

Public Document Pack



West Devon
Borough
Council

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

Dear Councillor

WEST DEVON HUB COMMITTEE - TUESDAY, 21ST SEPTEMBER, 2021

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

Agenda No Item

7. **A Plan for West Devon (Pages 1 - 102)**

10. **Medium Term Financial Strategy for the Three Years 2022/23 to 2024/25 (Pages 103 - 128)**

Yours sincerely

Darryl White
Democratic Services Manager

Encs

This page is intentionally left blank

Report to: **Hub Committee**

Date: **21 September 2021**

Title: **A Plan for West Devon – Draft Strategy**

Portfolio Area: **Leader – Councillor Neil Jory**

Wards Affected: **All**

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

Date next steps can be taken: Council on 28th 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 Hub Committee:

1. **NOTES** the results of the consultation on the draft 'A Plan for West Devon' Strategy
2. **RECOMMENDS** to Council to adopt 'A Plan for West Devon' and the thematic delivery plans at its meeting on 28th 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 £122,000 of cost pressures for 2022/23 and £168,000 for 2023/24 (the £168,000 includes the £122,000, therefore an additional £46,000 in 2023/24).
5. **RECOMMENDS** to Council to approve the use of £246,000 of Earmarked Reserves for the content of the Delivery Plans, as detailed in Section 7.

1. Executive summary

- 1.1 At its meeting on 20th July 2021, Council approved the draft strategy 'A Plan for West Devon' (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 'A Plan for West Devon' 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 22 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 West Devon, which was considered by Hub at its meeting on 13th July 2021. Following consideration, the Hub recommended that Council approve commencing consultation on the draft 'A Plan for West Devon' Strategy.
- 2.5 'A Plan for West Devon' sets out an ambitious vision for the future of West Devon 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 A Plan for West Devon 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 West Devon
 - 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 A Plan for West Devon Strategy Document and high level priorities	82 responses
On-street and Online survey about priorities for the area	Residents – 236 responses Businesses – 60 responses Visitors – 79 responses
Online 'Quick' polls on individual priorities	501 responses

- 4.5 On the whole, the responses indicate that the 'A Plan for West Devon' 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 82 responses of which 82% of respondents found the strategy easy to read and understand. Furthermore, 84% recognised the challenges facing West Devon 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 West Devon 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 375 responses.
- 4.9 One of the key questions within this survey for our residents was 'What bothers you the most about living in West Devon with each participant being able to select three options.
- 4.10 It is clear from the responses from our residents that poor transport links, lack of truly affordable housing and low paying jobs are of concern to them. These all have a specific focus within 'A Plan for West Devon' 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 60 businesses responded to the survey. Of those, 44% felt optimistic about the future of their business in West Devon. Clearly an area that needs to be addressed going forward.
- 4.12 Among the largest areas of concern for businesses within West Devon was the ability for businesses to hire the right people – with over a third of respondents highlighting this as a concern.

Feedback from partners

- 4.13 Discussions have been held with many key partners and neighbouring authorities to understand their thoughts on our key priorities.
- 4.14 Again, on the whole, partners have been supportive and agreed with the need for a longer-term vision underpinned by shorter term, specific deliverables.

- 4.15 Devon County Council is a key partner that we will work with in delivering many of the actions within the thematic delivery plans. We are pleased that they have given a positive endorsement of A Plan for West Devon and confirmed that it closely aligns to their developing strategy which will be considered by County Councillors in November.
- 4.16 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 'A Plan for West Devon' 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 and the newly constituted advisory groups 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 Hub 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 Hub and the Overview and Scrutiny Committee.
- 5.7 The newly constituted advisory groups will continue to:
- focus on and monitor the delivery of targets within the adopted 'A Plan for West Devon';
 - look forward and horizon scan to identify future issues and challenges that relate to the thematic area; and
 - provide support and guidance to the lead Hub Committee Member

6. Performance Management

- 6.1. Alongside 'A Plan for West Devon', we have developed an enhanced Performance Management Framework for the Council, as set out within the thematic delivery plans.
- 6.2 The 'A Plan for West Devon' 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
 - The work of the advisory groups (as set out in 5.7 above)
 - A formal review process and oversight by the Hub; 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 'A Plan for West Devon' and performance against their objectives will be regularly monitored.

7. Resource Implications

- 7.1 The delivery of 'A Plan for West Devon' over the next 3 years represents a commitment of £858,000 delivered primarily through the refocussing and re-alignment of existing resources. Some of the financial commitment (£332,000) comes either from this realignment or from pre-identified funding reserves, including the Recovery Plan and Corporate Strategy Earmarked Reserve, and existing revenue budgets.

- 7.2. The content of the plans will utilise £190,000 of the Recovery and Climate Change earmarked reserve (which has a budget of £200,000). In addition the content of the plans will utilise £246,000 of Earmarked Reserves in total, being £30,000 from the Homelessness Earmarked Reserve (for a housing needs assessment), £80,000 from the Innovation Earmarked Reserve (Thriving Economy Delivery Plan), £106,000 from the Business Rate Retention Earmarked Reserve (Thriving Economy Delivery Plan) and £30,000 from the IT Earmarked Reserve (for a new website). There is £132,000 funding from existing budgets (such as the Additional Restrictions Grant funding from the Business Grants).
- 7.3 The cost pressure is £122,000 for 2022/23 and £168,000 for 2023/24 (a total of £290,000), which represents 34% of the total of commitment of £858,000. The £168,000 for 2023/24 includes the £122,000 recurring cost pressure from 22/23, therefore it is an additional £46,000 in 2023/24.
- 7.4 The pre-identified funding source is detailed in this paragraph for reference. Council on 30th March 2021 (Minute reference CM42/HC 68) approved an allocation of £200,000 for the Recovery Plan and Corporate Strategy.

8. Proposed Way Forward

- 8.1 That the Hub consider the outcome of the consultation, the final draft of 'A Plan for West Devon' 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	<p>The financial commitment for delivering against the aims contained within ‘A Plan for West Devon’ is £858,000 over the period 2021-2024 in total. Some of this expenditure is from pre-identified funding sources such as the £200,000 for the Recovery Plan and Corporate Strategy and existing revenue budgets (such as the Additional Restrictions Grant (ARG) business grant scheme).</p> <p>The cost pressure is £122,000 for 2022/23 and £168,000 for 2023/24 (a total of £290,000), which represents 34% of the total of commitment of £858,000. The £168,000 for 2023/24 includes the £122,000 recurring cost pressure from 22/23, therefore it is an additional £46,000 in 2023/24.</p> <p>In addition, the content of the plans would utilise £246,000 of Earmarked Reserves as detailed in Section 7.</p>
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 – A Plan for West Devon. Additionally the report sets out the thematic delivery plans, which will be monitored by Hub 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 – ‘A Plan for West Devon’

Appendix 2 - Thematic Delivery Plans and Performance Management Framework

Background Papers:

None

This page is intentionally left blank

A Plan for West Devon

Page 11

September 2021



West Devon
Borough Council



Page 12

A Plan for West Devon

Page 4	The West Devon we know
Page 10	Our 20 year vision for West Devon
Page 12	Achieving our vision
Page 14	Steps to achieve the vision
Page 16	Our communities
Page 20	Community wellbeing
Page 24	Homes
Page 28	Economy
Page 32	Natural environment
Page 36	Built environment
Page 40	Inclusive and accessible services
Page 44	Council resources
Page 48	Your West Devon



A place to protect



The West Devon we know

Think of West Devon and reflections turn to an idyllic pastoral scene. Picture-postcard market towns where local producers sell their wares are surrounded by verdant farming land and dramatic Dartmoor views.

Home to the Tamar Valley Area of Outstanding Natural Beauty, we have a rich mining heritage that draws attention from a global audience. It's a very special place for those who live here and the many visitors who come to West Devon to get away from it all.

From farmland to forest, discover a legacy of pioneering communities in our towns and villages. Our individuality and heritage play a vital role in shaping our future and driving our economy for the health and wellbeing of future generations loving living in West Devon.

A cycle along the lanes and paths of the Granite Way and Drake's Trail, connecting Okehampton all the way to Plymouth, reveals many stunning views.

A striking expanse it may be but with a population of just 55,000, delivery of public services costs more than in many other areas.



A place to discover



Home to England's largest industrial UNESCO World Heritage Site, the Cornwall and West Devon Mining Landscape, there's a rich industrial heritage. This has influenced our people and landscapes in many ways too, building bustling market towns like Tavistock and a creative attitude.

Forged by the tin and copper mining industry and associated activity in the nineteenth century, remains of deep underground mines and ports, including those at Morwellham Quay, are a testimony to the contribution West Devon made to the Industrial Revolution in Britain.

While our past contributions are rightly celebrated, we know that as our residents look to the future, there are areas of concern. West Devon residents are on average earning £5,000 less than the national average each year. House prices are nine times the average income – putting home ownership out of reach for many of our residents.

In the north of the Borough, people and nature are celebrated and groups are working together to protect the special environment we call home through the internationally recognised UNESCO North Devon Biosphere.



A place to breathe



Independent stores and local fare are at the heart of our market towns including Okehampton, Chagford and Hatherleigh. Stop at a farm shop or deli to sample some of the award-winning local produce which finds its way to the tables of top restaurants across the country. Taste cheese and ice-cream made from the delicious milk of cattle grazed on our lush pastures or refresh after a moorland walk with a pint of locally brewed real ale from Princetown.

Issues facing farming communities are keenly felt in West Devon where diversifying is often the only solution. Our towns also face a challenging future, with consumers rapidly shifting to online shopping and ultrafast digital connectivity being well below the national average.

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



A place to prosper



Our 20 year vision for West Devon

As councillors, we are continually reminded by residents that West Devon is a special place. From the wildness and beauty of the Moor, to the hustle and activity of our market towns, the legacy of our industrial heritage and the warmth and spirit of our communities, that evidence is around us every day.

This strategy – A Plan For West Devon – sets out our longer term vision for the area and how we will work towards it over the next three years. It identifies the areas that our Council has responsibility for and where we will work with others. We are clear that we cannot deliver this longer term vision alone, partnerships will be at the heart of the Plan for West Devon. The strategy also identifies issues outside of our immediate control for which we will seek to influence national policy to improve outcomes for our area.

To support the delivery of the longer term vision for West Devon as a place, we must also focus on ensuring that the services our residents and businesses rely on are easy to access and delivered well.

By working together to improve and enhance the area in which we live, and supporting a thriving, modern and green economy, A Plan for West Devon will enable opportunities for all.

Cllr Neil Jory,
Leader West Devon Borough Council



A place to grow

Achieving our Vision

Our longer term vision will be delivered by concentrating on the following areas. These areas of focus will be supported by detailed annual delivery plans.

Page 22



Strengthening our communities

An area that our communities can be proud of



Enhancing community wellbeing

Every resident is able to live a healthy and active life



Improving homes

Every resident has access to a quality and safe home



Stimulating a thriving economy

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



Growing our natural environment

An environment where people and nature thrive together



Adapting our built environment

Planning for the future, celebrating the past



Maximising Council resources

Making the best use
of our resources

Page 23



Delivering inclusive and accessible services

A listening, accessible
and caring council



A place to inspire



- Area of Outstanding Natural Beauty (AONB)
- Dartmoor National Park
- Tamar Valley Mining District with Tavistock
- West Devon Borough Boundary
- Neighbouring Local Authority Boundaries
- Eco Museum proposal
- West Devon Transport Hub
- Major roads
- Main roads
- Railway

Steps to achieve the vision

- 1 Delivering 11 self-contained apartments to support people who are homeless
- 2 Rolling out a Community Broadband scheme in Sydenham Damerel
- 3 Developing West Devon Transport Hub proposals
- 4 Delivery of Brentor Community Housing Scheme
- 5 Supporting Tavistock Business Improvement District renewal
- 6 Progressing conversations with Okehampton businesses about how they may want to work together in the future
- 7 Supporting proposals for the Tavistock to Bere Alston trainline
- 8 Supporting proposals for the A386 Cycleway (Roborough to Yelverton)
- 9 Proposals for an Eco-museum (using technology and smartphone applications to link people to heritage sites through active travel)

Contains Ordnance Survey data © Crown Copyright and database right 2021



A place to succeed



Strengthening our communities

**An area that our communities
can be proud of**

Our communities are the beating heart of West Devon. This is clear to us by the way that they have come together to respond to the Covid-19 pandemic, supporting each other in new and innovative ways.

One of our core aims is for all residents to be proud of their area. Through s106 funding and community grants, we'll support enhancements to parks, gardens and play spaces and continue to enable our communities to deliver projects that are important to them.

Our voluntary sector is already incredibly responsive to community needs. We will work with the voluntary sector to promote volunteering, deliver events that celebrate the area and make a positive impact on the lives of all.

We will know we are succeeding when:

- ◆ We're supporting more community groups to access grant funding to deliver local schemes
- ◆ We see an increase in the numbers of people volunteering
- ◆ We're supporting improvement to play parks and community facilities



We will enhance the sense of pride and community



Focus	Aims	Actions
<p>Empowering our communities to enhance their area</p>	<p>Our residents have the best understanding of how to improve their areas. We will empower them to turn their ideas into action.</p> <p>We will also listen to our communities and help them raise the profile of local issues through engagement with partners and by ensuring we have an on-the-street presence across the Borough.</p>	<ul style="list-style-type: none"> ● Maximise grant funding opportunities, including for play parks, playing pitches and other community facilities ● Providing a visible and responsive localities service ● Working with Parish Councils to understand and tackle local issues and reinstate Parish-Borough Link Meetings ● Supporting and promoting events in the Borough
<p>Supporting our voluntary sector to respond to community needs</p>	<p>The voluntary sector in West Devon is incredibly reactive to the needs of our communities. We will take steps to support the sector and enable it to build on this positive work.</p>	<ul style="list-style-type: none"> ● Develop a plan for supporting our voluntary sector partners in the future ● Ensure that the Council is represented in existing key partnerships / voluntary and community groups



Play Your Part

- Volunteering for community groups
- Participate in democracy
- Ask us about grants for your community project



Enhancing community wellbeing

Every resident is able to live a
healthy and active life

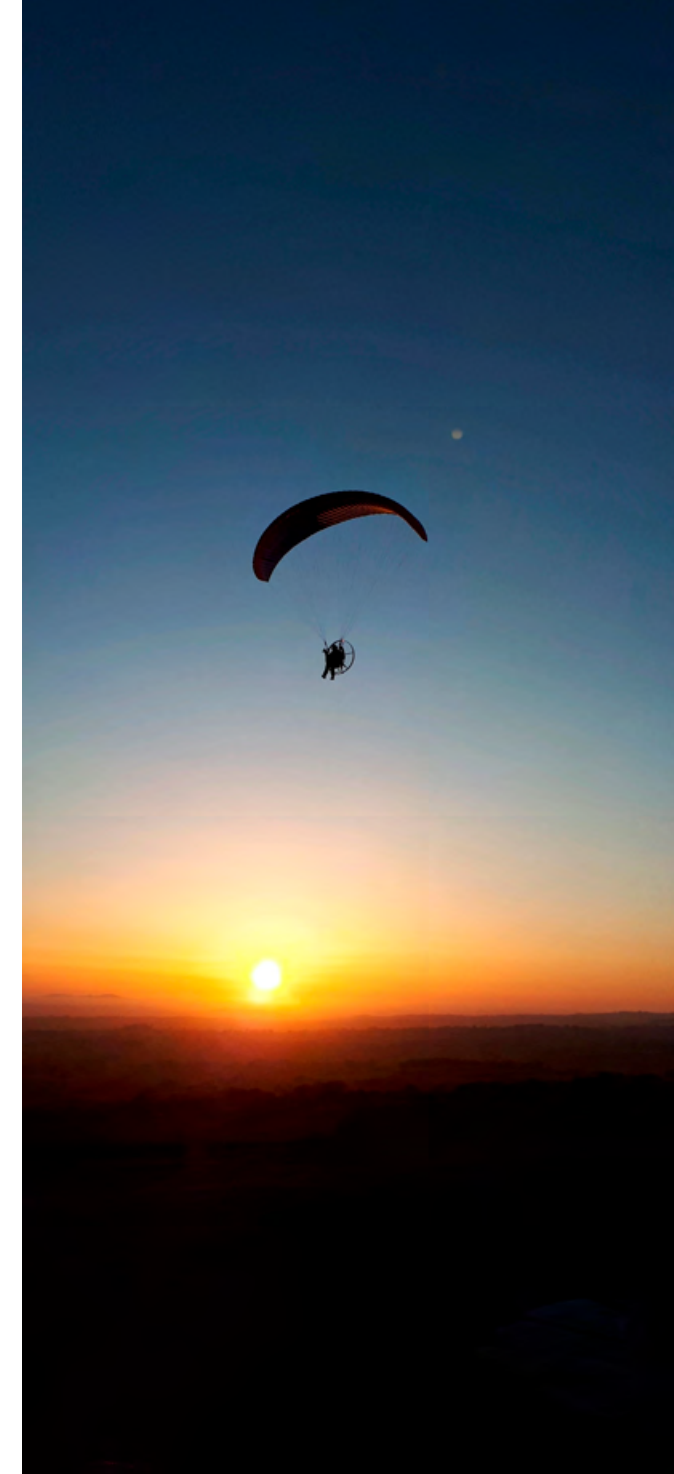
During the COVID-19 pandemic our communities pulled together to support the health and wellbeing of residents.

The pandemic will 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 enhance community wellbeing.

As a Council, we will make a positive impact on community wellbeing by ensuring quality housing, supporting vulnerable residents to access advice and support and by promoting active lifestyle choices.

We will know we are succeeding when:

- ◆ We increase active participation in sport and physical activity for all ages
- ◆ We promote and support active travel – cycling and walking
- ◆ Fewer people live in fuel poverty
- ◆ More people are supported to live in their homes for longer
- ◆ We are, with partners, actively supporting our residents' mental health and wellbeing



We will enhance the health and wellbeing of all residents



Focus	Aims	Actions
Reducing health inequalities and rural poverty	Working with partners, we'll focus on the causes of rural poverty and health inequalities, employing practical solutions such as community transport, training and fuel poverty grants.	<ul style="list-style-type: none"> Delivering a rural poverty pilot, co-ordinating with partners for a targeted scheme Launch a short-term grant funding scheme for the voluntary sector to implement projects responding to health and wellbeing Delivery of projects to enable residents to continue to live safely within their homes
Ensuring leisure provision meets the needs of residents	We'll take steps to encourage all residents, regardless of ability, to take up sports or active leisure to support their overall health and wellbeing.	<ul style="list-style-type: none"> Development of a new playing pitch strategy Provision of high quality and accessible leisure services
Promote a positive approach to mental health and wellbeing	We all have a role to play in supporting the mental health and wellbeing of our residents. We will ensure that we work with partners to develop a joined-up approach for West Devon residents.	<ul style="list-style-type: none"> Support delivery of mental health support and outreach for young people Work with Devon County Council to develop a joined-up approach to mental health and wellbeing in the Borough



Play Your Part

- Talk and listen
- Take up a new sport
- Be active and healthy



Improving homes

**Every resident has access
to a quality and safe home**

West Devon is a beautiful place to live. Over the years this has had an impact on the affordability and availability of housing for local people.

Local people want to ensure that both they and their families are able to afford to remain in the area with a warm and secure home.

To support this ambition, 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
- ◆ More people are supported to live independently for as long as they choose, particularly in later life or for people 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 monitor progress through the review of Housing Strategy annual delivery plan



We will enable better homes for better lives



Page 36

Focus	Aims	Actions
<p>Housing for place</p>	<p>Driving the delivery of new homes that people can afford and meeting the different needs of our communities.</p>	<ul style="list-style-type: none"> ◆ Delivery of local homes for local people across the West Devon area ◆ Work with Devon County Council to support people to live independently – identifying opportunities for specialist, purpose-built accommodation ◆ Develop our understanding of housing need and implement plans for responding
<p>Housing for people</p>	<p>Ensuring the best use and improved quality of existing housing.</p>	<ul style="list-style-type: none"> ◆ We will promote and support energy efficiency in homes – for example, with Green Homes Grants ◆ We will promote the best use and improve quality of existing housing ◆ Deliver on our plans for 11 self-contained apartments in Tavistock to support people who are homeless

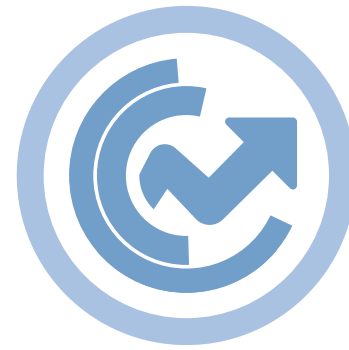
Check our progress so far

➤ [The Housing Strategy 2021–2026](#)



Play Your Part

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



Stimulating a thriving economy

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

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

We will strengthen our visitor economy, maximising the promotion of our unique cultural and heritage offer.

We will identify opportunities to lobby for the best outcomes for our agricultural sector and ensure that we seize on opportunities to attract additional funding through the Government's Levelling Up Fund, Community Renewal Fund and other sources.

We will know we are succeeding when:

- ◆ We have a strong relationship with our key business sectors and can work with them for the benefit of our whole economy
- ◆ We have secured additional inward investment to support the economy
- ◆ The visitor economy is strengthened
- ◆ Our towns and their businesses continue to thrive
- ◆ Digital connectivity is not a barrier to business



We will stimulate a thriving economy



Focus	Aims	Actions
Promoting Destination West Devon	We will actively support marketing and schemes that will further promote West Devon as a tourist destination.	<ul style="list-style-type: none"> Develop a West Devon visitor economy plan Support place-based public realm enhancements in West Devon Promote active travel, cycling, horse riding and walking routes across West Devon Progress plans for an eco museum across West Devon to maximise the assets of the UNESCO World Heritage Site, Dartmoor National Park and Tamar Valley AONB
Helping West Devon's towns and businesses thrive	Our economic development team will work to secure inward investment and conditions to support existing businesses.	<ul style="list-style-type: none"> Champion improved digital (broadband and mobile) connectivity across West Devon Offer business advice services for existing, expanding and new businesses Remain prepared to respond to any future Government business grants (COVID-19 or other) Deliver an inward investment campaign aimed at attracting new businesses to West Devon Continue to support the Tavistock Business Improvement District Establish a new business forum within Okehampton
Responding to opportunities to enhance the economy	We will work with partners to prepare to respond to opportunities that will support the West Devon economy into the future, promoting events and supporting bids for schemes in the area.	<ul style="list-style-type: none"> Deliver a West Devon Transport Hub through the Government's Levelling Up Fund Submit a bid to the UK Shared Prosperity Fund



Play Your Part

- Shop local
- Support the High Street
- Access business advice



Page 42



Growing our natural environment

An environment where people
and nature thrive together

West Devon is a stunning part of the country. We will take steps to ensure we enhance the environment so that people and nature thrive together. We will work with key partners including Tamar Valley Area of Outstanding Natural Beauty (AONB) to protect, adapt and enhance the natural environment.

Residents, businesses and the Council must all play our part to make this happen. Encouraging and promoting active travel (such as cycling) will be a key focus for the Council.

We're already taking positive steps having adopted a Climate and Biodiversity Strategy and a detailed delivery plan for both the Council and the whole of West Devon.

The Council must 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 when:

- ◆ We increase access to our wonderful countryside through promoting and developing walking and cycling trails
- ◆ We measure positive progress against our aims in the Climate and Biodiversity Strategy
- ◆ We see an increase in the number of trees planted across the Borough



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



Page 44

Focus	Aims	Actions
Working towards net-zero	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"> ● Phased conversion of our environmental management fleet to a greener fleet ● Increasing availability of electric charging points across the Borough ● Carry out a feasibility study of renewable energy schemes on our land ● Promote recycling and reduction of waste (at source) to our residents
Making the best use of our incredible natural environment	Promoting, enabling and supporting access and enhancement of our environment whilst increasing biodiversity and active travel.	<ul style="list-style-type: none"> ● Deliver a 10% increase in biodiversity on Council land ● Support delivery of a mix of woodland, on-street trees, wooded habitat corridors, and hedgerows through the Plymouth and South Devon Forest ● Support nature recovery through larger wildlife habitats, wildlife corridors and nature preservation schemes ● Map our ecosystems, species, waterways and other natural capital to better inform future land use ● Work with partners to promote tree planting within the Borough ● Work with key landowners and partners including Tamar Valley AONB, Dartmoor National Park, the National Trust, English Heritage, West Country Rivers and the Biosphere

Check our progress so far

➤ Climate and Biodiversity Action Plan



Play Your Part

- Take the Go Zero Challenge
- Sign up for our newsletter
- Join our online forums to share good practice
- Start a tree bank, pot up and give away unwanted tree seedlings



Adapting our built environment

Planning for the future,
celebrating the past

From the Western edge of Dartmoor through to the east of Cornwall, we have a built environment of global importance through the World Heritage Site.

West Devon, together with South Hams and Plymouth, has 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 and deliverable Town Centre strategies.

In our urban centres, we will develop Conservation Area Plans to preserve and enhance important historic building and places across West Devon. We'll also work with our communities to support the development of Neighbourhood Plans.

We will know we are succeeding when:

- ◆ We have supported the development and adoption of Neighbourhood Plans
- ◆ We make positive progress in delivering the Joint Local Plan
- ◆ Our urban areas have actively managed Conservation Area Plans



We will protect our past and plan for the future



Page 48

Focus	Aims	Actions
<p>Celebrating our heritage and ensuring it's protected</p>	<p>We will conserve and maintain existing historic fabric and retain and reflect locally distinctive features in the design of buildings, layouts and landscape to ensure the authenticity and integrity of the World Heritage Site.</p>	<ul style="list-style-type: none"> ● Commissioning and actively managing Conservation Area Plans ● Support the promotion of parishes surrounding the UNESCO World Heritage Site ● Support the Tavistock Guildhall Visitor Centre and Experience ● Celebrate culture and heritage to enhance West Devon Towns
<p>Planning infrastructure for the future</p>	<p>We will ensure that we work with partners so West Devon has the infrastructure in place to meet the future needs of our communities.</p>	<ul style="list-style-type: none"> ● Delivery of the Joint Local Plan ● Support Neighbourhood Plans ● Support key road corridor and travel gateway improvements including integrated cycling and walking ● Supporting improvements to local rail connectivity and links between Tavistock and Plymouth and Okehampton and Exeter



Play Your Part

- Actively engage in the planning process through consultations on the Joint Local Plan and Neighbourhood Plans
- Respect the World Heritage Site



Delivering inclusive and accessible services

**A listening, accessible
and caring council**

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 by 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 be a listening, accessible and caring council



Focus	Aims	Actions
<p>Listening and being accessible and caring</p>	<p>Our Consultation and Engagement Strategy sets out how we'll be open and transparent with our residents, and seek their views. We want to ensure that your voice is heard so that you can help shape our services and future direction. We'll be a Council that listens.</p> <p>Through the pandemic, customers have changed how they interact with us. Our ambition is that you should be able to access all Council services online in the coming years, although we'll still enable you to contact us in other ways if you prefer.</p> <p>We will set out clearly what our customers can expect from the Council, its Councillors and staff. We'll ensure that our communications are free of jargon and can be understood by everyone.</p>	<ul style="list-style-type: none"> ◆ Set out clearly what you can expect from us by developing a customer charter ◆ Enabling you to access all Council services online where you can, but developing plans for how those not online can access services they need ◆ Actively seek your views when developing proposals – by delivering on our Consultation and Engagement Strategy ◆ We'll ask our residents how we are doing, by carrying out an annual resident satisfaction survey focusing on West Devon as a place ◆ We will ensure that our elected Councillors are accessible and have the knowledge required to help you when needed



Play Your Part

- 'Do it Online'
- Tell us what we can do better
- Take part in our resident surveys



Maximising Council resources

Making the best use
of our resources

A key part of realising our ambitions set out in 'A Plan for West Devon' is ensuring that we make the best use of Council resources, be that finance, buildings, staff or systems.

Delivering Council services in a rural area is more expensive than in more densely populated areas. We will continue to lobby the Government for a fair share of funding.

We will also spend our existing budgets wisely, working to spend more with local suppliers while still delivering value for money to our residents.

We will know we are succeeding when:

- We continue to set a balanced budget annually
- We increase the amount of money that the Council spends with local suppliers
- We are successful in lobbying for fairer funding for rural services



We will make the best use of our resources

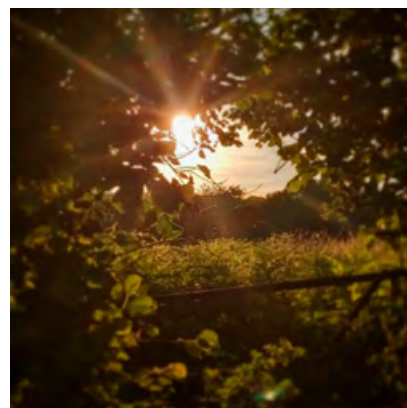


Focus	Aims	Actions
<p>Value for money of existing services</p>	<p>We'll ensure that the Council has clear performance measures and is clear about how we are performing. We will share this information with you so you too can see how we're performing.</p> <p>We'll also ensure that we manage the Council's resources including budgets, buildings, staff and systems effectively and efficiently.</p> <p>At all times we'll seek to deliver our services in the most cost effective way.</p>	<ul style="list-style-type: none"> ◆ Implement our new customer-focused system to enable our customers to engage with us easily both online and on the phone ◆ Ensure we manage the Council's performance effectively ◆ Carry out reviews of services in order to improve the customer experience ◆ Manage and support our employees to deliver the best possible service
<p>Finances fit for our future</p>	<p>We need to ensure that in addition to ensuring value for money of existing services, that we plan for the future.</p> <p>To support our financial stability, we will effectively manage our budgets and ensure that we maximise our income.</p> <p>As a large employer with a net budget of £7m, we will also look at how we can increase our local spend to support the West Devon economy.</p> <p>We will develop partnerships with other 'anchor institutions' to maximise value for money, working together where there is mutual benefit.</p>	<ul style="list-style-type: none"> ◆ Ensure annual budgets meet our service delivery requirements ◆ Work to secure the Council's longer term financial sustainability ◆ Identifying opportunities to 'spend more locally' ◆ Work across Devon to increase efficiency and share services with others where it means you get a better service ◆ Lobbying for fairer funding for rural services ◆ Assess suitability of our Asset Base and Council owned property



Play Your Part

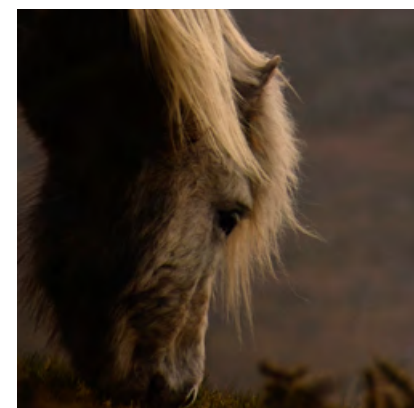
- Volunteer to be on our Customer User Groups
- Look out for our Annual Report



Your West Devon

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

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









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

Kate Brimacombe p.1, p.23

Lee Marshall p.2

Nick Fox p.3

Phil Desmond p.4

Denise Horner p.5

Lucy Elliott p.7

Charlotte Reeves p.8

The Square Shop p.9

Ewins Aerial p.11, p.27

Anthony Purnell p.13, p.35

Cary Marks for the Dartmoor Shepherd p.15

Emily Sismur p.19, p.31

Sandra Jones p.20

Temo Donovan p.21

Aster Group p.24

The Flapjackery p.28

David Rogers p.32

Natalie Jephtha p.33

Jo Mary Roberts p.37

Richie Bolgiani p.39

Some more of our photo competition entries p.48 - p.51



Thematic Delivery Plan 2021-2024

September 2021



A Plan for West Devon



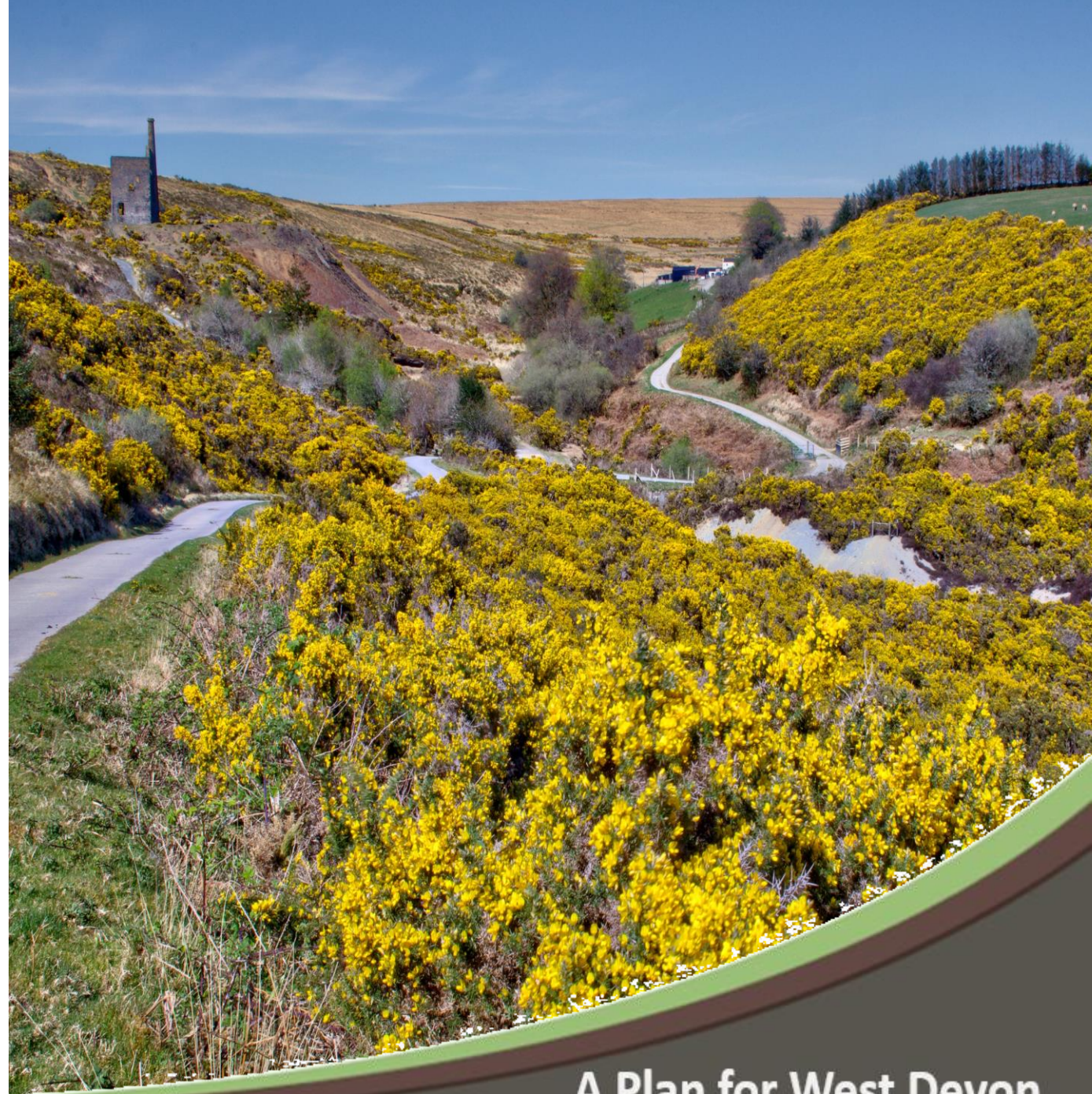
Introduction

A Plan for West Devon is our 20 year vision for the Borough. This document, our Thematic Delivery Plan, turns our vision and themes into specific and measurable action 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.

We must also be clear that many of the actions within this plan cannot be delivered by West Devon Borough Council alone. We must work with partners and ensure we support each other in making a positive difference for the residents of West Devon.

Also within this document, we set out an overview of our Performance Management Framework. This details how we will ensure that A Plan for West Devon guides our decision making and prioritisation of resources.



Achieving our vision

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

Page 66

Each theme will be led by a Councillor from the Hub Committee who will be supported by a cross-party Advisory Group of Councillors.

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



Cllr Neil Jory
Leader of the Council,
Hub Chair



Cllr Peter Crozier
Lead Member for stimulating a thriving economy



Cllr Barry Ratcliffe
Lead Member for improving homes



Cllr Ric Cheadle
Lead Member for delivering inclusive and accessible services



Cllr Lynn Daniel
Lead Member for growing our natural environment



Cllr Caroline Mott
Lead Member for adapting our built environment



Cllr Chris Edmonds
Lead Member for maximising our resources



Cllr Terry Pearce
Lead Member for strengthening communities



Cllr Tony Leech
Lead Member for enhancing community wellbeing





Strengthening Communities

Focus Area – Empowering our communities to enhance their area



Cllr Terry Pearce
Lead
Member for
strengthening
communities



Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
SC1.1 Maximising grant funding opportunities including for play parks, playing pitches and other community facilities	2021/22	Review West Devon Borough Council Community Capital Grant Schemes	Review of all current Council grant schemes with proposals for 2022/23		£15,500 Member Locality Funds £15,000 Community Capital Grants Scheme	
		Develop a plan to actively promote SeaMoor Lotto, encouraging a greater uptake of community groups raising funds and more people to play the Lotto	An agreed plan	£2,000 a year Marketing Budget	Support from Communications	Gatherwell Lotteries
		Ensure Section 106 funding allocated from 68 Plymouth Road development is fully utilised for community schemes	All funding allocated		£8,237.71	
		Ensure Section 106 funding for Okehampton community facilities is awarded - applications due back September 2021	All funding allocated		£11,880	
	2022/23	Review WDBC Partnership Funding to ensure alignment with new priority areas. Current funding round ends 31/03/2023. Will include development of a commissioning framework to assess bids.	An agreed commissioning framework ready to go to partners to seek bids in Autumn 2022		Core	
		Deliver SeaMoor Lotto publicity Plans for greater uptake	Increase in funding raised for good causes / Additional 50 players a year		Core	Gatherwell Lotteries
		Ensure that all Section 106 funding awarded as a result of the former Tavistock Hockey Club development is allocated and that schemes are delivered by organisations awarded funding	All funding awarded		£23,297	
	2023/24	Ensure Okehampton S106 community facility schemes are delivered	All schemes delivered		£11,880	
		Award of new partnership funding to providers aligned to our priorities	Funding in place and awarded from 1 st April 2023		Partnership Funding Allocation	



Strengthening Communities

Focus Area – Empowering our communities to enhance their area



Cllr Terry Pearce
Lead Member for strengthening communities

Page 67

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
SC1.2 Provide a visible and responsive localities service	2021/22	Develop a plan to highlight the work of the localities team through our communications team	Regular updates on social media to highlight activities of the team		Core	Town and Parish Councils
		Recruit additional temporary resource to support the period September 2021 - March 2022	Temp increase in capacity in localities		EU Welcome Back Fund	
	2022/23	Continue engagement with communities			Core	
	2023/24	Continue engagement with communities			Core	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
SC1.3 Work with Town and Parish Councils to understand and tackle local issues	2021/22	Reinstate Town and Parish Link Meetings	Bi-monthly Town and Parish Link Meetings held each year		Case Management Support /Clerk	Town and Parish Councils
		Developing outcomes measures for Parish Links meetings			Core	
		Develop a plan for ongoing support and arrangement of Town and Parish Link meetings	An agreed plan and revised terms of reference for Links		Core	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
SC1.4 Supporting and promoting events across the Borough	2021/22	Provide support to Tavistock Heritage Festival 2021	Successful delivery of festival		£5,000 Welcome Back Fund (one off)	Tavistock Heritage
		Develop an Events forward plan		£10,000 - Seed funding for new events		
	2022/23	Identify opportunities to support local events joining up Localities and Funding support			Core	



Strengthening Communities

Focus Area – Supporting the voluntary sector in responding to community needs



Cllr Terry Pearce
Lead Member for strengthening communities

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
SC1.5 Develop a plan for supporting our voluntary sector partners in the future	2021/22	Planning meeting to be held between WDBC and West Devon CVS	Planning meeting held and a partnership working plan agreed		Core	West Devon CVS / Voluntary Sector
		Develop a forward programme of link meetings with the voluntary sector to include brief training sessions	Bi- Annual meeting with WDBC/ CVS and Voluntary Sector	£3,000 - Budget for supporting training and development sessions	Core	West Devon CVS

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)	Key Partners
SC1.6 Ensure the Council is represented at key existing partnerships / community groups	2021/22	Members of outside bodies feeding in to the advisory groups to identify opportunities for future collaboration	Attendance at groups		Core	
		Key partner agencies are invited to join the Communities Advisory Group	Discussion with DCC with them regularly attending Communities Advisory Groups		Core	
	2022/23	A rolling process of updates on the work of partnerships is implemented for the Advisory Group	Each key partner invited to provide an update at least once during the year		Core	



Strengthening Community Wellbeing

Focus Area – Reducing Health Inequalities and Rural Poverty



Cllr Tony Leech
Lead Member
for enhancing
community
wellbeing



Page 69

Action	Year	Specific Deliverables	Measures of Success	Resource New	Resources (Existing)	Key Partners
CW1.1 Co-ordinating partners to deliver a targeted rural poverty pilot	2021/22	Develop plan for the delivery of rural poverty pilot, scope out a target area and key activities .Discussion with voluntary sector in how we can support them to achieve deliverables that will help residents manage, escape and prevent rural poverty.	A plan that is agreed with the Advisory Group and Key Partners		Core	CAB / DCC /
	2022/23	Delivery of rural poverty project	Deliverables may include; number of people given advice , training, education via referral. Wider reduction of health inequalities. Installation of fuel poverty measures. Qualitative stories regarding improving residents situations		Core	CAB / DCC / CVS
	2023/24	Review of rural poverty project	Gross income gain to residents in WD area , value of measures installed, wider reduction in health inequalities	£22,500		CAB / DCC / CVS

Action	Year	Specific Deliverables	Measures of Success	Resource New	Resources (Existing)	Key Partners
CW1.2 Launch a short-term grant scheme for voluntary sector to implement projects supporting Health and Wellbeing	2021/22	Promote one off grant scheme to support voluntary sector organisations that are supporting Health and Wellbeing of residents - launch in the Autumn with eligibility criteria	Grant funding scheme open for applications – end of October 2021 Number of people being supported		£20,000	CVS/ Health and Wellbeing Alliances

Action	Year	Specific Deliverables	Measures of Success	Resource New	Resources (Existing)	Key Partners
CW1.3 Delivery of projects to enable residents to continue to live safely within their homes	2021/22	Provision of Disabled Facilities 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	DCC



Strengthening Community Wellbeing

Focus Area – Ensuring Leisure Provision meets the needs of residents



Cllr Tony Leech
Lead Member
for enhancing
community
wellbeing

Page 70

Action		Year	Specific Deliverables	Measures of Success	Resource New	Resources (Existing)	Key Partners
CW1.4	Development of a new playing pitch strategy	2021/22	Draft of playing pitch strategy developed and promoted through consultation	Consultation completed with good level of response by end of Autumn 2021		Core	
			Finalise strategy	Strategy Adopted and published – Spring 2022		Core	
		2022/23	Commence implementation of Strategy	Informed by strategy			

Action		Year	Specific Deliverables	Measures of Success	Resource New	Resources (Existing)	Key Partners
CW1.5	Provision of high-quality and accessible leisure services	2021/22	Monitor progress against QUEST National Benchmarking and establish updated KPI's within Leisure contract with Fusion Leisure	Increased participation and improved quality feedback		Core Leisure Contract Funding	Fusion Leisure
			Finalise strategy	Strategy Adopted and published – Spring 2022		Core Leisure Contract Funding	Fusion Leisure
			Ensure s106 funds for sports and play facilities are allocated and schemes delivered	Funding allocated		£102,288 S106 funding as at 31/03/2021	
		2022/23	Commence implementation of Strategy	Informed by strategy		Core Leisure Contract Funding	Fusion Leisure
			Ensure s106 funds for sports and play facilities are allocated and schemes delivered	Funding allocated		£210,440 as at 31/03/2021	
		2023/24	Ensure s106 funds for sports and play facilities are allocated and schemes delivered	Funding allocated		£111,252 as at 31/03/2021 (note subject to reprofiling)	



Strengthening Community Wellbeing

Focus Area – Promote a positive approach to mental health and wellbeing



Cllr Tony Leech
Lead Member
for enhancing
community
wellbeing

Page 71

Action	Year	Specific Deliverables	Measures of Success	Resource New	Resources (Existing)	Key Partners
CW1.6 Support delivery of mental health support and outreach for young people	2021/22	Delivery of trial scheme over summer 2021 . Tavistock Youth Café (which works with young people from Tavistock and surrounding areas south of the borough including Princetown, Yelverton, Horrabridge and Bere Alston)	Number of young people participating in activities ; exit questionnaire for young people engaged with as part of project		£10,000	Tavistock Youth Café / Space
	2022/23	Following evaluation of Year 1 project, commission additional mental health outreach	An agreed plan in place – Spring 2022 for delivery from April 2022 onwards Number of people supported – exit questionnaire	£15,000		TBC

Action	Year	Specific Deliverables	Measures of Success	Resource New	Resources (Existing)	Key Partners
CW1.7 Work with Devon County Council to develop a joined up approach to mental health and wellbeing	2021/22	Scoping of project – Investigate what’s already in place with partner organisations and what role WDBC can play in this. Identify key deliverables	A project plan and scope agreed with Lead Member / Advisory Group		Core	DCC/Voluntary Sector / NHS
		Review our internal processes for referral of customers where support may be required.			Core	
	2022/23	Implement findings of scoping project	As defined by year 1 implementation plan		Core	



Improving Homes

Focus Area – Housing for Place



Cllr Barry Ratcliffe
Lead Member
for improving
homes

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.1 Deliver local homes that meet the needs of local people	2021/22	Support the delivery of new homes across the Thriving Town and Villages JLP area each year	A cumulative 300 new homes by end of 2023/24		Core funding	Registered Provider's & Developers
	2022/23	Support the delivery of new homes across the Thriving Town and Villages JLP area each year			Core funding	
	2023/24	Support the delivery of new homes across the Thriving Town and Villages JLP area each year			Core funding	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.2 Work with Devon County Council to support people to live independently – identifying opportunities for specialist, purpose-built accommodation	2021/22	Scope in detail local need <ul style="list-style-type: none"> Investigate best practice nationally Establish a forum for potential residents and their carers so they can influence future housing design. Consider funding opportunities through Better Care Fund, Homes England Joint ventures with charities or 3rd sector 	At the end of this strategy. Good quality accommodation and a range of suitable options for those requiring support to live independently. Regular and informative engagement and involvement with our residents and their carers who require support to live independently.		Core funding	DCC, RP's
	2022/23	Commence planning and delivery of specialist, purpose-built accommodation (dependent on Year 1 scoping)		Potential capital expenditure depending on Year 1 findings / business cases		



Improving Homes

Focus Area – Housing for Place



Cllr Barry Ratcliffe
Lead Member
for improving
homes

Page 73

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IH1.3 Develop our understanding of housing need and implement plans for responding	2021/22	<p>Develop a mechanism to clearly justify the need for the following tenures:</p> <ul style="list-style-type: none"> • Affordable Rent • Social Rent • Discount Market Sale – the councils need to develop an internal application process to enable applicants to register an interest. • Shared ownership Private rent • Self Build <p>This will support new build opportunities and re-development opportunities as well as supporting neighbourhood Plans and community led initiatives</p>	To match aspiration and need to housing delivery. Result is a decline in demand and number of applicants on the housing registers. Will ensure we are making the best use of our housing stock. that housing need by type and tenure can be identified by the end of the Housing Strategy and a review of all areas programmed in for the next 5 year strategy.	£30,000 - additional capacity to deliver feasibility for WD	Neighbourhood planning funding potential use of Capital programme if the council wishes to streamline the process	DCC, RP's



Improving Homes

Focus Area – Housing for People



Cllr Barry Ratcliffe
Lead Member
for improving
homes

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources Existing	Key Partners
IH1.4 Promote and support energy efficiency in homes	2021/22	Ensure the Private rented sector meets the requirements of The Domestic Minimum Energy Efficiency Standard (MEES) Regulations.	Undertake the necessary proactive work on the external databases to identify the non compliant properties, build a system that can be regularly updated & interrogated, engage with & improve at least 50% of identified properties.	MEES project officer (gov funded) until March 22	GHG	
		Energy efficiency improvements through GHG phase 2 (ending Dec 2021)	Working with GHG 2 install partner to spend £500k of allocated funding		Existing GHG funds	GHG 2 install partner (Happy Energy)
	2022/23	Energy Efficiency Improvements Social Housing Decarbonation Fund	Successful bid for funding		existing	Livewest and other RP's
		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		existing	Devon County/community energy groups
		Delivery of Minimum Energy Efficiency Standards	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		



Improving Homes

Focus Area – Housing for People



Cllr Barry Ratcliffe
Lead Member
for improving
homes

Page 75

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources Existing	Key Partners
IH1.5 Promote the best use and improve quality of existing housing	2021/22	Create interactive social media and web based promotional pages to promote SeaMoor Lettings Aim to take on 5 new properties per year	Increasing stock and private rental property - additional 5 properties to be taken on by April 2022		Core	Registered Providers Devon CC
		Update and implement a new Tenancy Strategy	Tenancy Strategy Adopted by Council by Dec 2021		Core	
		Design & cost package of support for HMO management promote management offer to landlords	Design and cost package of support for HMO Management by Dec 2021		Core	
		work with our partners to seek redevelopment opportunities to enhance the current housing stock and to meet the needs of residents. Establish a programme for potential redevelopment where stock condition is causing issues for re-lets	Establishment of two HMO accommodation options within first two years re-development and consultation with existing tenants will take time. Therefore 1 scheme to be identified within the first year of this plan		Core	
	2022/23	work with our Registered Provider partners to identify and improve issues within their stock. Develop a process to identify hot spot areas of complaints within the existing stock for both ASB and stock condition	achieve a shared data base with our RP partners to high light issues and look at trends. For ASB Local Lettings Plans to be used. For stock condition complaints need to link with RP planned maintenance programmes		Core	
		Develop HMO promotional campaign to engage with owners	Campaign developed and launched by April 2022		Core	
		Interrogate new Census data to predict future housing trends and needs	Analysis complete by December 2022		Core	



Improving Homes

Focus Area – Housing for People



Cllr Barry Ratcliffe
Lead Member
for improving
homes

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources Existing	Key Partners
IH1.6 Deliver on our plans for 11 self contained apartments in Tavistock to support people who are homeless	2021/22	Submit a planning application for demolition (2828/21/FUL) Seek approval and consult with stakeholders Tender for construction work Seek grant funding opportunities Financial Approval from Council Final Project approval from Council Confirmation of external project support	Quality mixed size provision to meet a range of service users for short term temporary accommodation and best use of stock	S106 Affordable housing contribution PWLB Borrowing Homes England application Project support	£592,300 Public Works Loan Boar £468,700 S106 Affordable housing receipts £13,900 Affordable housing budget	
	2022/23	Award construction contract commence construction				
	2023/24	Complete construction Handover for first tenants				



Stimulating a thriving economy

Focus Area – Promoting Destination West Devon



Cllr Peter Crozier
Lead Member for stimulating a thriving economy



Page 77

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources (Existing)	Key Partners
TE1.1 Develop a West Devon Visitor Economy Plan	2021/22	Borough wide marketing and publicity scheme promoting the reopening of Towns and wider tourism offer, including support for farm diversification.	Creation of a three year marketing plan with coordinated messaging and visual imagery to expand and extend our visitor numbers by 2025	£40,000 budget for activities and monitoring	£7,934 Welcome Back Fund Core Placemaking Team	Town Councils, Chambers, Trade Associations and Destination Management Organisations
	2022/23	Engage with Visit Devon, Visit South Devon, Visit Plymouth, Visit Exeter, Visit Dartmoor, Visit Cornwall, National Trust, Visit England and Visit Britain	5% uplift in tourism numbers year on year	£50,000 for activities and monitoring	Core Placemaking Team	
	2023/24	Continuing to expand partnership work and extend marketing reach across UK to attract more domestic visitors.	5% uplift in tourism numbers year on year	£50,000 for activities and monitoring	Core Placemaking Team	
Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources (Existing)	Key Partners
TE1.2 Support place-based public realm enhancement in West Devon	2021/22	Support enhancements to Okehampton Town Centre to make it a more attractive visitor experience, repainting of key areas, planting insect friendly plants, hanging baskets throughout the Town, formation of a BID or a Chamber to support business prosperity	Delivery of scheme by 31/03/2022	£20,000	£10,000 Welcome Back Fund	Okehampton Town Council
		Support enhancements to Tavistock Town to make for a more attractive visitor experience including additional seating, table coverings, window dressing of vacant windows	Delivery of scheme by 31/03/2022	£20,000	£9,100 Welcome Back Fund	Tavistock Town Council Tavistock BID
		Support enhancements to North Tawton Town Centre including a refurbished and replanted entrance to the town and additional seating planters	Delivery of scheme by 31/03/2022	£10,000	£5,600 Welcome Back Fund	North Tawton Town Council
	2022/23	Support Hatherleigh Town Council to create a development strategy for their market hall	Delivery of scheme by 31/03/23	£10,000		Hatherleigh Town Council
	2023/24	Support Hatherleigh Town Council, Chagford Parish Council and the Ruby Country team to develop their Active Travel strategy	Delivery of scheme by 31/03/24	£10,000		Hatherleigh Town Council, Chagford Parish Council, Ruby Country



Stimulating a thriving economy

Focus Area – Promoting Destination West Devon



Cllr Peter Crozier
Lead Member for stimulating a thriving economy

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources (Existing)	Key Partners
TE1.3 Promote active travel, cycling, horse riding and walking routes across West Devon	2021/22	Coordinate across Town and Parish Councils, Destination Management Organisations, DNP and AONBs	Formation of one unified plan with key outputs identified and adopted by all partners	(Budget requested within Visitor Economy proposals)	Core	Town and Parish Councils, Destination Management Organisations, Dartmoor National Park, Tamar Valley AONB, SUSTRANS
	2022/23	Coordinate, monitor and evaluate across Town and Parish Councils, Destination Management Organisations, DNP and AONBs Look to market all active travel routes across the borough	Extended reach of marketing messages resulting in increased footfall and visitor spend across the borough	(Budget requested within Visitor Economy proposals)	Core	Town and Parish Councils, Destination Management Organisations, Dartmoor National Park, Tamar Valley AONB, SUSTRANS Link across all partners working on active travel projects and promotion
	2023/24	Coordinate, monitor and evaluate across Town and Parish Councils, Destination Management Organisations, DNP and AONBs, and plan for 2024 onwards designed	Plan developed and partners committed for 2024 onwards	(Budget requested within Visitor Economy proposals)	Core	Town and Parish Councils, Destination Management Organisations, Dartmoor National Park, Tamar Valley AONB, SUSTRANS

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources (Existing)	Key Partners
TE1.4 Progress plans for an ecomuseum across West Devon to maximise the assets of the UNESCO World Heritage Site, Dartmoor National Park and Tamar Valley AONB	2021/22	Engage with partners to scope the range of the ecomuseum and assets to be included. Delivery of active tourism project with Dartmoor National Park - scheme to encourage people to park on the moors and travel in to Towns on bikes etc	Ecomuseum boundary set and assets listed	£10,000 and bid to Community Renewal Fund	£10,000 Welcome Back Fund	Dartmoor National Park, Tamar Valley AONB, UWHS
	2022/23	Deliver an ecomuseum branding initiative for the West Devon borough	Extended reach of marketing messages and unified campaigns	£50,000 (A requirement if CRF bid unsuccessful)	Core Placemaking Team	Dartmoor National Park, Tamar Valley AONB, UWHS, National Trust
	2023/24	Build on coordinated marketing for the borough and neighbouring areas	Extended reach of marketing messages and unified campaigns		Core Placemaking Team	



Stimulating a thriving economy

Focus Area – Promoting Destination West Devon



Cllr Peter Crozier
Lead Member for stimulating a thriving economy



Page 79

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources Existing	Key Partners
TE1.5 Champion Improved Digital (Broadband and Mobile Phone) Connectivity across West Devon	2021/22	Appoint Broadband Connectivity Officer	Post appointed		£9,200 from ARG, £9,700 from LGA Grant	Local Government Association, Connecting Devon and Somerset, Devon County Council
		Broadband roll out and liaison with farms to understand their digital connectivity needs.			£50,000 (ARG) 50000 Business rates reserve	
	2022/23	Broadband Connectivity Officer	In Post		£18,900 from Business rates admin grant	
	2023/24	Identify further funding				
		Continue to deliver		Possible: £18,900		



Focus Area – Helping West Devon Towns and Businesses Thrive

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resource Existing	Key Partners
TE1.6 Offer business advice services for existing, expanding and new businesses	2021/22	Enhance council to business communications and commission services of agencies and local providers to reach out to businesses across the borough	Business CRM database created and benchmark outputs and set targets for 2022/4	£30,000	Core	Rural Services Network, Business Information Point, Chambers, DR Company
		Engage with Team Devon to draw down additional resources to support agriculture, food and drink producers to support new markets Engage with TEC, PEC and other partner organisations to advise businesses on planning for carbon net-zero				Team Devon TEC, PEC
	2022/23	Commission services of agencies and local providers to reach out to businesses across the borough	5% uplift of outputs year on year	£30,000	Core	Rural Services Network, Business Information Point, Chambers, DR Company
	2023/24	Commission services of agencies and local providers to reach out to businesses across the borough	5% uplift of outputs year on year	£30,000	Core	



Stimulating a thriving economy

Focus Area – Helping West Devon Towns and Businesses Thrive



Cllr Peter Crozier
Lead Member for stimulating a thriving economy

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources Existing	Key Partners
TE1.7	2021/22	Remain prepared to respond to any future government business grants (Covid-19 or other)			Core	DCC

Page 80

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources Existing	Key Partners
TE1.8	2021/22	Working with Devon County Council and the Heart of the South West LEP to maximise opportunities for attracting new businesses into West Devon borough	Communications plan for inward investment, increased website presence and social media content		Core	Devon County Council, HotSW LEP
	2022/23	Identify and promote business units and industrial sites where business may be expanded to increase employment opportunities	Map of most advantageous locations near to travel corridors		Core	
	2023/24	Lobby national organisations including CBI	Increased awareness of West Devon borough	£2,500	Core	CBI, MIPIM



Stimulating a thriving economy

Focus Area – Helping West Devon Towns and Businesses Thrive



Cllr Peter Crozier
Lead Member for stimulating a thriving economy



Page 81

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources Existing	Key Partners
TE1.9 Continue to support the Tavistock Business Improvement District (BID)	2021/22	Contribution to BID Renewal		£2,000 BID Levy fee	£20,000 from ARG Business Support Measures - Paid April 2021	Tavistock BID Board, Tavistock Town Council
	2022/23	Enhanced links between BID Board and WDBC	Improved monitoring of BID project delivery	£2,000 BID Levy fee	In-kind contribution toward Levy collection to be reviewed annually	Tavistock BID Board, Tavistock Town Council
	2023/24	Enhanced links between BID Board and WDBC	Improved monitoring of BID project delivery	£2,000 BID Levy fee	In-kind contribution toward Levy collection to be reviewed annually	Tavistock BID Board, Tavistock Town Council

Action	Year	Specific Deliverables	Measures of Success	Resources Bid TBC	Resources (Existing/Approved)	Key Partners
TE1.10 Establish a new business forum within Okehampton	2021/22	Business consultation leading to planned formation of a Business Improvement District (BID) or a Chamber	Updated business view gained and a plan developed	£20,000 for formation of BID or Chamber	Core	Okehampton Town Council, Businesses
	2022/23	BID or Chamber created and launched	Creation of the new business organisation		Core	Okehampton Town Council, Businesses
	2023/24	Support, monitor and evaluate the BID or Chamber	Quick wins communicated		Core	Okehampton Town Council, Businesses



Stimulating a thriving economy

Focus Area – Responding to opportunities to enhance the economy



Cllr Peter Crozier
Lead Member for stimulating a thriving economy



Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources Existing	Key Partners
TE1.11 Deliver a West Devon Transport Hub through the Government Levelling Up Fund	2021/22	Engage with partners to submit a bid to the Levelling Up Fund for delivery of a West Devon Transport Hub at Okehampton.	Bid submitted, funds received and delivered	Levelling Up Fund	Core	Devon County Council, Network Rail, Okehampton Town Council
	2022/23	Delivery	Bid delivery	Levelling Up Fund	Core	
	2023/24	Delivery	Bid delivery	Levelling Up Fund	Core	

Page 82

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources Existing	Key Partners
TE1.12 Submit a bid to the UK Shared Prosperity Fund	2021/22	Review prospective projects and develop to shovel ready delivery	List of shovel ready projects agreed with Members and partners	UK Shared Prosperity Fund	Core	Devon County Council, Dartmoor National Park, Okehampton Town Council, Tavistock Town Council
	2022/23	Engage with partners to submit a bid to the UK Shared Prosperity Fund	Bid submitted, funds received and delivered.	UK Shared Prosperity Fund	Core	
	2023/24	Delivery	Project commencement, monitoring, evaluation and reporting	UK Shared Prosperity Fund	Core	



Growing our Natural Environment

Focus Area – Working towards Net Zero



Cllr Lynn Daniel
Lead Member
for growing
our natural
environment

Page 83

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
NE1.1 Phased conversion of our environmental management fleet to a greener fleet	2021/22	Scope requirements and hold initial discussions with providers re feasibility			Core	
	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	£6,000		
	2023/24		Full EV fleet	Likely additional resource need		

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
NE1.2 Increasing availability of electric charging points across the borough	2021/22	5 more EV installations in Public Car Parks	installations delivered		core/ DELETTI	Devon County Council
	2022/23	More sites through a further ORCS funding round, monitor new funding opportunities, EV Strategy	EV Strategy Published.		core & ORCS	
	2023/24	Monitor new funding opportunities			Core	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
NE1.3 Carry out a feasibility study of renewable energy schemes on our Council land	2021/22	Identify an appropriate consultant and thereafter commission a feasibility study to assess opportunities for renewable energy scheme across Council owned assets	Completion of study	£7,500		
	2022/23	Review outcomes and make recommendations	unknown until study is complete	£7,500		
	2023/24	Deliver recommended and approved outcomes		New staff requirement / additional support need		



Growing our Natural Environment

Focus Area – Working towards Net Zero



Cllr Lynn Daniel
Lead Member for growing our natural environment

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
NE1.4 Promote recycling and reduction of waste (at source) to our residents	2021/22	Produce annual communications plan which includes and/or centres around any services changes	Baseline % for recycling		Core	FCC Environment
	2022/23	Review annual communications plan which includes and/or centres around any services changes	% increase		Core	FCC Environment
	2023/24	Review annual communications plan which includes and/or centres around any services changes			Core	FCC Environment

Page 84



Focus Area – Making the best use of our incredible natural environment

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	
NE1.5 A 10% increase in biodiversity on Council land	2021/22	Commence review of GM specification with Lead Member, and consult residents on proposals	An agreed new GM specification		Core	
	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		Core	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	
NE1.6 Support delivery of a mix of woodland, on street trees, wooden habitat corridors and hedgerows through the Plymouth and South Devon Forest	2021/22	Engage with Plymouth City Council to identify locations and secure funding	Plan developed		Core	Plymouth City Council
	2022/23	Delivery	Trees planted		Core	Plymouth City Council
	2023/24	Delivery	Trees planted		Core	Plymouth City Council



Growing our Natural Environment

Focus Area – Making the best use of our incredible natural environment



Cllr Lynn Daniel
Lead Member for growing our natural environment

Page 85

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
NE1.7 Support Nature recovery through larger wildlife habitats, wildlife corridors and Nature preservation schemes	2021/22	Engage with partners to review current projects and explore new locations	Plan developed		Core	Buglife, Plantlife, West Country Rivers Trust, Devon Wildlife Trust, Environment Agency, Devon County Council, AONBs, national schemes
	2022/23	Delivery	Increased wildlife and wildflower schemes across West Devon		Core	
	2023/24	Delivery	Increased wildlife and wildflower schemes across West Devon		Core	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
NE1.8 Map our ecosystems, species, waterways and other natural capital to better inform future land use	2021/22	First iteration of Nature Recovery Network Map	Public facing Nature Recovery Network Map tool		£5,000	
	2022/23	Second iteration of NRN Map	revisions to public facing NRN map tool	£5,000		
	2023/24	Ongoing improvements to NRN Map			Core	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
NE1.9 Work with partners to promote tree planting within the Borough	2021/22	Promote existing and new schemes to TAPCs. Apply ourselves, and facilitate community applications for tree planting on WDBC sites	Number of trees planted		External grants/free tree schemes. Member SCLF grants	
	2022/23	Promote existing and new schemes to TAPCs. Apply ourselves, and facilitate community applications for tree planting on WDBC sites	Number of trees planted			
	2023/24	Promote existing and new schemes to TAPCs. Apply ourselves, and facilitate community applications for tree planting on WDBC sites	Number of trees planted			



Growing our Natural Environment

Focus Area – Making the best use of our incredible natural environment



Cllr Lynn Daniel
Lead Member
for growing
our natural
environment

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
NE1.10 Work with key landowners and partners including Tamar Valley AONB, Dartmoor National Park, National Trust, English Heritage, West Country Rivers and the Biosphere	2021/22	Support Dartmoor National Park to deliver a project that encourages active travel and visits to our key towns	Enhanced collaborative working and joint plans		£10,000 Welcome Back Fund (Approved - spend by 31/03/22)	Tamar Valley AONB, Dartmoor National Park, National Trust, English Heritage, West Country Rivers Trust and the Biosphere
	2022/23	Generate coordinate plans and deliver	Enhanced collaborative working and joint delivery		Grants	
	2023/24	Generate coordinate plans and deliver	Enhanced collaborative working and joint delivery		Grants	



Adapting our built environment

Focus Area – Celebrating our heritage and ensuring its protected



Cllr Caroline Mott

Lead Member for adapting our built environment

Page 87

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources (Existing)	Key Partners
BE1.1 Commission and manage Conservation Area Plans	2021/22	Conduct a review of all West Devon Conservation Area Management Plans and create a proposal for prioritising appraisals	Creation of prioritised plan for appraisals	£25,000 for a post within the Placemaking team		
	2022/23	Commence appraisals	Three appraisals completed	£25,000 for a post within the Placemaking team		
	2023/24	Continue appraisals	Three appraisals completed	£25,000 for a post within the Placemaking team		

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources (Existing)	Key Partners
BE1.2 Support the promotion of parishes surrounding the UNESCO World Heritage Site	2021/22	Engage with Parishes and create a collaborative plan for marketing the area	Relationships established and plan created		Core	Town and Parish Councils
	2022/23	Delivery	Delivery		Core	Town and Parish Councils
	2023/24	Delivery	Delivery		Core	Town and Parish Councils

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources (Existing)	Key Partners
BE1.3 Support the Tavistock Guildhall Visitor Centre and Experience	2021/22	Engage with Tavistock Heritage Society and Tavistock Town Council to establish a collaborative plan	Relationships established and plan created	£70,000 (if successful with Community Renewal Fund Bid)	Community Renewal Fund	Tavistock Heritage Society
	2022/23	Delivery	Delivery	£25,000 (if successful with Community Renewal Fund Bid)		
	2023/24	Delivery	Delivery		Grants	



Adapting our built environment



Cllr Caroline Mott
Lead Member for adapting our built environment

Focus Area – Celebrating our heritage and ensuring its protected

Action	Year	Specific Deliverables	Measures of Success	Resources Bid New	Resources (Existing)	Key Partners
BE1.4 Celebrate Culture and Heritage to enhance West Devon Towns	2021/22	Engage with Town and Parish Councils to establish a collaborative plan	Relationships established and plan created		Core Placemaking Team	Town and parish councils
	2022/23	Delivery	Delivery		Grants	Town and parish councils
	2023/24	Delivery	Delivery		Grants	Town and parish councils

Focus Area – Planning Infrastructure for the Future

Action	Year	Specific Deliverables	Measures of Success	Resources Bid TBC	Resources (Existing)	Key Partners
BE1.5 Delivery of the Joint Local Plan	2021/22	We have an up to date adopted JLP which is now being reviewed. The Annual Monitoring Report will be published annually to assess what has been delivered in terms of specific indicators such as homes.	AMR, 5YHLS, Housing Delivery Test		Core	Plymouth City Council & South Hams District Council
	2022/23	Advancement of Thriving Towns and Villages			Core	
	2023/24	Advancement of Thriving Towns and Villages			Core	



Adapting our built environment

Focus Area – Planning Infrastructure for the Future



Cllr Caroline Mott

Lead Member for adapting our built environment



Page 89

Action	Year	Specific Deliverables	Measures of Success	Resources New	Resources (Existing)	Key Partners
BE1.6 Support 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.	Promotion of Neighbourhood Plans		Core	Parish and Town Councils
	2022/23	Continue 2021/22 activity if necessary.	Assist the "making" of Neighbourhood Plans		Core	Parish and Town Councils
	2023/24	Continue 2021/22 activity if necessary.	Assist the "making" of 7 Neighbourhood Plans by end 2023/24 and commence the renew of plans that requiring renew		Core	Parish and Town Councils

Action	Year	Specific Deliverables	Measures of Success	Resources Bid TBC	Resources (Existing)	Key Partners
BE1.7 Support key road corridor and travel gateway improvements including integrated cycling and walking	2021/22	Champion Okehampton area infrastructure	Creation of an agreed plan	N/a	Core	Devon County Council and Okehampton Town Council
	2022/23	Champion Green Way Trail	Identification and securing of funding	Grants	Core	Dartmoor National Park, Devon County Council
	2023/24	Support Dartmoor National Park and Ruby Country goals	Identification and securing of funding	Grants	Core	Dartmoor National Park, Ruby Country and Devon County Council



Adapting our built environment

Focus Area – Planning Infrastructure for the Future



Cllr Caroline Mott
Lead Member for adapting our built environment

Action	Year	Specific Deliverables	Measures of Success	Resources Bid TBC	Resources (Existing)	Key Partners
BE1.8 Support Improvement to local rail connectivity and links including Tavistock with Plymouth and Okehampton with Exeter	2021/22	Engage with partners and submit bid	Bid submitted, received and delivery begun	Levelling Up Fund	Core	Devon County Council, Plymouth City Council, road and rail operators
	2022/23	Delivery	Delivery	Levelling Up Fund	Core	
	2023/24	Delivery	Delivery	Levelling Up Fund	Core	



Listening and Accessible Council



Page 91

Action	Year	Specific Deliverables	By	Measures of Success	Resources New	Resources (Existing)	Key Partners
IA1.1 Set out clearly what you can expect from us by developing a customer charter	2021/22	Develop a customer charter for adoption by Councillors	Jan-22	An adopted Customer Charter		Core	
		Roll out Customer Charter through existing team meetings and Learning and Development Strategy	Mar-22	All staff fully aware of requirement and documented customer objectives within their Individual performance targets		Core	
		Develop Customer focused Key Performance Indicators with tools and processes for monitoring them	Mar-22	Performance against KPI's, Customer feedback		Core	
	2022/23	Monitoring and reviewing to ensure measures and performance still relevant				Core	
		2023/24	Monitoring and reviewing to ensure measures and performance still relevant				Core

Action	Year	Specific Deliverables	By	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
IA1.2 Enabling you to access all council services online where you can, but developing plans for how those not online can access services they need	2021/22	Develop and deliver consultation and engagement activity for Customer Access (as part of LGA Residents Satisfaction Survey)	Nov-21	Consultation delivered and good response rate		Core	
		Develop Customer Access Strategy and seek adoption from Members	Mar-22	An adopted Strategy		Core	
	2022/23	Implement Customer Access Strategy		Ongoing feedback and monitoring		Core	
	2023/24	Implement Customer Access Strategy	March 2024	Ongoing feedback and monitoring		Core	



Listening and Accessible Council



Cllr Ric Cheadle
Lead Member for delivering inclusive and accessible services



Page 92

Action	Year	Specific Deliverables	By	Measures of Success	Resources New	Resources (Existing)
IA1.3 Actively seek your views when developing proposals by delivering on our consultation and engagement strategy	2021/22	Develop an online involvement tracker setting out our consultation and engagement activity throughout the year	March 2022	An online engagement tracker published		Core
		Scope out a refreshed Councillor intranet with key resources for them to use	March 2022	Refined scope for Member Intranet agreed		Core
		Amend our committee report template so that we can be clear the consultation and engagement activity proposed when making decisions	October 2022	Committee reports consider consultation and engagement activity upfront		Core
	2022/23	Design and deliver training for our councillors to enhance their engagement with our communities	September 2022	Well attend training		Core

Action	Year	Specific Deliverables	By	Measures of Success	Resources (New)	Resources (Existing)
IA1.4 Ask you how we are doing, by carrying out an annual residents satisfaction survey focusing on West Devon as a place	2021/22	Develop a residents satisfaction survey	31 March 2022	An agreed plan for the survey approved by Lead Councillor		Core
	2022/23	Delivery of residents satisfaction survey	Summer 2022	Satisfaction survey undertaken and results used to inform next years delivery plan	£5,000	
	2023/24	Delivery of residents satisfaction survey	Summer 2023	Satisfaction survey undertaken	£5,000	

Action	Year	Specific Deliverables	By	Measures of Success	Resources (New)	Resources (Existing)
IA1.5 We will ensure that our elected Members are accessible and have the knowledge required to help you where needed	2021/22	Carry out a short engagement with our Councillors to ask them what they need in order to support our residents, this could include format for Councillor newsletters, Councillor Intranet and other resources currently in use or that Councillors would like to see.		Engagement undertaken and key points considered by Advisory Group by March 2022		Core
	2022/23	Develop an in-depth Councillor induction programme to support them from May 2023 including a lessons learnt to get views from existing Councillors as to what could have been improved on 2019	Mar-23	Plan developed by March 2023		Core
	2023/24	Deliver Councillor Induction programme	May/June 23	Satisfaction survey after induction		Core



Maximising Council Resources

Focus Area – Value for Money of Existing Services



Cllr Chris Edmonds
Lead Member for maximising our resources

Page 93

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)
R1.1 Implement our new customer focused system to enable our customers to engage with us both online and on the phone easily	2021/22	Provide an online portal which enables customers to access services efficiently leading to an improved customer service. Internally this will also give us the flexibility to make savings or release capacity to other areas of the Council.	Improved customer satisfaction monitored through the Customer Satisfaction Surveys (both the instant online survey and annual survey)		FIT programme and core
		Implement all the features of our leading-edge telephony platform which will enable a single view of the customer interaction be that through online or phone.	Systems implemented by March 2022		FIT programme and core
	2022/23	Improved website and customer access.	New website live by March 2023.	£30,000	FIT programme and core
		We will build a new open-source web platform that will bring together the various current Council websites in to one place making it easier for our customers to find what they need. It will bring together the existing web site, consultation portal and media streaming library into one site.			
		Deliver the systems that will enable us to access better management information.	Realtime Management dashboards available for Officers by March 2022		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.	Realtime dashboards available for Members by December 2022		
To make best use of the tools we have in place to work more productively, more efficiently and more collaboratively	Improve working efficiently and effectively for our employees, ensuring they have the tools to meet customer needs	Emphasise the use of Office 365 and Teams collaboration tools. Provide training material.		Core	



Maximising Council Resources

Focus Area – Value for Money of Existing Services



Cllr Chris Edmonds
Lead Member for maximising our resources



Page 94

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
R1.2 Ensure we manage the Councils performance effectively	2021/22	Development of performance management framework document setting out how the Council will manage its performance. Develop a suite of comprehensive Key Performance Indicators aligned to the Councils priorities Thematic Performance Reports setting out how we are performing against the Corporate Strategy Action Plan to be published on Strategy Webpage so our customers can easily see how we're doing	A clear, easy to understand document setting out how we manage performance - agreed with Hub by October 2021 KPI's developed and aligned to Councils priorities considered by Members by December 2021 Updates on actions clearly visible on website throughout the year – in place by early October 2021.		Core	
	2022/23	Review KPI's against previous year performance and benchmarking	An updated suite of KPI's		Core plus funding to secure improvements to meet KPI's	
	2023/24	Review KPI's against previous year performance and benchmarking	An updated suite of KPI's		Core	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
R1.3 Carry out reviews of services in order to improve the customer experience	2021/22	Adopt Planning Service Improvement Plan.	Implement and measure performance against plan		Core	
	2022/23	Analyse service performance data and develop a forward plan of service reviews	Successful and timely service reviews		Core	
	2023/24	Deliver service reviews	Successful and timely service reviews - ensure reviews are delivered within the approved timescale		Core	



Maximising Council Resources

Focus Area – Finance Fit for the Future



Cllr Chris Edmonds
Lead Member for maximising our resources

Page 95

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)
R1.4 Manage and Support our employees to deliver the best possible service	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 individuals objectives (as part of wider payroll system replacement)		£16,000 additional implementation costs	
	2022/23	Review individual progress and set new objectives			Core
	2023/24	Review individual progress and set new objectives			Core

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
R1.5 Ensure annual budgets meet our service delivery requirements	2021/22	Align our financial planning process with the new 'A Plan for West Devon'	Resource 'ask' from the Corporate Strategy to be quantified and presented to Councillors – September 2021		Core
		Councillors and Officers work together to plan the budget for 2022/23	An agreed budget for the coming financial year – by Feb 2022		Core
	2022/23	Draft MTFS to be considered by Councillors September 2021	An agreed MTFS aligned to the three year 'A Plan for West Devon' Strategy		Core
		Plan a consultation and engagement on our budget setting process for future years	An agreed consultation plan by Summer 2022		Core

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
R1.6 Work to secure the Council's longer term financial sustainability	2021/22	Assess longer term financial solutions and continue to push Government for a longer term financial settlement	That longer term options are quantified and progressed.		Core
		Respond to Government Spending Review consultation by 30 th September 2021	Response submitted alongside lobbying of MP's		Core
	2022/23	Dependent on above			Core
	2023/24	Dependent on above			Core



Maximising Council Resources

Focus Area – Finance Fit for the Future



Cllr Chris Edmonds
Lead Member for maximising our resources

Page 96

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners	
R1.7 Identify opportunities to spend more locally	2021/22	Undertake detailed spend analysis of current spend, conversations with budget managers about what could be procured locally in future	A report to Advisory Group on current levels of local spend – early 2022		Core		
		Review contract procedure rules to ensure they support our ambitions to spend more locally	Review of Contract Procedure rules concluded by 31 March 2022		Core		
		Develop a Procurement section on the website to enable local suppliers to participate in the procurement process	Web page live by March 2022		Core		
	2022/23	Enable process for local contractors to feed in what supplies they can provide to a database	Set up process and database for capturing local suppliers by June 2022			Core	
		Plan and hold local supplier development sessions - delivery of a 'Meet the Buyer' day for the Council	x sessions x attendees (will be dependent on analysis in year 1)		£5,000		
	2023/24	Deliver on our procurement strategy pledge to increase local spend	Increased local spend by x% (Will be dependent on analysis in Yr 1)			Core	
Plan and hold local supplier development sessions - delivery of a 'Meet the Buyer' day for the Council		x sessions x attendees (will be dependent on analysis in year 1)		£5,000			

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
R1.8 Work across Devon to increase efficiency and share services where it means you get a better service	2021/22	Regular attendance at meeting of Devon Leaders and Chief Executives and Team Devon (focused meetings of all Devon Councils) to promote more opportunities			Core	
		Continue to participate in Devon Procurement Champions group and analyse other Councils procurement pipelines in order to identify opportunities for joint procurements	Pipeline of opportunities in place by March 2022		Core	Other Devon Local Authorities



Maximising Council Resources

Focus Area – Finance Fit for the Future



Cllr Chris Edmonds
Lead Member for maximising our resources

Page 97

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
R1.9 Lobbying for fairer funding for rural services	2021/22	Regular engagement with Rural Services Network to identify opportunities to maximise our voice	Share Ideas from the Rural Services Network seminar to the Resources Advisory Group to assist our financial planning		Core	Rural Services Network
		Utilise analysis undertaken by Rural Services Network to support our lobbying of MP's on rural issues.	Include analysis within our responses to Government consultations		Core	Rural Services Network
	2022/23	Undertake work to plan for the Fairer Funding Review	Outcome of further work and lobbying on this issue		Core	

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing)	Key Partners
R1.10 Assess suitability of all Asset Base and Council owned property	2021/22	Investment Property report reported to the Audit Committee on the Council's four Investment Properties	98% of rental income on investment properties achieved in 20/21. Set a target for future years.		Core	
	2022/23	Continually review all Council assets	Identify opportunities for further investment or disposal opportunities (or change of use such as Kilworthy Park, Tavistock)		Core	
	2023/24	as above	as above		Core	

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 98

A Plan for West Devon sets out what the Council will be doing over the next three years to support the wellbeing and prosperity of residents, support our economy and to deliver efficient council services.

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

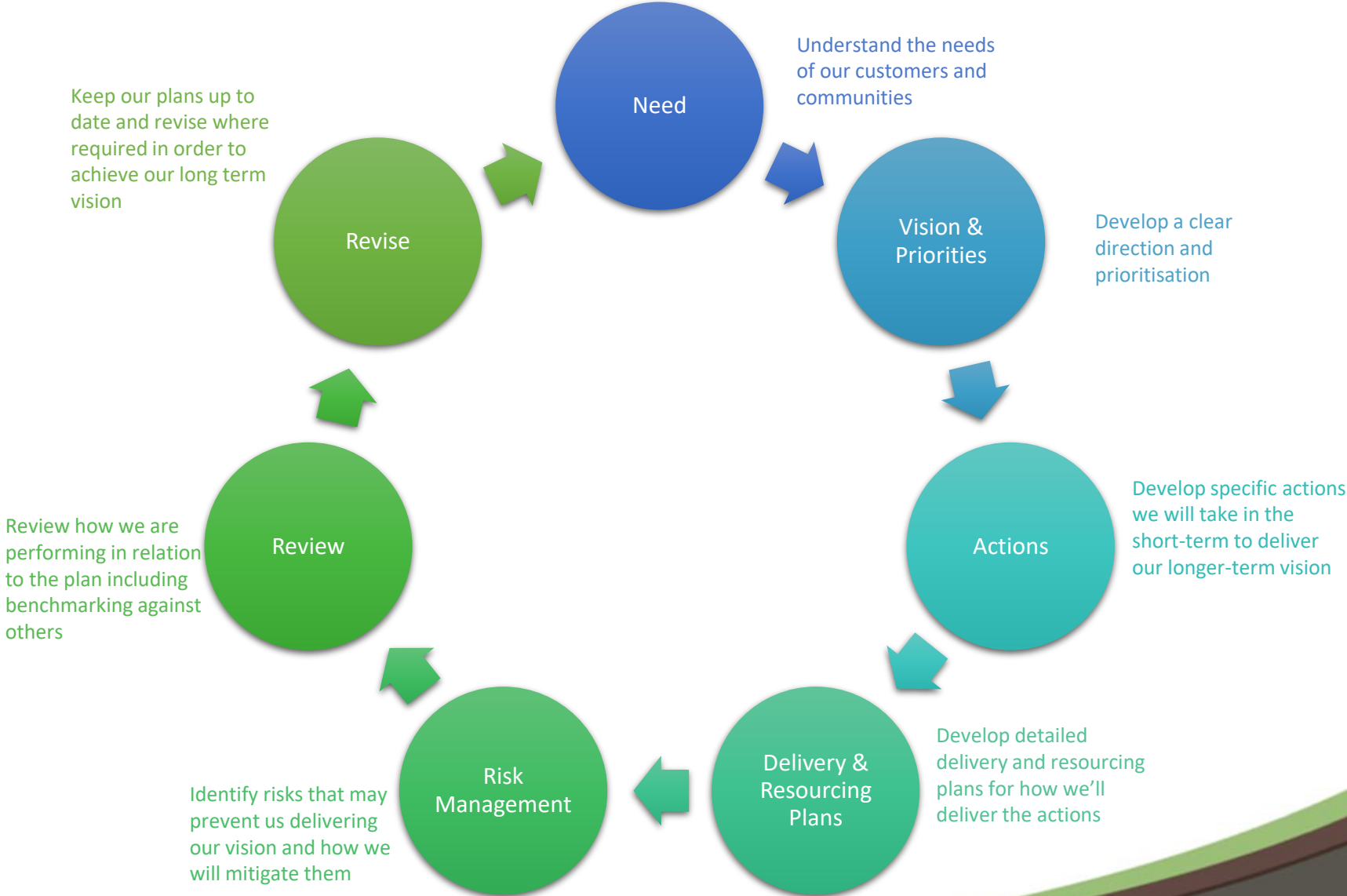
The following pages set out at a high level how we will ensure we manage delivery of our plans.



Performance Management Framework: **Key elements**

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

Page 99

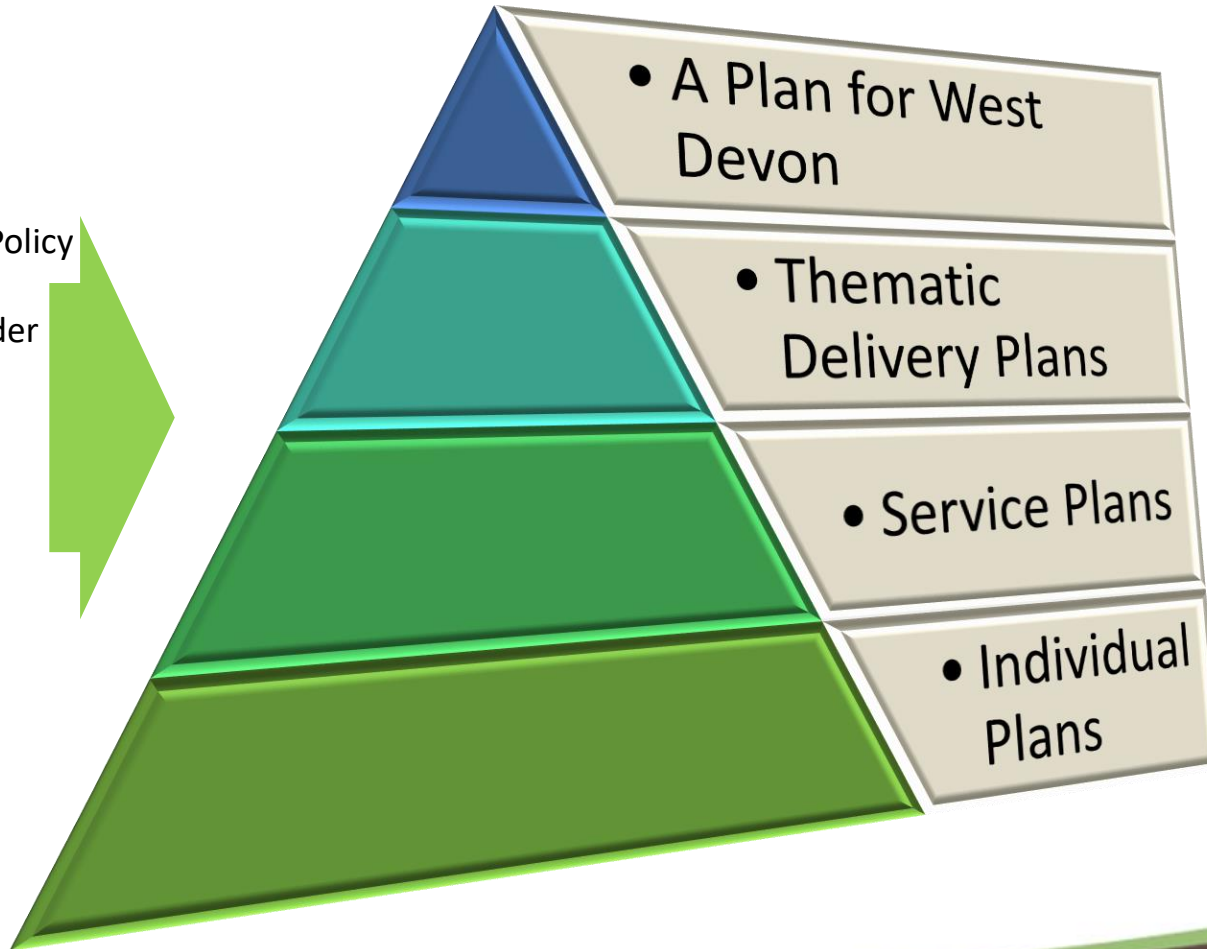


Performance Management: The Golden Thread

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 Assessments



How will we know we're succeeding?

- Residents and customer feedback
- Overview & Scrutiny Committee reviews
- External assessments
- Performance and financial monitoring
- Benchmarking against other Councils
- Annual appraisals for staff members

Performance Management

Roles and Responsibilities

A Plan for West Devon

Contain

Longer term vision for the area
Our top priorities

Accountable: Leader, Chief Executive, SLT

Thematic Delivery Plans

Contain

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

Accountable: Lead Councillor (and Advisory Group) 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

• A Plan for West Devon

• Thematic Delivery Plans

• Service Plans

• Individual Plans

Quarterly SLT & Hub Review Meetings

Monthly Progress updates in Pentana / Schedule of Updates to Hub/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

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

Report to: **Hub Committee**

Date: **21 September 2021**

Title: **Medium Term Financial Strategy 2022/23 to 2024/25**

Portfolio Area: **Cllr N Jory – Budget Setting Process**

Wards Affected: **All**

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

Author: **Lisa Buckle** Role: **Corporate Director for Strategic Finance**

Contact: Email: lisa.buckle@swdevon.gov.uk

Recommendations: It is recommended that the Hub Committee considers the Medium Term Financial Strategy and recommends to Council:

Recommendation 1: To set the strategic intention to raise council tax by the maximum allowed in any given year, without triggering a council tax referendum, to endeavour to continue to deliver services. The actual council tax for any given year will be decided by Council in the preceding February.

Recommendation 2: To adopt the principle of using funding in the Business Rates Retention Reserve, to smooth out the anticipated volatility in business rates income over the next three years, as set out in 3.19 of the report. The volatility is due to the business rates baseline reset anticipated in 2023/24 (this will mean the Council will have negative revenue support grant) and the predicted loss of business rates pooling gains at the same time.

Recommendation 3: To continue to respond to Government consultations on Business Rates Reform.

Recommendation 4: To continue to actively lobby and engage with the Government, Devon MPs, South West Councils and other sector bodies such as the District Councils' Network and the Rural Services Network, for a realistic business rates baseline to be set for the Council for 2023 onwards, when the business rates reset happens.

Recommendation 5: That the Council continues to lobby in support of the Government eliminating Negative Revenue Support Grant in 2022/23 (and thereafter) and continues to lobby for Rural Services Delivery Grant allocations which adequately reflect the cost of rural service provision.

It is also recommended that the Hub Committee:

- i) Notes the forecast budget gap for 2022/23 of £78,731 (1% of the current Net Budget of £7.3million) and the position for future years.

1. Executive summary

- 1.1 The Council's Medium Term Financial Strategy (MTFS) is based on a financial forecast over a rolling three year timeframe to 2024/25. The Council has chosen a three year timeframe for its MTFS, as this dovetails to the timescales of the Corporate Strategy, 'A Plan for West Devon'.
- 1.2 The Council, along with other local authorities, has faced unprecedented reductions in Government funding. Between 2009/10 and 2020/21, the Council's Core Government funding has reduced by £3 million. The Council now receives **no main Government Grant (Revenue Support Grant)** – this has been reduced to zero.
- 1.3 West Devon has continued to work in partnership with South Hams District Council which has allowed West Devon to achieve annual savings of £2.2 million and more importantly protect all statutory front line services. Between both Councils the annual shared services savings being achieved are over £6 million per annum. However, the Councils continue to face considerable financial challenges as a result of uncertainty in the wider economy and constraints on public sector spending.
- 1.4 It is important to note that this Medium Term Financial Strategy (MTFS) sets out the budget strategy for the Council for the next three years, with regular reviews (at least annually) and updates when items are further known or are announced by the Government.
- 1.5 This is the starting point for developing a meaningful three year strategy that sets out the strategic intention for all of the different strands of funding available to the Council. The Council will then be able to rely on this to inform future decisions.
- 1.6 Covid 19 has caused financial strain for all Councils up and down the country where Councils find themselves being caught in a 'perfect

storm'. Councils have to manage both the increased costs of coping with Covid19 and supporting vulnerable people in the community and the loss of key income streams such as car parking income, planning income and council tax and business rates income.

1.7 The factors affecting the Council's finances are issues affecting the whole Local Government sector. The Council is well-placed to meet the financial challenges arising from Covid19, due to its prudent financial management over previous years.

1.8 The key assumptions within the Medium Term Financial Strategy are as below. Each of these is described in more detail in Section 4.

- A three year Spending Review for 2022/23 to 2024/25 was announced on 7th September
- The business rates baseline reset will be deferred until 2023/24 (with no negative Revenue Support Grant in 2022/23)
- The Settlement Funding Assessment (SFA) will increase in line with inflation – this is essentially the business rates baseline and is the amount of money the Council retains from its share of the business rates income.
- There will be a phasing in of negative Revenue Support Grant (RSG) as part of the business rates baseline reset with a transition period over three years, to avoid Local Authorities losing/gaining too much in one go
- It is assumed Council Tax limits for District Councils will remain at the higher of £5 or 1.99% for 2022/23 onwards
- It is assumed there will be one more year of the New Homes Bonus payments (as part of a one year 'rollover settlement') and that the NHB payments envisaged will be used to finance the revenue base budget
- A business rates pooling gain of £200,000 has been modelled for 2022/23 with no further gains for 2023/24 onwards. Business rates income is assumed to be down by 3%.
- No council tax collection fund surplus has been assumed for any years going forward (normally the Council receives a surplus share of around £60,000 per annum) and it has been assumed that the council tax collection rate will be 96.5%
- Rural Services Delivery Grant has been assumed to continue at the same level
- No permanent reductions to the Council's income streams (such as car parking income, planning income etc. as a result of the Covid pandemic) have been built into the Base Budget for 2022/23. This will be regularly monitored over the next few months.
- A 2% pay increase has been modelled from 2022/23 onwards (2% equates to £90,000).

1.9 The following table illustrates the predicted budget gap from 2022/23 onwards for the Council **as shown in Appendix B:**

Budget Gaps	2022/23 £	2023/24 £	2024/25 £	Total Aggregated Budget Gap £
'New' Budget Gap each year	78,731	515,670	225,789	820,190
*Cumulative Budget Gap	78,731	594,401	820,190	1,493,322

* (Cumulative Budget Gap assumes annual new budget gaps have not been addressed)

1.10 **The forecast budget gap for 2022/23 is £78,731. This is 1% of the Net Budget of 21/22 of £7.3million.** A cumulative budget gap of £594,401 is predicted for 2023/24 (the £594,401 assumes that the 22/23 budget gap of £78,731 has not been closed). The cumulative aggregated Budget Gap by 2024/25 is £1.5 million, if no action has been taken in each individual year to close the budget gap annually.

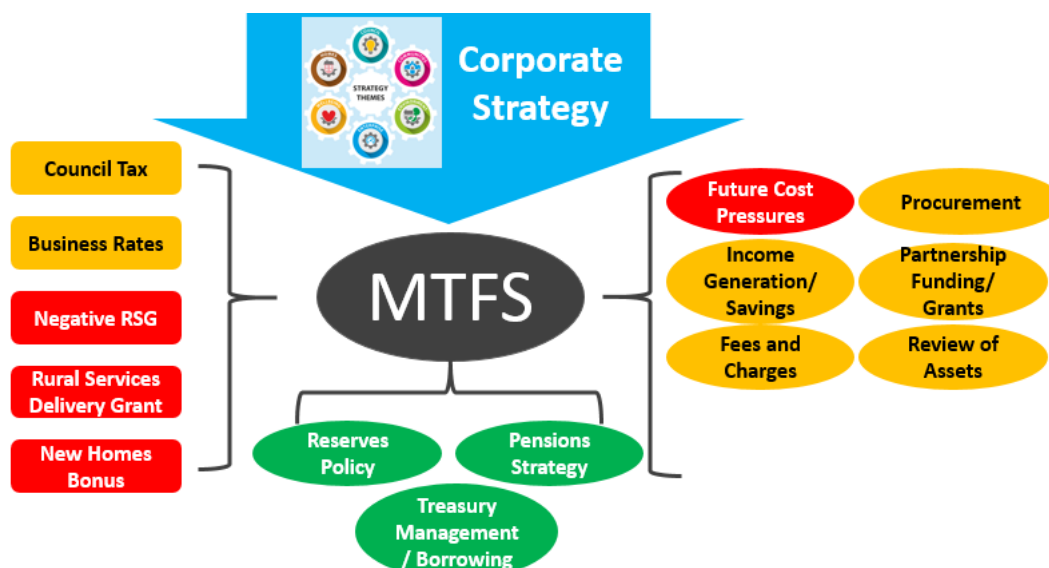
1.11 The Council awaits the details of the Government's Spending Review announcement which will enable the Council to further firm up some of the assumptions within the Medium Term Financial Strategy (MTFS). The Spending Review 2021 will conclude on 27 October 2021, alongside an Autumn Budget and set out the Government's spending priorities for the Parliament. A further budget update report will be presented to the Hub Committee in December. Further options for Members' considerations of how to close the predicted budget gap of £78,731 will be presented as part of this December 2021 report.

1.12 The report also recommends to adopt the principle of using funding in the Business Rates Retention Reserve, to smooth out the anticipated volatility in business rates income over the next three years, as set out in 3.19 of the report. The volatility is due to the business rates baseline reset anticipated in 2023/24 (this will mean the Council will have negative revenue support grant) and the predicted loss of business rates pooling gains at the same time, meaning there is a 'cliff edge' in business rates income.

2 COMPONENTS OF THE MEDIUM TERM FINANCIAL STRATEGY

2.1 The Diagram below sets out all of the component parts which constitute the make-up of a Medium Term Financial Strategy. Items in Green denote those elements where the Council has a large degree of control over the setting of policies and strategies. Items in Amber denote those components of the MTFS where the Council has a degree of control. Red items signal components where the Council has hardly any control over funding allocations which are decided by the Government and future cost pressures which can largely be outside of the Council's control or influence.

2021/22 Net Budget £7.3 million



2.2 The key assumptions within the MTFs are set out in Section 3.

OVERALL POSITION – BUDGET GAP

2.3 Financial modelling has been undertaken for the next five years to predict the Council's financial situation for the short and medium term.

2.4 **Appendix A** to the Medium Term Financial Strategy sets out the Budget Pressures forecast for the next five years and the additional savings and income forecast. **Appendix B** illustrates the overall financial forecast for the forthcoming five years. The Council's Net Budget is £7.3 million in 2021/22.

2.5 A Summary forecast is shown below of the potential budget situation if all of the budget pressures and the savings and income generation in Appendix A were approved. It also shows the situation if the Council Tax is increased by £5 per annum (shown in Appendix B).

2.6 The following table illustrates the predicted budget gap from 2022/23 onwards for the Council as shown in **Appendix B**:

Budget Gaps	2022/23 £	2023/24 £	2024/25 £	Total Aggregated Budget Gap £
'New' Budget Gap each year	78,731	515,670	225,789	820,190
*Cumulative Budget Gap	78,731	594,401	820,190	1,493,322

* (Cumulative Budget Gap assumes annual new budget gaps have not been addressed)

2.7 **The forecast budget gap for 2022/23 is £78,731. This is 1% of the Net Budget of 21/22 of £7.3million.** A cumulative budget gap of

£594,401 is predicted for 2023/24 (the £594,401 assumes that the 22/23 budget gap of £78,731 has not been closed). The cumulative aggregated Budget Gap by 2024/25 is £1.5 million, if no action has been taken in each individual year to close the budget gap annually.

- 2.8 The Council awaits the details of the Government’s Spending Review announcement which will enable the Council to further firm up some of the assumptions within the Medium Term Financial Strategy. A further update will be presented to the Hub Committee in December. Further options for Members’ considerations of how to close the predicted budget gap of £78,731 for 2022/23 will be presented as part of this report.

3 ASSUMPTIONS FOR FINANCIAL MODELLING PURPOSES

- 3.1 In the Medium Term Financial Strategy (MTFS), it has been assumed that the Settlement Funding Assessment (SFA) will increase in line with inflation.

- 3.2 The SFA is essentially the business rates baseline and is the amount of money the Council retains from its share of the business rates income. The breakdown of the increase in SFA for 2021/22 is shown below.

- 3.3 The ‘Core Spending Power’ is a headline figure used by MHCLG to represent the key revenue resources available to local authorities, including an estimate of actual and potential council tax, as below. The Council now receives no main Government grant (Revenue Support Grant).

- 3.4 **Core Spending Power for West Devon increased by 2.6% for 2021/22.** Core Spending Power is the term the Government use to say how much money Councils have to run their services. On looking at the detail below, it can be seen that the extra funding of 2.6% is mainly coming from assumed Council Tax increases in 2021/22.

Table 1 - Core Spending Power (£m)

	2020/21	2021/22	Change £m	Change %
Core Spending Power	7.323	7.515	0.193	2.6%
<i>Breakdown of Core Spending Power:</i>				
Settlement Funding Assessment	1.648	1.648	0.000	0.0%
Assumed Council Tax	4.797	4.931	0.134	2.8%
Other Grants	0.878	0.936	0.058	6.6%
<i>Breakdown of Other Grants:</i>				
New Homes Bonus	0.348	0.293	-0.055	-15.8%
Improved Better Care Fund	0.000	0.000	0.000	
Social Care Grant	0.000	0.000	0.000	
Rural Services Delivery Grant	0.464	0.487	0.023	4.9%
SFA multiplier compensation ^a	0.066	0.086	0.020	30.0%
Lower Tier Services Grant	0.000	0.070	0.070	

(a) Compensation for under-indexing the business rates multiplier

Council Tax

- 3.5 The Council Tax Referendum limits for District Councils for 2021/22 was the higher of 1.99% or £5. An increase in council tax of £5 for the next three years has been modelled for council tax purposes. This would equate to a Band D council tax for West Devon of £246.63 in 2022/23 as shown in Appendix B (an increase of £5 for the year (10 pence per week) which equates to a 2.07% increase. The council tax for 2022/23, the WDBC share, will be set at the Council meeting on 15th February 2022. (A 1% increase in council tax generates £49,000 of extra council tax income).

Recommendation 1: To set the strategic intention to raise council tax by the maximum allowed in any given year, without triggering a council tax referendum, to endeavour to continue to deliver services. The actual council tax for any given year will be decided by Council in the preceding February.

- 3.6 The table below shows how an average Band D council bill is made up for West Devon Borough Council for 2021/22, compared to 2020/21. Of an average Band D Council Tax within the Borough of £2,166.58, an amount of £241.63 is the element of a council tax bill set by West Devon Borough Council. Therefore 11pence of every £1 paid (11%) in council tax is received by West Devon Borough Council to pay for our services. The rest of the council tax bill is set by Devon County Council, the Fire, the Police and Town and Parish Councils to fund the services they provide.

Precepting Authority	Band D 2020/21	Band D 2021/22	£ Increase	% Increase	Date Approved
West Devon Borough Council	£236.63	£241.63	£5.00	2.11%	16 Feb 2021
Devon County Council Precept	£1,313.73	£1,342.44	£28.71	4.99%	18 Feb 2021
Adult Social Care Precept *	£125.73	£168.84	£43.11		
Devon & Cornwall Police & Crime Commissioner	£221.64	£236.56	£14.92	6.73%	5 Feb 2021
Devon & Somerset Fire & Rescue	£88.24	£90.00	£1.76	1.99%	19 Feb 2021
Average Parishes/Towns	£80.90	£87.11	£6.21	7.68%	
TOTAL	£2,066.87	£2,166.58	£99.71	4.82%	

- 3.7 A council tax collection rate of 96.5% has been assumed for 2022/23. This may need to be revisited in future budget reports depending on the payment profiles being experienced in latter months of the year.
- 3.8 The District Council is responsible for collecting all the Council Tax debt of approximately £43m as West Devon BC is the Billing Authority. After keeping 11% of the council tax collected to run the Council's services, the rest is paid over to Devon County Council, the Police, the Fire and Town and Parish Councils. The collection rate for Council Tax for West Devon was 97.33% for 2020/21. This was 1.63% higher than the national average of 95.7%.
- 3.9 It has been assumed that the number of properties within the Borough will increase by 20 per annum from 2022/23 onwards. A low figure has been assumed to partly offset the impact of Council Tax Support on the Taxbase.
- 3.10 In 2021/22 the Government set no council tax referendum principles for Town and Parish Councils. It has not yet been announced by the Government whether any referendum principles will apply to Town and Parish Councils in 2022/23 onwards.

Business Rates and Negative Revenue Support Grant (RSG)

- 3.11 It has been assumed that the Business Rates Reset will be delayed to 2023/24. Whilst this change is not confirmed by MHCLG, a reset based on the current taxbase would appear very unlikely.
- 3.12 A three year settlement (with no negative Revenue Support Grant in 2022/23) is the most likely scenario now. This means the Council wouldn't have to forego some of its business rates income (£182,000) by paying some of it back to Government in the form of 'negative government grant' in 2022/23. Negative RSG is effectively the Council's further predicted funding cuts.
- 3.13 It is anticipated there will be a phasing in of negative RSG as part of the business rates baseline reset in 2023/24, with a transition period over three years, to avoid Local Authorities losing/gaining too much in one go. The modelling assumes negatives RSG of £182,000 in 2023/24 and £227,500 in 2024/25. Some of the negative RSG could be offset by growth.
- 3.14 Estimates have been made of the business rates baseline funding levels for 2022/23 onwards and the relative deductions for negative RSG. For example in 2022/23, the £1.69m is the amount the Council retains from its business rates income collected of £10.6 million (the Council keeps about 16p in every £1 collected of business rates to fund its services).

- 3.15 **Volatility of Business Rates income – Business Rates Retention Reserve**
- 3.16 The Business Rates Retention (BRR) Earmarked Reserve was set up in 2013/2014 to cover any possible funding issues from the accounting arrangements of the localisation of business rates and to smooth the volatility from business rates income over a period of years.
- 3.17 In 2017/18 the Business Rates Retention Reserve had a balance of £509,550 and this has increased to £1.26million at 31.3.2021. A sum of £0.5m needs to be retained in the reserve to manage the cost of appeals, arrears, write offs and general fluctuations in business rates income.
- 3.18 It is recommended that the Council uses funding from the Business Rates Retention Earmarked Reserve to smooth the volatility in business rates income over the next three years.
- 3.19 The volatility is due to the business rates baseline reset anticipated in 2023/24 (this will mean the Council will have negative revenue support grant in 23/24) and the predicted loss of business rates pooling gains at the same time in 23/24. *The table below shows that it is modelled to take £75,000 funding from this reserve in 22/23 to 24/25. This would reduce the business rates retention reserve by £225,000 over the next 3 years.*
- 3.20 There is a risk that the Government may introduce a more aggressive business rates tariff in 22/23 to account for the fact that the baseline reset is highly likely to be delayed to 23/24. If this happened, it would be recommended that a higher amount of funding from the business rates retention reserve is used in 22/23, to offset the higher tariff rate and the ensuing lower business rates income. More will be known on this when details of the Spending Review are announced.

Business Rates Income	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)
		Baseline Reset	
Business Rates Income	1.69	1.71	1.73
Less: Negative Revenue Support Grant (RSG)		(0.182)	(0.228)
Anticipated Pooling Gain	0.200	Nil	Nil
Funding proposed to be taken from the Business Rates Retention Reserve to smooth the volatility in business rates income	0.75	0.75	0.75
Total Business Rates Income	2.64	2.278	2.252

Recommendation 2: To adopt the principle of using funding in the Business Rates Retention Reserve, to smooth out the anticipated volatility in business rates income over the next three years. The volatility is due to the business rates baseline reset anticipated in 2023/24 (this will mean the Council will have negative revenue support grant) and the predicted loss of business rates pooling gains at the same time.

- 3.21 The Council responded to the Government consultation on the Call for Evidence on Business Rates Reform. A joint response was also sent by the Devon Business Rates Pooling partners. The 2020/21 collection rate for West Devon for business rates was 91.53%. The national average was 93%.

Recommendation 3: To continue to respond to Government consultations on Business Rates Reform.

Recommendation 4: To continue to actively lobby and engage with the Government, Devon MPs, South West Councils and other sector bodies such as the District Councils' Network and the Rural Services Network, for a realistic business rates baseline to be set for the Council for 2023 onwards, when the business rates reset happens.

Devon Business Rates Pool

- 3.22 West Devon Borough Council will continue to be part of a Devonwide Business Rates Pool for 2021/22 and it is expected that this opportunity will also be there for 2022/23 (until the baseline reset happens in 2023/24). A business rates pooling gain of £200,000 has been modelled for 2022/23 with no further gains for 2023/24 onwards when the baseline reset is schedule to happen.

Rural Services Delivery Grant

- 3.23 Rural Services Delivery Grant has been modelled to continue for 2022/23 onwards at previous levels (£85m nationally – WDBC share of £487,296) and the methodology for distribution is assumed to remain unchanged from 2021/22. The Council will continue to lobby on the basis that the £85m should be increased. This is Government grant to recognise the additional cost of delivering services in rural areas.

Recommendation 5: That the Council continues to lobby in support of the Government eliminating Negative Revenue Support Grant in 2022/23 (and thereafter) and continues to lobby for Rural Services Delivery Grant allocations which adequately reflect the cost of rural service provision.

New Homes Bonus (NHB)

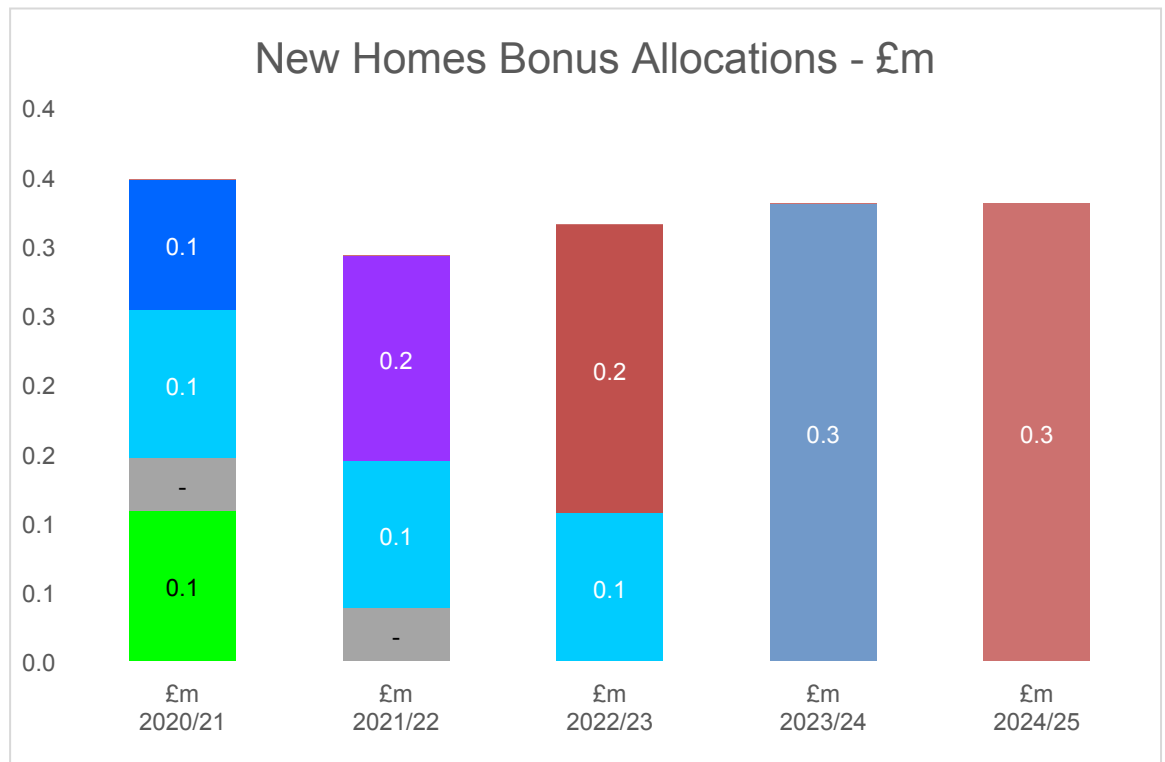
- 3.24 The New Homes Bonus (NHB) scheme is being phased-out and the future Spending Review will propose a replacement scheme (for consultation). An additional one-off NHB payment in 2022/23 is still a real possibility. In 2021/22 the NHB allocation for West Devon was £292,772.
- 3.25 The latest modelling predicts an allocation of around £0.3million for 2022/23 (from either NHB or a replacement scheme). The modelling in this Budget report assumes that funding of £100,000 from NHB in 2022/23 to 2024/25 will fund the revenue base budget (although the NHB

scheme is due to be replaced, it is assumed that a successor scheme will be implemented that will also be based on housing growth).

3.26 The NHB modelling is shown in the tables below.

New Homes Bonus	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
2017/18 allocation	0.1				
2018/19 allocation	0.0	0.0			
2019/20 allocation	0.1	0.1	0.1		
2020/21 allocation	0.1				
2021/22 allocation		0.2			
2022/23 Forecast Based on RSG Share			0.2		
2023/24 Forecast Based on RSG Share				0.3	
2024/25 Forecast Based on RSG Share					0.3
Total Allocation	0.3	0.3	0.3	0.3	0.3

Up until 2020/21, allocations earned in a year were paid for a four year period. From 2020/21 onwards, only a single year was paid plus some 'legacy payments' as shown in the diagram above. For example in 2021/22, an allocation of £0.2m was earned for 21/22, plus legacy payments for previous years. Amounts for 2022/23 onwards have been forecast based on Revenue Support Grant (RSG) share. The colours shown below correspond to the same colours shown in the table above.



Other assumptions within the Medium Term Financial Strategy (MTFS)

- 3.27 The last pay award offer for 2020/21 was 2.75%. A 2% pay increase has been modelled from 2021/22 onwards (2% equates to £90,000). The Medium Term Financial Strategy is not an expression of Council Policy on pay awards, but a means of ensuring an appropriate provision is made as part of the overall financial planning of the Council.
- 3.28 This report assumes inflation will run at 1% over the three year period. The Consumer Prices Index (CPI) was 2.5% in June 2021. RPI was 3.9%.
- 3.29 The predicted interest rate forecast from our treasury management advisors, Link Services, is that interest rates (Bank Base rate) will remain at 0.1% up to March 2023. By March 2024 the bank base rate is predicted to increase to 0.5%.

‘A PLAN FOR WEST DEVON’

- 3.30 ‘A Plan for West Devon’, the Council’s strategic vision, sets out projects and schemes that the Borough Council think will help our communities to thrive. There is a separate report on this Hub Committee agenda. The Strategy sets out our longer term ambition. To support this ambition, the Council has developed delivery plans which set out the priorities for each of the next three years. This will enable the Council to ensure its resources are aligned to supporting Members’ priorities. The delivery plans have been developed by Lead Members in consultation with officers from across the Council.
- 3.31 The majority of activities set out in the delivery plans can be delivered through refocusing and reprioritisation of existing resources however, in order to realise the ambition set out in the strategy, some of the activities will require additional resources.
- 3.32 The cost pressure for 2022/23 onwards is envisaged to total an additional £122,000 if Members approve the content of the Delivery Plans (with a further £46,000 in 2023/24). The content of the delivery plans would also utilise £190,000 of the Recovery Plan budget of £200,000 and £246,000 of Earmarked Reserves.
- 3.33 Subject to Member approval of ‘A Plan for West Devon’, a first call on any additional resources required will be through a range of measures including identifying further savings or income generation measures (such as fees and charges) or utilising more funding such as NHB funding, business rates income or funding from Earmarked Reserves.

SPENDING REVIEW 2021

- 3.34 On 7 September, the Chancellor launched Spending Review 2021 (SR21), which will conclude on 27 October 2021 alongside an Autumn Budget and set out the Government's spending priorities for the Parliament. The three-year review will set UK government departments' resource and capital budgets for 2022-23 to 2024-25.
- 3.35 The Treasury has opened a process for the Spending Review and Autumn Budget to allow external stakeholders to submit representations by 30th September.

OTHER BUDGET ITEMS

- 3.36 On 22 September 2020, Council considered a report on strategic leisure options. It was agreed to continue with the Fusion contract as being the most appropriate means of supporting health and wellbeing objectives within the Borough. A report will be presented to the November meeting of the Hub Committee on Leisure. Any financial implications arising from Member decisions within the report will be built into the next iteration of the budget report.
- 3.37 The Planning Improvement Plan report on this Committee agenda recommends that the additional planning income in 2021/22 (£52,000) is utilised to fund additional temporary staffing costs in planning for 2021/22.
- 3.38 The Council will be reviewing core service delivery through on-going service reviews and will bring reports back to Members at the appropriate point, linking back to the corporate strategy.

4. Treasury Management and Borrowing Strategy

- 4.1 The Council has previously taken external treasury management advice on the Council's overall borrowing levels and debt levels. The Council set an Upper Limit on External Borrowing (for all Council services) as part of the Medium Term Financial Strategy of £50 million in 2019 and it is not proposed to change this limit at present. The Council's actual long term borrowing is £28.341m at 31 March 2021.

5 FEES AND CHARGES

- 5.1 A Fees and Charges report will be considered at a meeting of the Overview and Scrutiny Committee on 18th January 2022 with recommendations made to the Hub Committee on 1st February 2022.
- 5.2 No permanent reductions to the Council's income streams (such as car parking income, planning income etc. as a result of the Covid pandemic) have been built into the Base Budget for 2022/23. This will be regularly monitored over the next few months.

6 FINANCIAL SUSTAINABILITY AND TIMESCALES

- 6.1 The Council will continue to assess various options for closing the budget gap for 2022/23 onwards, and in the longer term, to achieve long term financial sustainability and further options will be presented to Members.
- 6.2 Making the best use of our resources and setting a balanced budget annually is within the 'Delivering Quality Services' Draft Delivery Plan of the Council's long term strategic vision, 'A Plan for West Devon'.
- 6.3 The Council has undertaken its first revenue budget monitoring report for Month 4 (end of July) which shows a predicted deficit of £37,000 for the 2021/22 year, which is very close to a break-even position. A separate report is on this Hub Committee agenda.

7 CAPITAL PROGRAMME AND PRUDENTIAL BORROWING

- 7.1 The Capital Programme is set by the Council and may be funded by sale proceeds from the disposal of assets (capital receipts), external grants and contributions, directly from revenue or from borrowing. The Capital Budget Proposals for 2022/23 will be a separate report to the Hub Committee on 7th December 2021.
- 7.2 Capital projects will be scored on the following criteria:
- Health and Safety compliance
 - Essential to keep operational assets open
 - Fit with the Council's Delivery Plans for 'A Plan for West Devon'
 - To rationalise service delivery or service improvement
 - To generate income, capital value or to reduce revenue costs
- 7.3 It is important that future bids for capital are aligned with the review of the thematic delivery plans and aims within 'A Plan for West Devon'. Further work is being undertaken to design a gateway process to facilitate this and will be shared with Members in due course.
- 7.4 **Investment Property Strategy** – The Council has agreed an Investment Property strategy. To date, Investment Properties have a value of £19.83 million in aggregate as at 31.3.2021.
- 7.5 Purchases made within the strategy are capital expenditure. An income projection of £300,000 from the net ancillary income from investments in Investment property has been included within the 2021/22 Base Budget.
- 7.6 The Council's Asset Base is £46 million at 31 March 2021. The Council will continually review and challenge its asset base in order to deliver the optimum value for money from the Council's Assets.

8 Earmarked and Unearmarked Reserves Policy

- 8.1 Unearmarked Reserves have increased by £75,000 in 2020/21 and total £1.294 million at 31 March 2021.
- 8.2 Earmarked Reserves have increased by £3.957 million in 2020/21 and total £8.941 million at 31 March 2021. This is mainly due to the new Earmarked Reserve set up in 2020/21 to hold the S31 Business Rates compensation grants (£2.609m) which will be released to the Collection Fund to smooth the impact of the Business Rates deficit over the next 3 years. Therefore this is not money which is available for the Council to spend. A schedule of Earmarked Reserves is attached at Appendix C.
- 8.3 Reserve levels will be kept under constant review and will be reviewed throughout the budget setting process to consider commitments against Earmarked Reserves, their unallocated balance and the contributions to/from Earmarked Reserves for 2022/23 and future years also. This will form part of the December 2021 Budget report to the Hub Committee and will be able to be considered alongside details of the Government's next Spending Review.
- 8.4 At Council on 16 February 2021, Members have set a minimum balance for Unearmarked Reserves of £900,000, based on a risk assessment basis and a sensitivity analysis. Therefore the current level of £1.294m is still above the minimum level set of £900,000.
- 8.5 Legislation does not prescribe how much the minimum level of reserves should be. The Section 151 Officer is tasked with recommending the minimum level of reserves required as part of the budget setting process having regard to elements of risk in the Council's finances (this was recommended at £900,000 being the minimum level in February 2021). Section 25 of the Local Government Act 2003 requires the S151 officer to report on the adequacy of the Council's financial resources on an annual basis.

9 NEXT STEPS AND PROPOSED WAY FORWARD

- 9.1 The Medium Term Financial Strategy (MTFS) is the starting point for developing a meaningful three year strategy that sets out the strategic intention for different strands of funding available to the Council. The Council will then be able to rely on this to inform future decisions.
- 9.2 Officers will continue to work with the Hub Committee and the results of this will be incorporated into future Budget reports.

- 9.3 The Council awaits the details of the Government’s Spending Review announcement which will enable the Council to further firm up some of the assumptions within the Medium Term Financial Strategy. A further update will be presented to the Hub Committee in December. Further options for Members’ considerations of how to close the predicted budget gap of £78,731 will be presented as part of this report. The table below shows the budget timetable for the budget meetings for the 2022/23 Budget.

7th December 2021	Hub Committee – To consider draft proposals for the Revenue and Capital Budget for 2022/23.
18 January 2022	Overview & Scrutiny Committee - To consider draft proposals for the Revenue and Capital Budget for 2022/23.
1 February 2022	Hub Committee – To recommend Final Budget Proposals to Council for 2022/23
10th February 2022 (9am)	Date which Council Procedure Rule 16 applies
15th February 2022	Full Council – To approve Final Budget Proposals for 2022/23 and set the WDBC share of the Council Tax
22 February 2022	Council Tax Resolution Panel – to agree the Council Tax Resolution for 2022/23 (This is WDBC share plus all other precepting authorities share).

Note 1- Council Procedure Rule 16 states that ‘Where a member intends to move a motion or amendment in relation to the Budget, the text of that motion or amendment must be put in writing and submitted to the Head of Paid Service by 9am on the third working day before the meeting, in order that officers may have sufficient time to consider and advise the Council of the financial implications of any such motion or amendment’. As per the timetable above, this would need to be submitted by 9am on Thursday 10th February 2022.

10. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>The Hub Committee is responsible for recommending to Council the budgetary framework. It is the role of the Overview and Scrutiny Committee to scrutinise the Budget proposals being proposed by the Council on an annual basis. In accordance with the Financial Procedure Rules, Council must decide the general level of Reserves and the use of Earmarked Reserves.</p> <p>The preparation of the Budget report is evidence of whether the Council has considered and taken into account all relevant information and proper advice when determining its financial arrangements in accordance with statutory requirements, and in particular, that it will set a lawful budget.</p>
Financial implications to include reference to value for money		<p><i>The forecast budget gap for 2022/23 is £78,731. This is 1% of the Net Budget of 21/22 of £7.3million.</i> A cumulative budget gap of £594,401 is predicted for 2023/24 (the £594,401 assumes that the 22/23 budget gap of £78,731 has not been closed). The cumulative aggregated Budget Gap by 2024/25 is £1.5 million, if no action has been taken in each individual year to close the budget gap annually.</p> <p>The Council awaits the details of the Government's Spending Review announcement which will enable the Council to further firm up some of the assumptions within the Medium Term Financial Strategy (MTFS). This is expected in the Autumn. A further budget update report will be presented to the Hub Committee in December. Further options for Members' considerations of how to close the predicted budget gap of £78,731 will be presented as part of this December 2021 report.</p> <p>As part of Grant Thornton's external audit of the Statement of Accounts for 2020/2021, they will assess the arrangements the Council has in place for:-</p> <ul style="list-style-type: none"> • Improving economy, efficiency and effectiveness • Financial Sustainability • Governance

		The outcome of Grant Thornton's work in this area will be reported to Members at the Audit Committee meeting on 28th September 2021.
Risk		Each of the budget options taken forward by Members will consider the risks of the option.
Supporting Corporate Strategy		The majority of activities set out in the Council's delivery plans can be delivered through refocusing and reprioritisation of existing resources however, in order to realise the ambition set out in the strategy, some of the activities will require additional resources. This is further explained in 3.30 to 3.33.
Climate Change - Carbon / Biodiversity Impact		A report was presented to Council on 8 th December 2020 'Climate Change and Biodiversity Strategy and Action Plan update'. In March 2021, Council approved to set up an Earmarked Reserve for £200,000 for the Recovery Plan and Corporate Strategy. Further detail is set out in the Council's 'A Plan for West Devon' strategic vision.
Comprehensive Impact Assessment Implications		
Equality and Diversity		Equality Impact Assessments are completed for the budget proposals.
Safeguarding		None directly arising from this report.
Community Safety, Crime and Disorder		None directly arising from this report.
Health, Safety and Wellbeing		None directly arising from this report.
Other implications		None directly arising from this report.

Supporting Information

Appendices:

- Appendix A – Budget pressures and savings
- Appendix B – Modelling of the Budget Position
- Appendix C - Schedule of Earmarked Reserves

Background Papers:

None

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed/sign off	Yes
SLT Rep briefed/sign off	Yes
Relevant Heads of Practice sign off (draft)	Yes
Data protection issues considered	Yes
Accessibility checked	Yes

This page is intentionally left blank

BUDGET PRESSURES AND SAVINGS - BUDGET PROPOSALS FOR 2022/23
(This shows the changes to the existing Base Budget)

APPENDIX A

WEST DEVON BOROUGH COUNCIL

	BASE 2021/22 £	Yr 1 2022/23 £	Yr 2 2023/24 £	Yr 3 2024/25 £
BUDGET PRESSURES				
Waste collection, recycling and cleansing contract (estimate)	80,000	80,000	80,000	80,000
Triennial Pension revaluation (increase in Pension Employer primary rate contributions)	0	0	75,000	0
Inflation on goods and services	70,000	70,000	70,000	70,000
Increase in salaries - increments and pay and grading	40,000	50,000	50,000	50,000
Salaries - provision for pay award at 2% (£90,000) from 2022/23 onwards, total pay of £4.5m	79,000	90,000	90,000	90,000
Reduction in Housing Benefit administration subsidy	10,000	10,000	10,000	10,000
National Insurance and National Living Wage	20,000	20,000	20,000	20,000
Reduction in treasury management income	0	80,000	0	0
Community composting groups	0	10,000	0	0
SLT/ELT Restructure - redundancy/pension strain costs	0	0	(25,000)	0
Housing Benefit overpayment recoveries	135,000	0	0	0
TOTAL IDENTIFIED BUDGET PRESSURES	434,000	410,000	370,000	320,000

WEST DEVON BOROUGH COUNCIL

	Yr1 2021/22 £	Yr2 2022/23 £	Yr3 2023/24 £	Yr 4 2024/25 £
Contribution to Earmarked Reserves (This line shows the annual contributions into the Reserve)				
Contribution to IT Development Reserve (£50K per annum)	25,000	50,000	50,000	50,000
Contribution to Planning Reserve (£25K per annum)	0	25,000	25,000	25,000
Contribution to Elections Reserve (20K per annum)	0	20,000	20,000	20,000
Contribution from Business Rates Retention Reserve to smooth the volatility in business rates income from the baseline reset and the loss of a pooling gain		(75,000)	(75,000)	(75,000)
Contribution from the Flexible Homeless Government Grant for three housing posts (wdbc share of costs)	(32,500)	(32,500)	(32,500)	(32,500)
Contribution to Vehicles Replacement Reserve (£50K per annum) - Minute CM42	50,000	50,000	50,000	50,000
Total Contribution to Earmarked Reserves	42,500	37,500	37,500	37,500

SAVINGS AND INCOME GENERATION IDENTIFIED

	Yr1 2021/22 £	Yr2 2022/23 £	Yr3 2023/24 £	Yr 4 2024/25 £
Income from Investment properties (£300,000 is in the Base Budget for 2021/22)	20,000	0	0	0
Re-procurement of contracts (e.g. savings from Leisure contract)	117,000	0	TBA	TBA
IT FIT Project - software savings	0	70,000	10,000	0
Efficiencies gained from IT and digital communications	0	20,000	100,000	
Extra recycling income	0	60,000	0	0
Income from three weekly trials (Hub Committee 15th September 2020)	50,000	0	0	0
Increase in Garden Waste income	40,000	0	0	0
Reduction in Pension Employer secondary rate contributions (due to a reduction in the actuarial deficit at 31.3.2019 - based on 17 year deficit recovery period)	80,000	0	0	0
Public Conveniences (£18K business rates savings in 2021/22)	18,000	0	0	0
Kilworthy Park - reduction in operating costs	10,000	0	0	0
Senior Leadership Team - Interim arrangement (£34,000) - Restructure (£60,000) as per July 2019 Council report	0	0	0	0
Additional Employments estates income	0	50,000	0	0
Reduction in ICT contracts	8,000	0	0	0
E-billing for Council Tax	1,200			
TOTAL SAVINGS AND INCOME GENERATION	344,200	200,000	110,000	0

Modelling assumptions: Assumes Council Tax is increased by £5 annually	BASE	Yr 1	Yr 2	Yr 3
Modelling for the financial years 2022/23 onwards	2021/22 £	2022/23	2023/24 £	2024/25 £
Base budget brought forward	7,211,895	7,301,695	7,432,964	7,177,294
Budget pressures (as per Appendix A)	434,000	410,000	370,000	320,000
Predicted one-off shortfall from the 2020-21 Amended Budget in 2020-21	(344,200)	(200,000)	(110,000)	0
Savings already identified (as per Appendix A)				
Projected Net Expenditure:	7,301,695	7,511,695	7,692,964	7,497,294
Funded By:-				
Council Tax income - Modelling a £5 increase in council tax each year (Taxbase 21/22 = 20,239.51 Band D Equivalent properties) - assumes a 1% reduction in council tax collection rates	4,890,473	4,996,603	5,102,933	5,209,463
Collection Fund Surplus / (Deficit)	(9,771)	(3,435)	(3,435)	0
Localised Business Rates (baseline funding level)	1,673,223	1,690,000	1,710,000	1,730,000
Business Rates Tariff/Top Up Adjustment amount (Negative Revenue Support Grant change to baseline need assumed to start in 2023/24)	0	0	(182,000)	(227,500)
Business Rates Pooling Gain	40,000	200,000	0	0
Funding from Rural Services Delivery Grant	487,296	487,296	487,296	497,042
Funding from New Homes Bonus	192,772	100,000	100,000	100,000
Funding from Lower Tier Services Grant	70,202	0	0	0
Less: Contribution to Earmarked Reserves	(42,500)	(37,500)	(37,500)	(37,500)
Total Projected Funding Sources	7,301,695	7,432,964	7,177,294	7,271,505
Budget gap/(surplus) per year (Projected Expenditure line 4 - Projected Funding line 14)	0	78,731	515,670	225,789
Actual Predicted Cumulative Budget Gap	0	78,731	594,401	820,190
Aggregated Budget Gap (if no action is taken in each individual year to close the budget gap annually)	0	78,731	673,132	1,493,322

Modelling Assumptions: (Assumes an increase in Band D Equivalent properties of 20 per annum - This is low due to the anticipated impact of higher levels of Council Tax Support envisaged)				
Council Tax (Band D) (an increase of £5 per annum has been modelled)	241.63	246.63	251.63	256.63
Council TaxBase	20,239.51	20,259.51	20,279.51	20,299.51

This page is intentionally left blank

RESERVES - PROJECTED BALANCES						APPENDIX C
	Cost Centre	Opening Balance to Reserve 01.04.2021 £000's	Additions to Reserve 2021/22 £000's	Predicted Spend 2021/22 £000's	Projected Balance 31.03.2022 £000's	Comments
EARMARKED RESERVES						
Specific Reserves - General Fund						
2016/17 Budget Surplus Contingency	W0848	86	0	(51)	35	This is the Budget Surplus from 2016/17 which was put into an Earmarked Reserve. Commitments mainly relate to the Capital Programme £50k
Broadband Community Support	W0932	50	50		100	As per the report to the Hub Committee on 1st December 2020, Council approved the creation of a Broadband Community Support Earmarked Reserve, to be financed by transferring £50k from the existing Business Rates Retention Earmarked Reserve in 2020/21 and a further £50k from the Business Rates Discretionary fund (Additional Restrictions Grants, ARG Scheme) in 2021/22
Car Parking Maintenance	W0833	484	0	(158)	326	The commitments include Brook Street Car Park
COVID Losses Earmarked Reserve	W0930	221	281	(190)	312	On 16th February 2021 Council approved to transfer the COVID-19 LA Support Grant (4th tranche of £151K and the bank reconciliation adjustment of £69K) into a COVID Earmarked Reserve. In addition it was recommended to transfer the fifth tranche of COVID funding of £281,404 into this Reserve in 2021/22.
Economic Grant Initiatives	W0914	26	0	(4)	22	
Elections	W0903	20	20	0	40	
Environmental Health Initiatives	W0857	20	0	(2)	18	
Financial Stability	W0859	454	0	0	454	This reserve was created in 2018/19 from the Business Rates Pilot funding. This funding was set aside to assist to smooth out future years' funding variations or reductions, in particular any changes from the Fair Funding Review (this has been delayed and is unlikely to happen until 2023/24)
Flood Works	W0915	15	0	0	15	
Grounds Maintenance	W0901	48	0	(26)	22	The commitment relates to an Electric ride on mower
Homelessness Prevention	W0924	173	0	(5)	168	This reserve has been created following underspends on Homelessness Prevention Costs in previous years
ICT Development	W0836	39	25	(41)	23	Commitments mainly relate to the New IT Procurement, Hub Cttee Jan 20 Min Ref HC73 (£65k)
Innovation Fund (Invest to Earn)	W0850	399	0	(267)	132	Commitments mainly relate to the upgrading of Hayedown Depot and £85k in respect of detailed design, specification and tendering of the Brentor Community Housing Scheme (Hub Committee 16/3/21). This reserve originated from New Homes Bonus funding.
Leisure Services	W0855	58		(44)	14	Commitments relate to Capital Programme Funding.
Maintenance Fund (Estates)	W0927	242	0	0	242	
Management, Maintenance & Risk Management	W0861	302	118	0	420	This is a relatively new reserve set up to manage the ongoing maintenance costs of the Council's Investment Property Portfolio. The contributions to the reserve equate to 10% of the rental income on an annual basis.
New Homes Bonus (NHB)	W0804	452	293	(375)	370	The NHB is used to support the funding of the revenue budget and the Capital Programme. The commitments relate to £192,772 to fund the 2021/22 revenue budget and £182,000 to fund the capital programme
Outdoor Sports & Recreation Grants	W0852	16	0	0	16	
Planning Policy and Major Developments	W0840	147	0	0	147	This reserve is for all planning matters and is also to meet appeal costs.
Recovery Plan and Corporate Strategy	W0864	200	0	(198)	2	In March 2021 the Hub Committee recommended to Council to transfer £200k of the 2020/21 projected surplus into a new Recovery Plan and Corporate Strategy Earmarked Reserve.
Revenue Grants	W0821	912	0	(33)	879	This reserve comprises of government grants received for specific initiatives or new burdens and are held in the reserve for accounting purposes. The annual contribution of £32,500 from this reserve relates to the funding of three housing posts which were made permanent in the 2020/21 budget process and are funded from the Flexible Homelessness Support Grant
Salary Savings	W0863	80		(80)	0	This is a new reserve set up to hold salary savings from 2020/21 to be ringfenced to support salary costs in 2021/22. (Hub 16/3/21). Some work had to be postponed in 2020/21 due to the extra work pressures of the pandemic and this work will need to be carried out in 2021/22 to maintain and enhance service delivery and address recommendations from internal audit reports.
Support Services Trading Opportunities	W0856	31	0	(16)	15	This reserve was created from external work carried out in other Councils e.g. HR work with Councils also embarking on a Transformation Programme.
Strategic Change (T18)	W0925	67	0	(10)	57	The commitments are £10,000 for Kilworthy Park marketing.
Vehicle Replacement	W0931	298	50	(251)	97	This is a new reserve set up to fund the Council's vehicle replacement programme (Council 4 Dec 2018). £50K a year is contributed to this reserve.
Waste & Cleansing Options Review	W0853	176	0	(6)	170	
Other Reserves below £15,000 (combined)		56	0	(3)	53	
Sub Total excluding the Business Rates Reserves		5,072	837	(1,760)	4,149	
Business Rates Retention	W0824	1,260		(89)	1,171	This relates to a timing issue on the accounting adjustments required for the localisation of business rates. This reserve also deals with any volatility in Business Rate income e.g. due to appeals. Commitments relate to the Town Centre Support Initiative and £30,000 for the Audio Visual Equipment in the Guildhall, Tavistock (Hub Committee 8/12/20)
S.31 Compensation Grant (Business Rates)	W0866	2,609		(2,523)	86	This is a new reserve set up to hold the business rates S31 grants received in 2020/21 to offset the business rate reliefs given to businesses during lockdown. Under current Collection Fund accounting rules, the S31 grants received in 2020/21 will not be discharged against the Collection Fund deficit until 2021/22 onwards.
TOTAL EARMARKED RESERVES		8,941	837	(4,372)	5,406	
TOTAL UNEARMARKED RESERVES	W0950	1,294	0	(37)	1,257	Note: This Unearmarked Reserve has a minimum balance of £900,000 (set by Members as part of the Budget Process). The projected deficit for 2021/22 of £37,000 (as set out in this report) would be funded from this Unearmarked Reserve.
TOTAL REVENUE RESERVES (EARMARKED AND UNEARMARKED RESERVES)		10,235	837	(4,409)	6,663	

This page is intentionally left blank