

# Better Lives for All

Thematic Delivery Plans  
September 2021



South Hams  
District Council

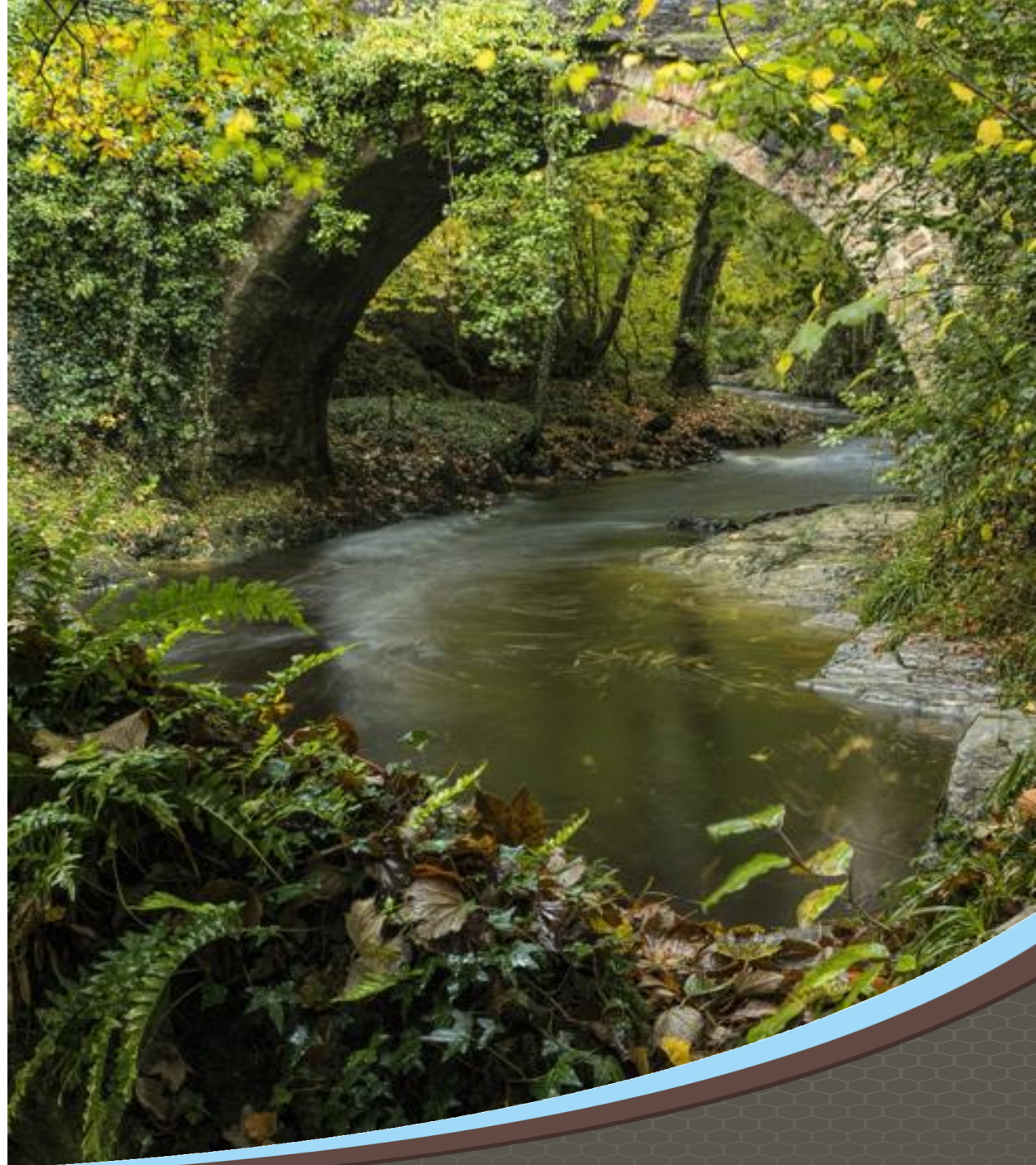


# Introduction

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

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

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



# Thematic Delivery Plans

## Achieving our Vision

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

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

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



### Adapting & mitigating climate change and increasing biodiversity

An environment where people and nature thrive together



### Improving homes

Better homes enabling better lives for all



### Protecting, conserving & enhancing our built and natural environment

Planning for our future, celebrating our past



### Stimulating a thriving economy

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



### Strengthening community wellbeing

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



### Delivering quality Council services

Delivering quality services to our residents and communities



# Adapting & Mitigating Climate Change and Increasing Biodiversity

## Focus Area – Reducing our Carbon Footprint

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

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





# Adapting & Mitigating Climate Change and Increasing Biodiversity

## Focus Area – Working towards net Zero

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



# Strengthening Community Wellbeing

## Focus Area – Reducing Health Inequalities and rural poverty

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



# Strengthening Community Wellbeing

## Focus Area – Improving Open Space, sport and recreation

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



# Strengthening Community Wellbeing

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

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





# Improving Homes

## Focus Area – Housing for Place

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



# Improving Homes

## Focus Area – Housing for People

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

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



# Stimulating a Thriving Economy

## Focus Area – Promoting South Hams Coastal and Visitor Economy

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

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



# Stimulating a Thriving Economy

## Focus Area – Promoting South Hams Coastal and Visitor Economy

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





# Stimulating a Thriving Economy

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

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

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

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



# Stimulating a Thriving Economy

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

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



# Stimulating a Thriving Economy

## Focus Area – Supporting strategic employment and infrastructure

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

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

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



# Protecting, Conserving and Enhancing our Built & Natural Environment

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

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

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





# Protecting, Conserving and Enhancing our Built & Natural Environment

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

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

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



# Protecting, Conserving and Enhancing our Built & Natural Environment

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

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

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

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



# Delivering Quality Council Services

## Focus Area – Being Digital First

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

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



# Delivering Quality Council Services

## Focus Area – Being Inclusive and Accessible

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

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





# Delivering Quality Council Services

## Focus Area – Making the best use of our resources

Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.5 Set a balanced budget annually	2021/22	Develop a forward looking budget for each of the next three years	An agreed budget aligned to the three year 'Better Lives for All' Strategy		
		Ask our businesses their views on the on draft budget proposals	Consultation response rate with majority support for plans		
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.7 Review our service areas to ensure that our customers get the best possible service	2021/22	Analyse service performance data /benchmarking results to inform a forward plan of service reviews and implement new service KPI's	Successful and timely service reviews New service KPIS by Dec 2021		core
		Adopt Planning Improvement Plan to improve the service you provide	Implement and measure performance against plan		core
		Revenues and Benefits Service Review and development of plan	Review undertaken and action plan adopted		core
	2022/23	Deliver further service reviews as informed by data			core
	2023/24	Deliver service reviews	Successful and timely service reviews		core
Action	Year	Specific Deliverables	Measures of Success	Resources (New)	Resources (Existing/Approved)
QS1.8 Manage and support our employees to deliver good outcomes for our residents and businesses	2021/22	Implement new annual objective setting cycle for all staff and supporting mid-term reviews and continuing 1: 1 discussions with line managers	ELT Objective setting complete by end Oct 2021 / Team Leaders and Senior Specialists by end Nov 21 and rest of organisation by Feb 2022		core
		Implement new system for recording of objectives (as part of wider payroll system replacement)		£16,000 additional implementation costs	
		Carry out Staff Satisfaction Survey	Improvements on previous years satisfaction levels		
	2022/23	Review individual progress and set new objectives			
	2023/24	Review individual progress and set new objectives			

# How will we monitor progress?

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

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

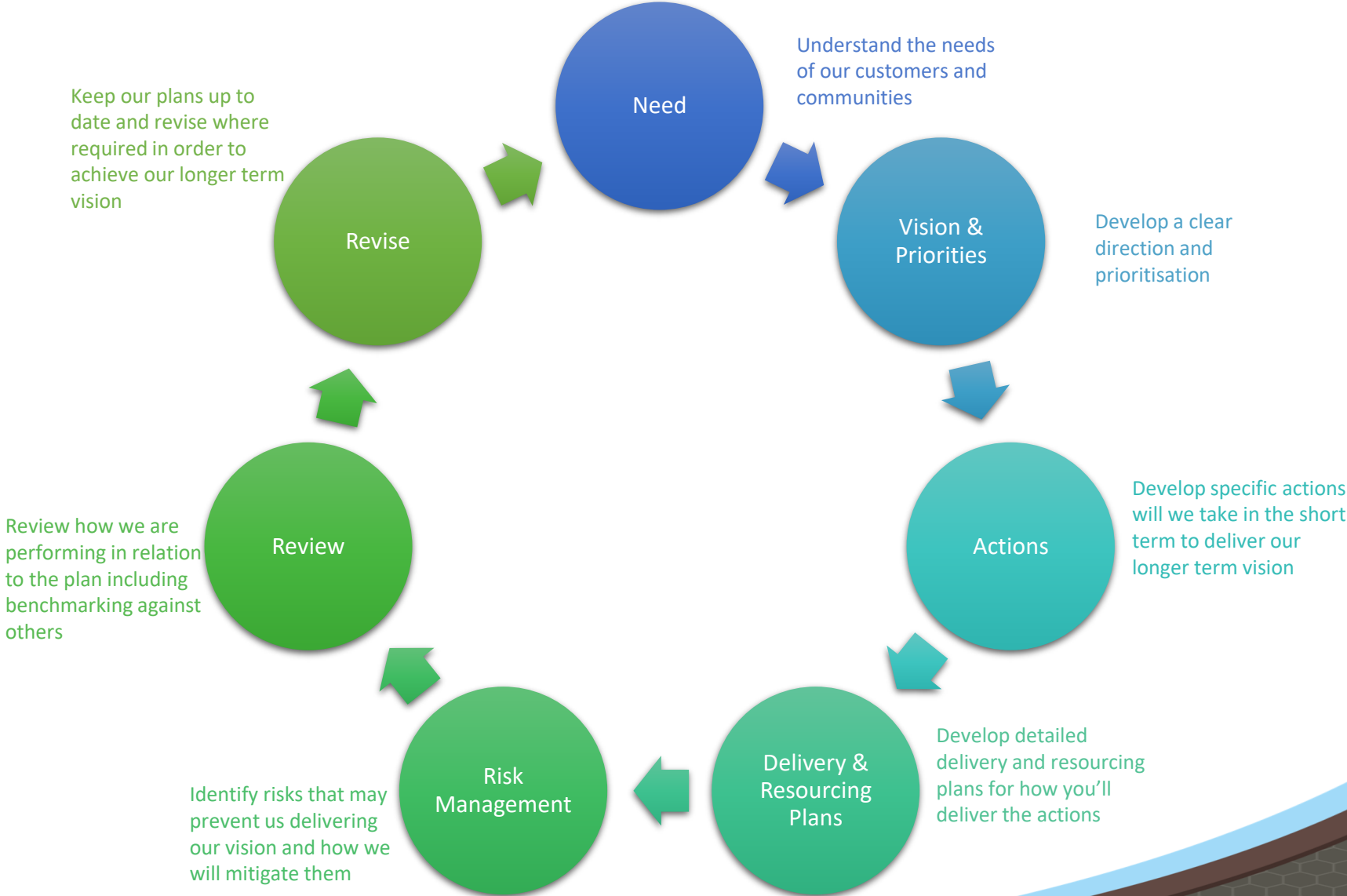
The thematic delivery plans as set out in the document will be embedded across the Council and monitored closely to ensure we deliver.

The following pages set out how we will do that



# Performance Management Framework: **Key elements**

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



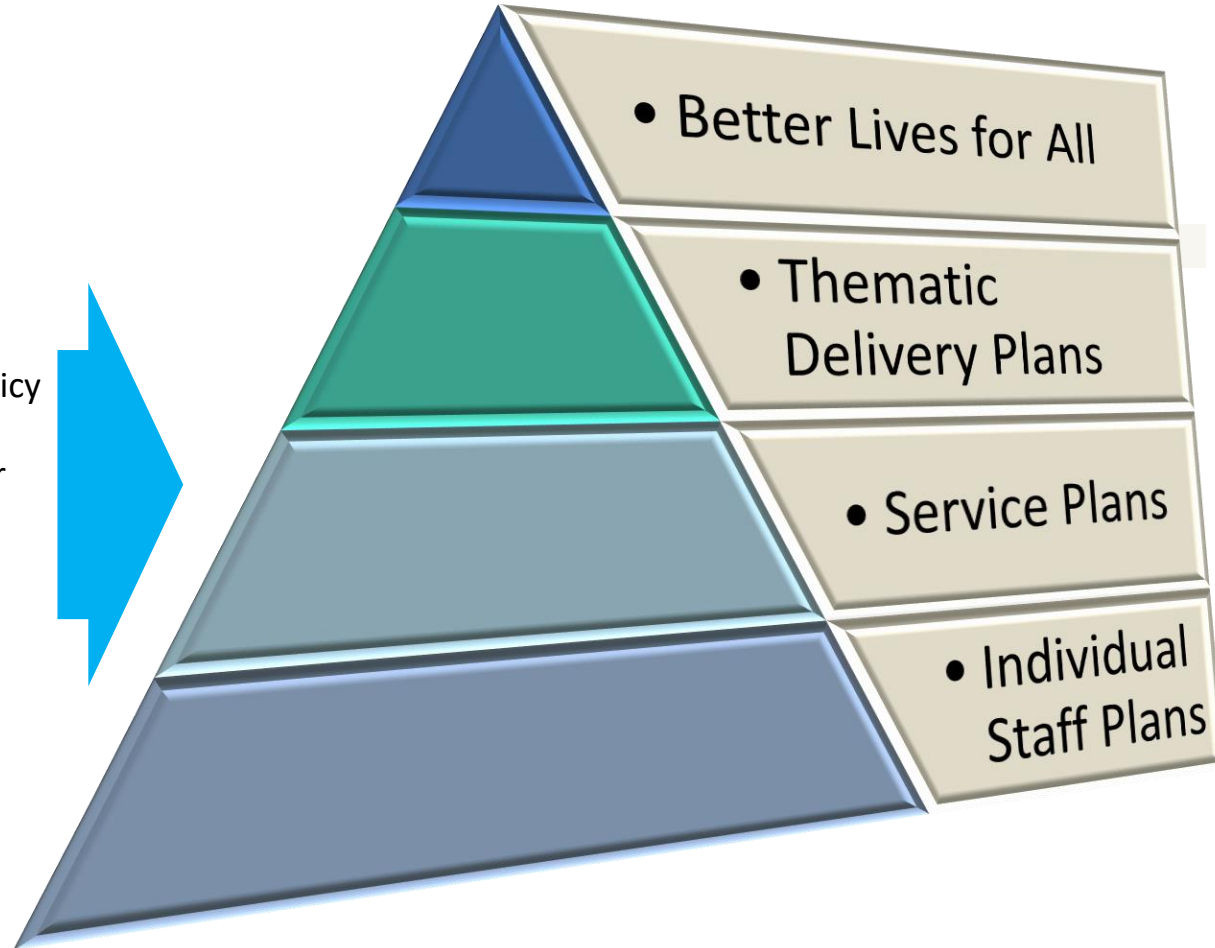


# Performance Management: The Golden Thread

From Strategic priorities to individual targets

## What shapes our plans?

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



## How will we know we're succeeding?

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

# Performance Management

## Roles and Responsibilities

### Better Lives for All

#### *Contain*

- Longer term vision for the area
- Our top priorities

*Accountable: Leader, Chief Executive, SLT*

### Thematic Delivery Plans (This document)

#### *Contain*

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

*Accountable: Executive Member and Officer Theme Lead*

### Service Plans

#### *Contain*

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

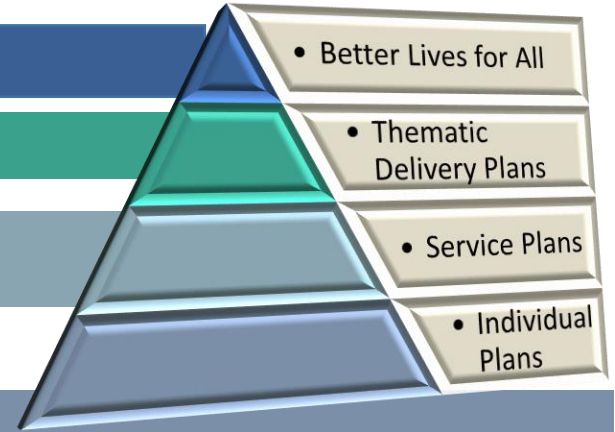
*Accountable: Head of Service*

### Individual Plans (Appraisals)

#### *Contain*

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

*Accountable: Individual*



Quarterly SLT & Exec Review Meetings

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

Regular Service Performance Discussions with HoS and Teams

Annual Appraisal Cycle  
Regular 1:1's

# Performance Management

## Strategy Performance Management reporting

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

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



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

Front Cover - Geoff Langridge

Page 1 – Phil Hemsley

Page 23 – Sarah Hardew

**Better lives for all**



South Hams  
District Council

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