

Thematic Delivery Plan 2021-2024

September 2021



A Plan for West Devon



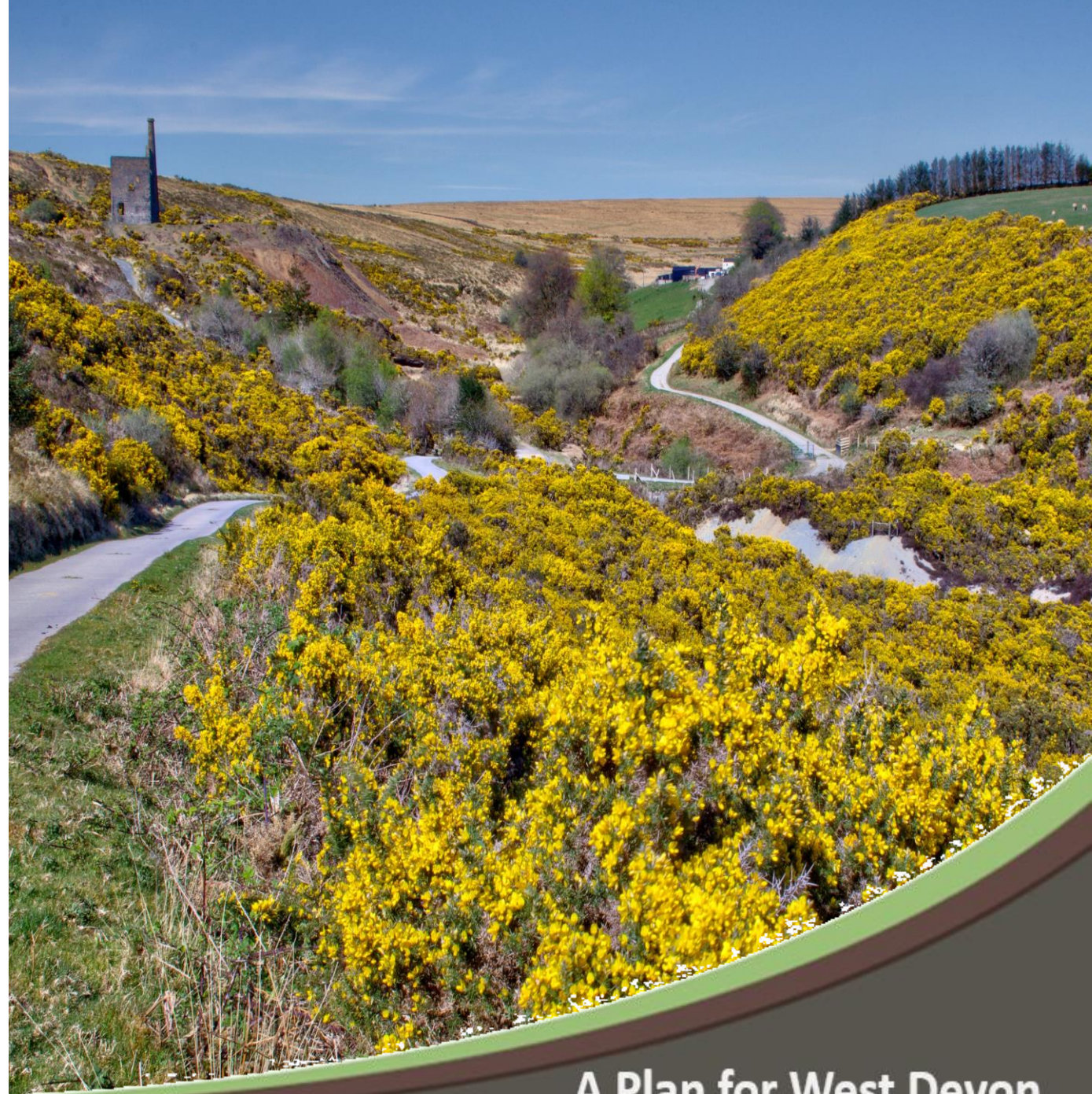
Introduction

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.

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

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

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

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

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
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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>	<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.</p>	<p>£30,000 - additional capacity to deliver feasibility for WD</p>	<p>Neighbourhood planning funding potential use of Capital programme if the council wishes to streamline the process</p>	<p>DCC, RP's</p>



Improving Homes

Focus Area – Housing for People



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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



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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



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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



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



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				
	2023/24	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				Team Devon
		Engage with TEC, PEC and other partner organisations to advise businesses on planning for carbon net-zero				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

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



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	

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

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



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

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



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

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



Cllr Ric Cheadle
Lead Member for delivering inclusive and accessible services



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



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

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		
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	
To make best use of the tools we have in place to work more productively, more efficiently and more collaboratively					



Maximising Council Resources

Focus Area – Value for Money of Existing Services



Cllr Chris Edmonds
Lead Member for maximising our resources

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.	A clear, easy to understand document setting out how we manage performance - agreed with Hub by October 2021		Core	
		Develop a suite of comprehensive Key Performance Indicators aligned to the Councils priorities	KPI's developed and aligned to Councils priorities considered by Members by December 2021		Core plus funding to secure improvements to meet KPI's	
		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	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	
	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

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

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

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.

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.

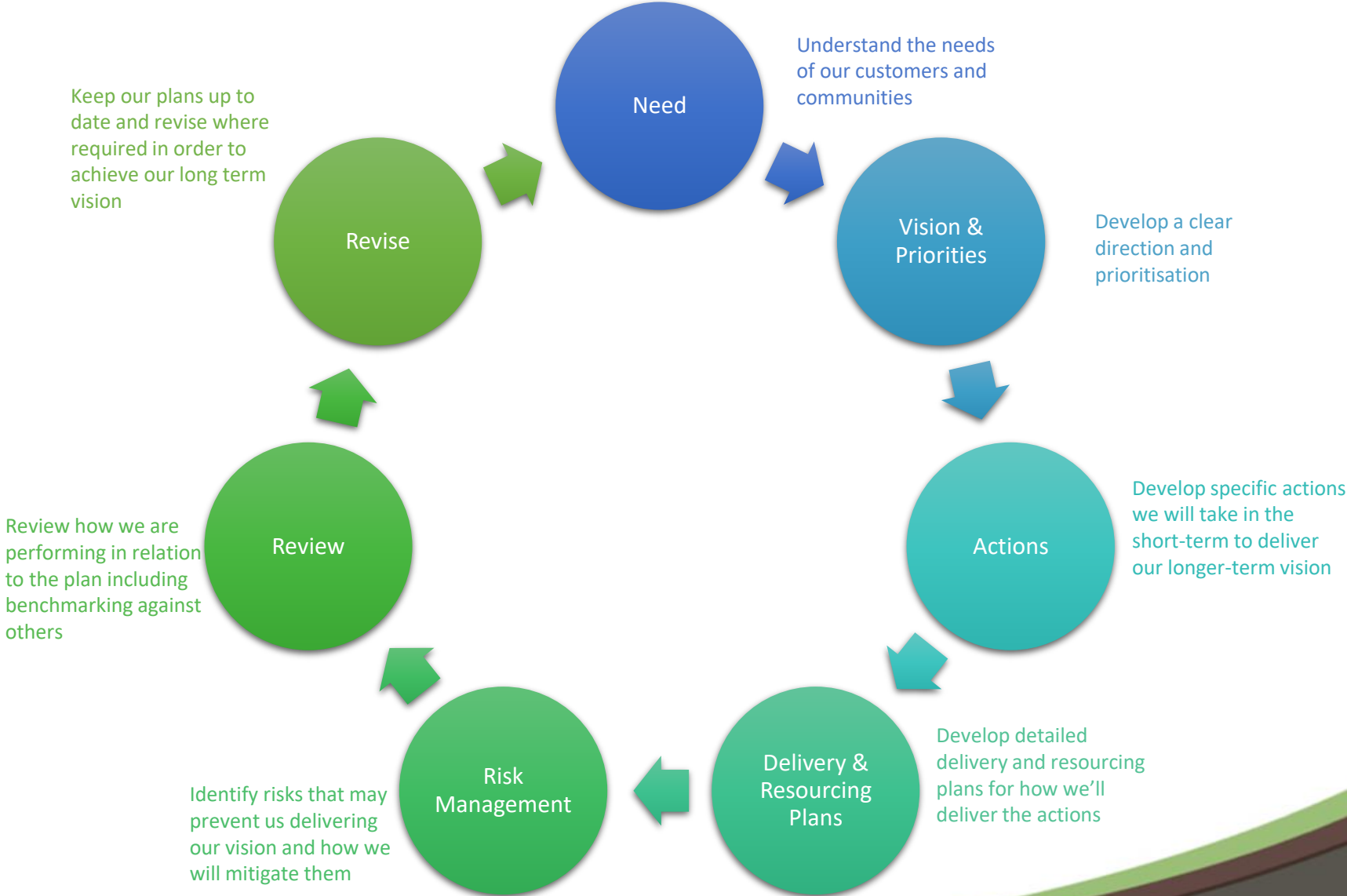
The thematic delivery plans as set out in this document will be embedded across the Council and monitored closely to ensure we deliver what we say we will.

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.

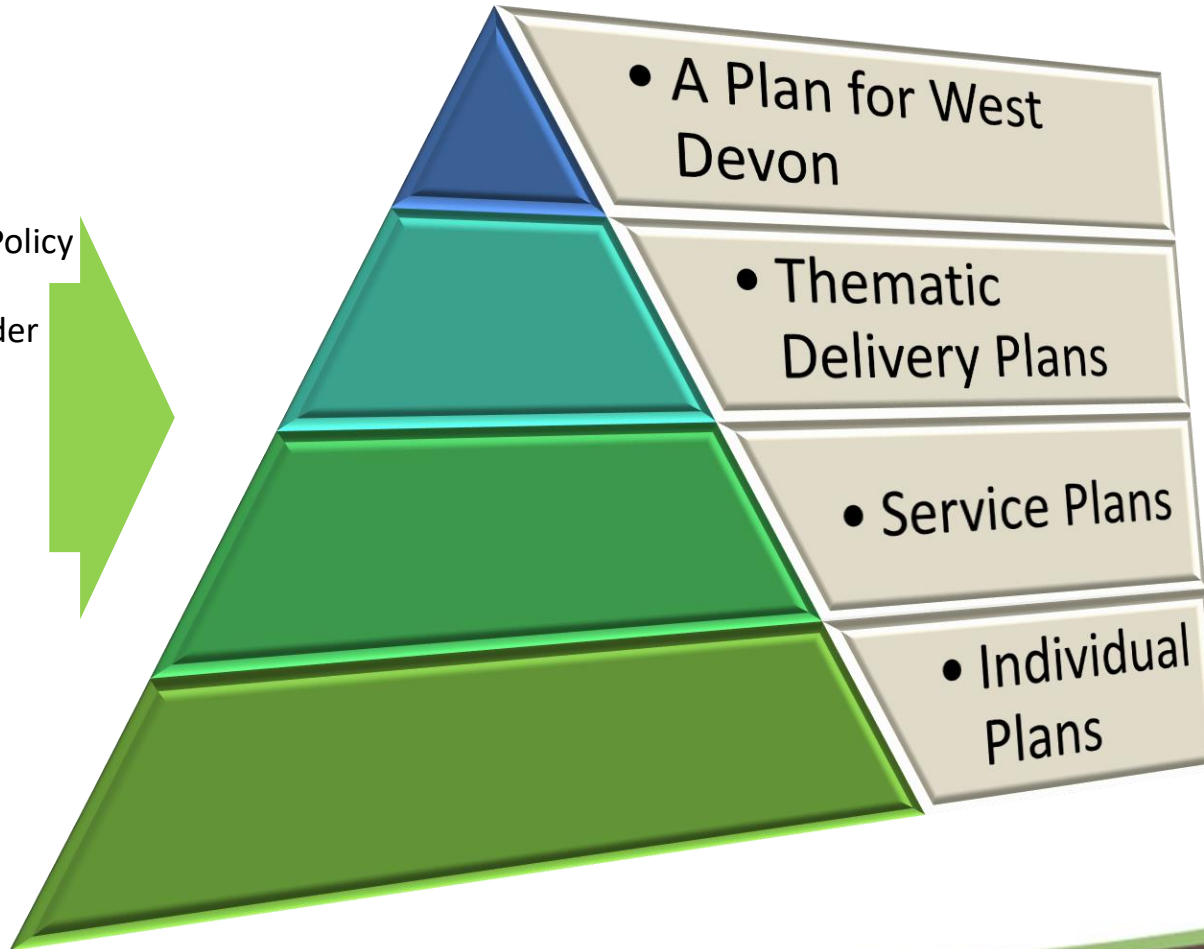


Performance Management: The Golden Thread

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

A Plan for West Devon

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