to protect and enhance the grade 2 listed building, including continued improvements in the public and member areas of the building.

2. Background

- 2.1. Prior to the pandemic, the Council decided to retain Follaton House as its home and base of operations and democracy.
- 2.2. The Council has been central to the pandemic response, supporting people, businesses and places, all the while ensuring the continuation of its democratic function and decision making.
- 2.3. During this time, the Council moved to entirely online meetings and further changes in Covid related legislation has resulted in the adoption of a hybrid meeting model (with formal meetings face to face and informal meetings being held on Microsoft Teams). These changes have been driven by the need for safety and a duty of care to all participants. The proposals in this report will further the Council's ambition to adopt a hybrid model for both formal and informal meetings in future once the government has passed primary legislation to make that possible.
- 2.4. Whilst Follaton House was largely unoccupied, the work of maintaining and improving Follaton House (the old house) has been ongoing. The

building is Grade 2 Listed, and needs constant and sensitive care and maintenance. The opportunity to do some work that would otherwise be disruptive was embraced.

- 2.5. The agile area of Follaton House (FH) was let to the NHS as a vaccination centre to support the national effort to roll out the vaccination programme. The NHS have recently confirmed they wish to continue occupation of the space for longer and at least until the end of 2021.
- 2.6. Alongside this, interest from external businesses/organisations remains for rented space in the agile area of the building. Comparatively, interest remains low for the old house areas of Follaton House.
- 2.7. The agile area can be available to rent for businesses and partners (subject to terms) and a letting of an office on the 1st floor (the current Live West area) is being discussed currently. The approach of letting the agile area and modern part of the building is both commercially and operationally advantageous, supported by the Council's agile working protocols.
- 2.8. The onsite café, Follies closed during the pandemic and the operator does not wish to continue to trade from the site. As such, onsite food provision is not available currently. Temporary arrangements are in place for member meetings which require full day attendance. Looking ahead, it is intended to run an Expressions of Interest (EOI) exercise to test the market and seek a suitable future operator for the cafe.
- 2.9. During the period where the building has been largely unoccupied, the facilities management and maintenance teams have been undertaking works to improve the old house area to meet the needs and feel of a modern Council.
- 2.10. The rooms within FH Old House which have been redecorated &/or updated (lighting, carpet etc.) so far are:
 - G216
 - CG28 Hallway
 - CG31
 - Members little kitchen
 - CF27 hall leading to AONB
 - CF24/CF25 Hallways
 - F207 land charges just been decorated
 - F206 New with 8 new double sockets in trunking plus new carpet
 - F205 New with 13 new double sockets in trunking plus new carpet
 - F204 New with 11 double sockets in trunking no carpet

- 2.11. A plan is included at Appendix A which shows the above as well as the tenanted areas of the building.
- 2.12. The roof of Follaton House is in need of significant ongoing investment to ensure it remains both fully functional and meets our duties with respect to the grade 2 listed part of the building. It has been recognised for some time that remedial works are required and the roof has its own reserve fund (which will stand at a balance of £300k by April 2022) to facilitate necessary repairs. Investigations are ongoing and a phased solution, to take account of issues such as listed building status and ecological considerations, is being developed. Progress will be reported through the capital programme monitoring report when the detail is known.

3. Chamber Maintenance and the impact of Covid

- 3.1. Officers have also been undertaking investigation work into the condition of the air handling system in the chamber which is currently out of order. Air circulation is a critical mitigation measure to prevent the spread of infection, and needs to be rectified before the room can be used safely. Furthermore, the system has been functional, but sub-optimal for some years, due to noise levels generated when in use and ineffective heat control (hot & cold).
- 3.2. Two companies have investigated the problems and presented initial solutions to resolve the air handling issues. Officers will continue to work with the supply chain to deliver the best value, most effective solution. The cost of the repairs is being refined, but is in the order of £30k, depending on how much repair and replacement of critical parts and equipment is required. Any repairs to the air handling and conditioning systems will be funded from the repairs and maintenance budget which is already budgeted for.
- 3.3. The programme for completion of these repairs is also being refined (supply chain and contractor dependant) but it is intended works will be completed in time for February 2022 Council to use the chamber.
- 3.4. The existing furniture configuration also presents issues for continued use of the chamber in its current form. Layout assessments and spacial design work has shown the existing furniture cannot be configured in a way to permit sufficient attendance at a minimum 1m spacing, essential for COVID safe in person meetings. This spacing is identified within our risk assessments as a minimum requirement to ensure meeting participants remain safe. The removal of the old furniture has started to facilitate these improvements.
- 3.5. As some of the existing furniture is fixed, reprovision of the furniture in the chamber to allow Council meetings to be conducted safely will be required. Replacement will be undertaken in consultation with the leader and portfolio holder with options presented to meet revenue budget, design and functionality constraints.
- 3.6. As the existing furniture is integral to the fabric of the chamber, its replacement will also require the carpet to be replaced and the walls to be redecorated. These aspects will also be fully considered in consultation with the leader and portfolio holder.

- 3.7. The cost of the furniture of up to £30,000 is recommended to be funded from the Repairs and Maintenance Earmarked Reserve, which has a current uncommitted balance of £90,000.
- 3.8. Once complete, the chamber will be thoroughly uplifted, modernised and future proofed by these proposals. It will underpin our ability to engage with our community through improved accessibility, transparency and align to our Better Lives for All strategy.

4. Post Pandemic Learning – Impact on Follaton House Accommodation

- 4.1. Only now, as we exit the current pandemic phase are we able to reflect and review lessons learnt and seek to embed successes we have achieved.
- 4.2. Hosting online Council meetings had its challenges but the benefits of public access, a more open process, accessibility and reduced travel are recognised and are recommended for incorporation into our processes going forward where practicable.
- 4.3. The current legislation requires Council meetings to be held in person. However, for those not able or willing to attend the use of technology can allow participants to be able to see, hear and contribute regardless.
- 4.4. An enhanced technology solution is required in the Council chamber to deliver this and ensures full transparency and engagement of the Council's democratic processes is enjoyed by all.
- 4.5. In addition, the vaccination centre and our newly embedded work protocol has built on our agile working policy. The use of technology further supports this and allows it to continue effectively while ensuring staff and members can work safely, only attending FH when required to work collaboratively or attend meetings as required.
- 4.6. In turn, this has reduced the required operational footprint of our staff within the agile areas used pre-pandemic.
- 4.7. FH will continue to be a place to collaborate, meet and conduct business, but it is no longer a default location to simply "work". We will maintain a flexible approach to this, reflecting individual needs and requirements.

5. Audio & Visual Improvements to Support Democracy and Public Accessibility

- 5.1. To embed the positive learning from the pandemic, a new Audio Visual (AV) system will be installed in the chamber. This system would facilitate hybrid meetings, improved participation and ensure meetings can be streamed clearly. It will be designed so the use of the room and layout can be flexible, rather than fixed facing forward as it is now. The current equipment is end of life in any event and is due to be renewed, the learning from the pandemic has informed the specification and outputs we need from the system.
- 5.2. The cost of the Audio Visual is anticipated to cost £130k and it is proposed to fund this from the additional burdens funding received

from the Government for the Council's administration of the business grants (£305k of Government funding was received). Members will recall that the Council was able to process over £81m of grant payments to South Hams businesses from our existing staffing resources by flexing the establishment, so the Council has not had to rely on this funding to date. This funding has not been budgeted for, due to its nature. The balance of the funding (£165k) will be set aside as a first call to ensure R&M budgets are maintained and replenished in order to undertake necessary works for Follaton House.

- 5.3. New furniture will ensure a minimum 1m spacing of attendees of meetings in the chamber and provides an opportunity to create a modern flexible space.
- 5.4. An improved AV system installation can have screens on all walls and allow the room to be laid out in multiple formats as needed for the occasion. Appendix B sets out some impressions of how the chamber can look and be laid out with these improvements.
- 5.5. The majority of work to modernise the Old House has and will continue using existing revenue budgets and resources. This includes redecoration of the Chamber and any associated wiring and lighting.

6. Outcomes

- 6.1. Over the coming months, the chamber will benefit from critical maintenance work, installation of a flexible seating solution, decoration work and a significantly updated AV solution. This will result in a modern, flexible place reflective of a modern Council.
- 6.2. It will embed the learning from the pandemic and provide improved accessibility to our democratic processes and as a result further transparency to our decision making.
- 6.3. These proposals will as an ancillary benefit reduce travel associated with members meetings and reduce the carbon footprint of them as a result.
- 6.4. It should be noted that the letting of the agile space and offices on the first floor will provide additional income (e.g. from the vaccination centre).
- 6.5. Continued efforts to let the newer parts of FH will, over time lead to an increased uptake in use of the old house by members and officers. The NHS vaccination centre is an example of the flexible approach we can take to lettings.

7. Options available and consideration of risk

- 7.1. Continual upgrading and improvement of Follaton House will continue, funded by the revenue budget, to include the air handling, as a necessary repair to ensure the room is safe to use.
- 7.2. The upgrading of the furniture is a requirement to provide a capacity of ~40 within the chamber at one metre spacing. It would be possible

to hold meetings at its current capacity of 30, but would not enable the Development Management Committee to function effectively, nor Full Council.

- 7.3. The upgrade of the AV system is not a Health and Safety (H&S) requirement, but it does facilitate remote attendance which in itself address some H&S issues. Fundamentally however, it facilitates the positive democratic benefits set out above and is recommended as the preferred way forward.
- 7.4. The time frame for the works is quite long and would impact Member meetings until the next calendar year. As with all works projects, it is possible this timeline could lengthen. This would be mitigated as it is now; the use of Kilworthy Park, other venues, the Repton and Cary rooms (where possible) and virtual meetings.

8. Proposed Way Forward

- 8.1. The maintenance and modernisation of FH will continue to ensure it is fit for purpose for a modern Council, and is attractive to the market to support commercial lettings.
- 8.2. As such, the improvements to the Old House will ensure it is well suited to members and officers requirements to collaborate and work. This space may over time become better utilised by those groups as other space in the new parts of the building is let.
- 8.3. Central to facilitating better public engagement and flexibility at democratic meetings are the proposals to install a modern AV system. Done in parallel with the maintenance and decorative work, the Council Chamber will become a more flexible and interactive space, suitable for hybrid meetings. Furthermore, this will provide a space which is more attractive to our tenants and other partners for their use on a commercial basis, when not required by the Council.

9. Implications

Implications	Relevant to proposals Y/N	
Legal/Governance	YY	Contracts for the necessary works, goods and services will be let in accordance with the Council's Contract Procedure Rules.
Financial implications to include reference to value for money	Y	The report recommends to Council to fund the cost of a new Audio Visual (AV) system of an estimated £130,000, from the new burdens revenue funding received from the Government for the administration of the recent Business Grants, as set out in 4.3. In addition, the report proposes spending up to £30,000 for the cost of furniture, from the repairs

		and maintenance earmarked reserve, which has an uncommitted balance of £90,000. Any repairs to the air handling and conditioning systems (expected to be in the order of £30,000), will be funded from the repairs and maintenance budget which is already budgeted for.
Risk	Y	The programme currently remains to be clarified but is estimated to be realistic. Mitigation measures are set out in the Risk section above.
Supporting Corporate Strategy	Y	Better Lives for All: Council Services
Climate Change - Carbon / Biodiversity Impact	Y	A modest reduction in the carbon footprint associated with travel to Council meetings.
Comprehensive Impact Assessment Implications		
Equality and Diversity		No implications.
Safeguarding		No implications.
Community Safety, Crime and Disorder		No implications.
Health, Safety and Wellbeing		No implications.
Other implications		None at this stage.

Supporting Information

None

Appendices:

Appendix A - Follaton House Floor Plan

Appendix B – Visualisation of the Council Chamber

Background Papers:

None

This page is intentionally left blank



NORTH POINT

Contractors must check all dimensions on site. Only figured dimensions to be used. Discrepancies must be reported immediately. © This drawing is copyright.

NOTES:

****text****

- SHDC
- Vacant/Marketing
- Cafe Space
- DWP (Job Centre)
- Citizens Advice
- DCC
- Humpty Dumpty
- NHS Vaccination
- Areas decorated/updated.

REVISIONS:

Issue	Date	Subject

Unshaded areas consist of corridors, Kitchens, WCs and plant rooms.

Project:
Follaton House

Title:
Ground Floor Plan

South Hams District Council
 West Devon Borough Council
 Working together

Follaton House
 Plymouth road
 Totnes, Devon, TQ9 5NE
 Tel: (01803) 861234

Kilworthy Park, Drake Road
 Tavistock, Devon
 PL19 0BZ
 Tel: (01822) 813600

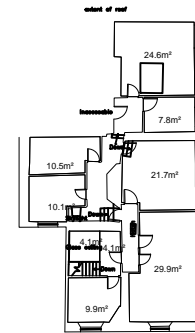
Scale: 1:500 @ A4	Drawn: AK
Date: Dec, 2017	Checked:

Drwg. No. SKT - 01 Issue

Drawing to be used for Identification Purposes only.
All dimensions must be checked prior to any work.

Reproduced from the Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationery Office, © Crown copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. South Hams District Council. LA 079391

This page is intentionally left blank



Drawing to be used for Identification Purposes only.
 All dimensions must be checked prior to any work.



NORTH POINT

Contractors must check all dimensions on site. Only figured dimensions to be used. Discrepancies must be reported immediately. © This drawing is copyright.

NOTES:

~~**text**~~

All occupied by SHDC,
 except area coloured
 pink, which is short term
 licenced to NHS.

REVISIONS:

Issue	Date	Subject

Project:

Follaton House

Title:

Second Floor Plan



Follaton House
 Plymouth road
 Totnes, Devon, TQ9 5NE
 Tel: (01803) 861234

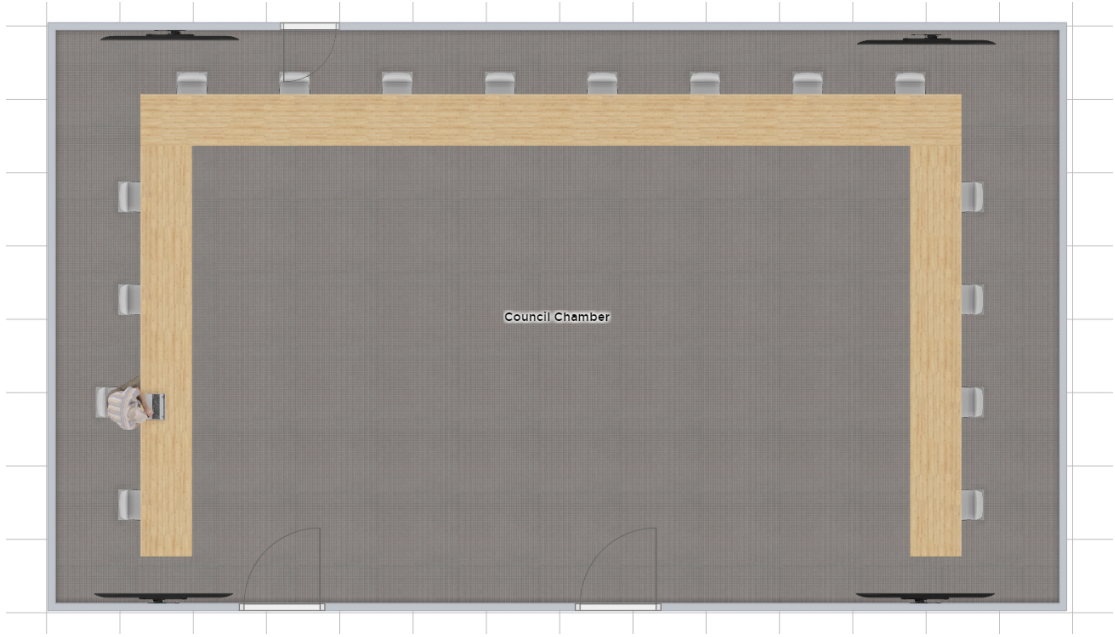
Kilworthy Park, Drake Road
 Tavistock, Devon
 PL19 0BZ
 Tel: (01822) 813600

Scale: 1:500 @ A4	Drawn: AK
Date: Dec, 2017	Checked:

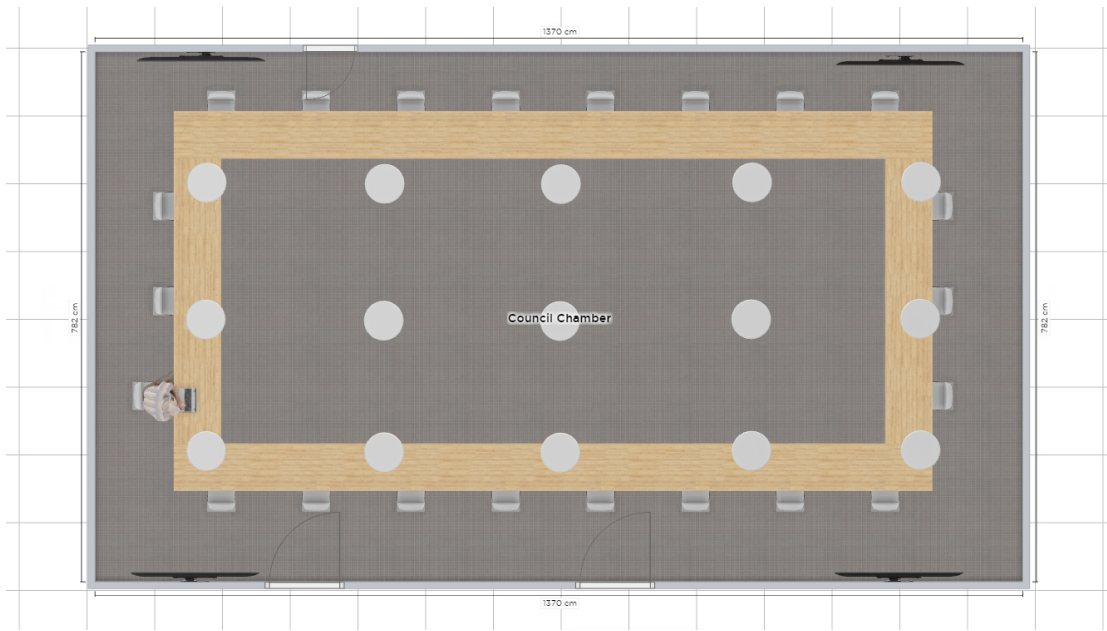
Drwg. No. SKT - 03

Issue

This page is intentionally left blank



This page is intentionally left blank



This page is intentionally left blank



This page is intentionally left blank