

## 1) Vision

To drive the delivery of sustainable growth that meets the needs of all citizens through targeted and integrated strategic planning and infrastructure interventions, and to provide high quality and customer focussed planning, housing, transport, building control, natural environment, and low carbon services to the city and its communities. In doing so, to be one of the top performing local planning and highway authorities in England, with a focus on quality, innovation and the needs of citizens, increasingly through new models of delivery and partnership.

## 2) Purpose

The Strategic Planning & Infrastructure Department was created on 1st January 2014 in response to the Council's prioritisation of Plymouth's growth agenda, which is now a central component of the GAME Programme, and in recognition of the need to integrate strategic planning and delivery functions to drive that growth in a sustainable way. The department aims to deliver a fundamentally new approach to spatial, investment and infrastructure planning which will require a re-imagining of how these functions can be delivered in the context of a new relationship with the citizen. This will involve a proactive positive approach to strategic planning, building upon a long track record of successful local planning in the city going back decades and built around the concept of "public value" and "systems leadership".

The department delivers sustainable growth through 3 functional areas: Development Planning, Development Management, and Transport, Infrastructure and Investment. Staff resources are arranged in 15 teams that will together deliver these functions. The teams provide a mix of services to business, developers, landowners and agents and local people. The department creates the strategic frameworks to guide and deliver growth whilst also establishing a positive and proactive climate for investors. It also acts on behalf of local people on a range of matters. It is responsible for a range of planning, housing, transport and other function, most of which are statutory.

By their very nature, many programmes of work within the department are already underpinned by the values of the Council. Examples are: "Democratic" – the department has protocols to engage people in the democratic decision-making on planning applications as well as undertaking consultation and community engagement exercises; "Responsible" – the department works positively to deliver services that meet the needs of people and look after the future; "Fair" – the department has statutory and other duties to act impartially on how it makes its decisions; "Partners" – the department has many external partners of influence to the Plymouth growth agenda (Homes England, Historic England, Highways England, the Plymouth Housing Development Partnership, Plymouth City, Tamar Estuaries Consultative Forum, Bus and many others).

Corporate Plan priorities are contained throughout the department's work streams. For example: the Plymouth Energy Community supports the "Pioneering" priority. Additionally, the various housing initiatives pursued by the department over the years (for example "Get Plymouth Building" and the "Plan for Homes") and now the "Homes for Plymouth" Programme are core areas of delivery inextricably linked to the GAME programme. Specifically the department has the joint lead for the delivery of over £23.2 Million additional New Homes Bonus income through the delivery of the Plymouth Growth Dividend. This also includes exploring new delivery models, such

as for green space management. The department has for many years also been instrumental in assisting other departments in driving income for the City Council. In the period of the business plan this will be taken to a new level, working within the framework of opportunity set out in the Plymouth and South West Devon Joint Local Plan.

As part of a strong managerial commitment to continuous improvement, various operational efficiency activities have been undertaken over the years, whilst also seeking to establish a renewed focus on the citizen. These include: value for money analysis, benchmarking, core function reviews, activity-based costing exercises, business process reviews, zero-based budgeting, restructures, external audits and inspections, shared service arrangements, resource and productivity reviews and investigation of alternative delivery models. The Strategic Planning & Infrastructure Department, working with South Hams District Council and West Devon Borough Council, has played the lead role in preparing the Plymouth and South West Devon Joint Local Plan. It will also support several other key capital projects and other corporate initiatives over the next 3 years.

The department is seeking to deliver 4 strategic outcomes:

### **1. Delivering Sustainable Growth**

We will prioritise working proactively to deliver the growth commitments on new homes, new employment and new retail development set out in the Plymouth and South West Devon Joint Local Plan. This includes setting in place a robust spatial planning framework for growth, targeting key areas and sites that will make the biggest impact, delivering transport and infrastructure programmes and projects that unlock growth, an integrated approach to investment, actively promoting Plymouth's strategic connectivity, and planning for a green and low carbon city where growth can be sustained without harm to people or the natural environment.

### **2. Delivering a Sustainable Natural Environment**

We will deliver strategic initiatives that safeguard, enhance and make best use of the city's natural assets, both land and water resources, in support of Plymouth's growth agenda and Britain's Ocean City branding.

### **3. Delivering High Quality Services**

We will provide a range of services to individual customers and to the city as a whole. This includes planning and building control consents, the Plymouth and South West Devon Joint Local Plan, delivering transport programmes as well as a range of services to improve and protect the natural environment and support and meet the needs of neighbourhoods. We will deliver our services using the value-led strategic principles of The Blueprint as follows:

#### Vision and Purpose

We will be cooperative and work with customers and communities as one joined up team.

*Measures: good practice identified through Learning Through Experience programme.*

Customer and Channels

We will know our customers' needs in a consistent way and proactively manage their expectations, making it easier and faster for them to use our services, ensuring they are kept informed and influence decisions.

*Measures: balanced scorecard indicators met; corporate customer standards met, customer survey.*

Commissioning and Service Delivery

We will work with communities to deliver services, supporting their capacity to do so whilst prioritising, stopping, changing and growing services as appropriate to meet our financial budget.

*Measures: balanced scorecard indicators met; Corporate Customer standards met.*

People, Organisation and Culture

We will provide adaptable and flexible services with creative, empowered and resilient people who are professionally competent and financially astute, taking responsibility to help find solutions.

*Measures: appeals won; awards won; decisions in accordance with pre-application advice; complaints not upheld; compliments received; Learning Through Experience quarterly reporting.*

Processes and Transactions

We will remove all unnecessary processes and be outcome and cost focussed through robust cost control.

*Measures: accurate value for money benchmarking; audits, peer reviews; capital programme monitoring, department budget outturn.*

Technology and Information

We will treat information as an asset, protect it, and integrate information with partners to meet business needs having understood what technology we need.

*Measures: FOI and other information requests.*

Accommodation

We will support collaborative working with partners and help to align assets to our priorities to support the growth agenda of the city.

*Measures: Learning Through Experience quarterly monitoring.*

Planning and Performance

We will jointly plan with partners and communities and drive organisational and personal accountability by ensuring we deliver on our individual promises, operating with integrity, openness, honesty and transparency, and measuring the right things regularly.

*Measures: Departmental Balanced Scorecard "dashboard"; Learning Through Experience quarterly monitoring, department budget outturn.*

#### 4. Delivering Corporate Initiatives

We will be an active partner in the key agendas that are set by the Senior Leadership Team, proactively driving income, and modernising services.

##### **SP&I Achievements since 2014**

- 2018 – Delivered £4,048,000 of additional income and efficiencies over 5 years.
- 2018 – Approved £1.23 Billion of development in the last 5 years of which 71% is already completed or is under construction.
- 2018 – Agreed a response to the Cross-Country Rail Franchise Consultation (July 2018).
- 2018 – Awarded a new Bus Services Contract (July 2018).
- 2018 – Secured approval for Local Nature Reserve Designations (July 2018).
- 2018 – Secured agreement to a Sub-National Transport Body (July 2018).
- 2018 – Secured ISO Accreditation for Building Control for its quality management system.
- 2018 – Secured approval for the Plan for Plastics (March 2018).
- 2018 – Secured approval for a Compulsory Purchase Order in support of the regeneration of Phase 4 of North Prospect (January 2018).
- 2018 – Secured agreement to explore a planning collaboration with Torbay Council (January 2018).
- 2017 – Submitted the Plymouth and South West Devon Joint Local Plan (July 2017).
- 2017 – Secured approval for a Compulsory Purchase Order in support of the regeneration of Phase 5 of North Prospect (May 2017).
- 2017 – Secured approval for the Plymouth and South West Devon Joint Local Plan (February 2017).
- 2017 – Secured approval for the Plymouth Plan Refresh (February 2017).
- 2017 – Completed the £2.32 Million Derriford Hospital Interchange project (January 2017).
- 2016 – Completed the £4.85 Million Plymouth Coach Station project (September 2016).
- 2016 – Secured agreement for the Plan for Homes 2016-2021 (February 2016).
- 2015 – Secured approval for Part I of the Plymouth Plan (September 2015).
- 2015 – Completed the £2.3 Million Marjon Hill Link Road at Derriford (September 2015).
- 2015 – Secured approval for a Compulsory Purchase Order in support of the regeneration of Phase 3 of North Prospect (July 2015).
- 2015 – Completed the £4.2 Million refurbishment of the former Laira Rail Bridge for a new walking and cycling link (May 2015).
- 2014 – Secured approval for the Consultation Draft of the Plymouth Plan (December 2014).
- 2014 – Secured approval for the Growth and Assets Business Case (June 2014).

- 2014 – Secured approval for the Local Development Scheme (March 2014).
- 2014 – Secured agreement to designate Ham Woods and Radford Woods as Local Nature Reserves and an extension to the Efford Marsh Local Nature Reserve (March 2014).
- 2014 – Sought delegated authority to streamline capital schemes (March 2014).
- 2014 – Completed a Park & Ride Services Review (February 2014).
- 2014 – Reported on the Derriford and Seaton Area Action Plan (February 2014).
- 2014 – Awarded a contract for the refurbishment of Laira Rail Bridge (January 2014).

#### **SP&I Awards since 2014**

- The Nelson Project, Plymouth City Council  
*RTPI South West Awards for Planning Excellence 2018*  
*Large Schemes (20 or more homes)*
- The Nelson Project, Form Design/Plymouth City Council/Liverty  
*Mitchelmores Property Awards 2018*  
*Alternative Property Investment Project of the Year*
- Thelma Cunningham Empty Homes work  
*Empty Homes Network Awards at the National Empty Homes Conference 2017*  
*Empty Homes Practitioner of the Year*
- Plymouth Coach Station and Mayflower West Car Park  
*South West Concrete Society Awards 2017*  
*Best Civils Project*
- Plymouth Coach Station and Mayflower West Car Park  
*British Parking Awards 2017*  
*Best Surface Level Car Park*
- Jim Woodley, Direct Property Services  
*Local Authority Building Control (LABC) Building Excellence Awards 2017*  
*Best Local Builder or Traditional Craftsperson*
- John Taylor, Galliford Try  
*Local Authority Building Control (LABC) Building Excellence Awards 2017*  
*Site Supervisor of the Year*
- City to Sea Wildflower Planting Project  
*Grow Wild Awards Kew Gardens 2016*  
*Best Use of Promotion by a Community Project*
- Plan for Homes  
*Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2016*  
*Silver Jubilee Cup*
- Strategic Planning and Infrastructure  
*Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2016*  
*Local Authority Planning Team of the Year*
- Plan for Homes  
*Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2016*  
*Excellence in Planning to Deliver Housing*

- Plan for Homes  
*Royal Town Planning Institute (RTPI) South West Awards for Planning Excellence 2016  
Best Overall*
- Plan for Homes  
*Royal Town Planning Institute (RTPI) South West Awards for Planning Excellence 2016  
Excellence in Spatial Planning*
- Marjon Link Road Scheme  
*Considerate Constructors Scheme National Awards 2016  
Silver Cup*
- The Plymouth Plan Consultation  
*European Council of Spatial Planners' 11th Urban and Regional Planning Awards 2016  
Special Mention Award*
- The Plymouth Plan  
*The Planning Awards 2015  
Award for Strategic Planning*
- Strategic Planning and Infrastructure  
*The Planning Awards 2015  
Local Authority Team of the Year*
- Genesis Building, Millfields Trust, Union Street, Plymouth  
*Building Forum for Devon and Cornwall 2015  
Building of the Year Award*
- Millbay Plot A1/Quadrant Quay, Plymouth  
*Insider Property Awards South West 2015  
Residential Development of the Year*
- The Plymouth Plan  
*Royal Town Planning Institute (RTPI) Awards for Planning Excellence 2015  
Excellence in Plan Making Practice Award*
- The Plymouth Plan  
*Royal Town Planning Institute (RTPI) South West Awards for Planning Excellence 2015  
Other Planning Work Award*
- North Prospect Regeneration  
*Inside Housing Top 60 Developments 2015  
Regeneration Scheme of the Year*
- Plymouth University Marine Station  
*Michelmores Property Awards 2015  
Commercial Project of the Year Award in the Under £5M Category*
- Help for Heroes Personnel Recovery Centre, Plymouth  
*Michelmores Property Awards 2015  
Commercial Project of the Year Award in the Over £5M Category*
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables  
*Ashoka, European Competition Around Social Innovation to Tackle Poverty 2015*
- Ham Woods Local Nature Reserve (secured by the Natural Infrastructure Team)  
*Green Flag Awards 2015*

- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables  
*Observer Ethical Awards 2015*  
*Best Community Energy Project*
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables  
*IESE Improvement and Efficiency Awards 2015*  
*Enabling Community Share Capital*
- Andy Shepherd, Kier Construction  
*Local Authority Building Control (LABC) Construction Excellence Awards South West Regionals 2015*  
*LABC Site Supervisor of the Year*
- The Endeavour Building, HMS Drake, HM Naval Base, Plymouth Capita  
*Local Authority Building Control (LABC) Construction Excellence Awards South West Regionals 2015*  
*Best Inclusive Building*
- George House  
*Abercrombie Awards 2014*  
*Best New Housing Project*
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables  
*UK Community Energy Awards 2014*  
*Volunteer of the Year*
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables  
*UK Social Enterprise Awards 2014*  
*Investment Deal of the Year*
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables  
*Green Energy Awards 2014*  
*Best Community Initiative*
- Low Carbon City Team/Plymouth Energy Community (PEC) and PEC Renewables  
*Abercrombie Awards 2014*  
*Best Green Project*
- Rob Gutteridge, Positive Building Services  
*Local Authority Building Control (LABC) Construction Excellence Awards South West Regionals 2014*  
*Site Supervisor of the Year*
- Gillespie Yunnice Architects and Plymouth Building Control Partnership  
*Local Authority Building Control (LABC) Construction Excellence Awards South West Regionals 2014*  
*Best LABC Partnership with a Local Authority Building Control Team*

In addition to the work of the department being shortlisted on many occasions, SP&I has been won the following City Council Star Awards:

- 2017 - Leadership Star Award - Rebecca Boyde
- 2017 – Plymouth City Council Ambassador Award - Liz Dunster
- 2017 - Special Recognition Award - Richard Bara, Andy Sharp and Thelma Cunningham

- 2017 - The Leader's Award - Joint Local Plan Team
- 2016 - Living our Values Award - Hannah Sloggett
- 2016 - Special Recognition Award - Plan for Homes Team
- 2014 - STAR Award – Sarah Carey
- 2014 - Leaders Award – Alistair MacPherson

## 2018 Corporate Plan

In relation to corporate drivers from the new 2018 Corporate Plan, this identifies “A Growing City” and “A Caring Council” as the 2 long term priorities for the City Council. Clearly the department will be playing a leading role in delivering the “growing city” agenda through its work on creating an efficient transport network, delivering a broad range of homes, supporting economic growth, creating quality jobs through new employment and retail provisions from the Joint Local Plan, supporting a vibrant cultural offer through the commitments in the Plymouth Plan, and leading on delivering a green and sustainable city through its natural infrastructure and low carbon work. In addition the department works actively in collaboration with other departments and will be supporting the “caring council” agendas through its support for new school infrastructure, its work with the Police to create a safe city through designing out crime, the support it provides to public health in tackling health inequalities, and to Economic Development on creating a welcoming city. The restructure of the department currently underway will allow for the 5 corporate approaches to how we deliver services to be embedded.

## New Administration Pledges

Strategic Planning & Infrastructure is leading on the delivery of more pledges (25, with priority pledges in bold) than any other department:

- |                  |  |
|------------------|--|
| Pledge 12        | Delivery of the Forder Valley, Charles Cross and Woolwell to the George Transport Schemes - Sally Farley |
| Pledge 15        | Installing more Electric Charging Points – Alistair Macpherson   |
| Pledge 16        | Appointing a Cycling Champion – Rosie Starr  |
| Pledge 20        | Campaign for faster, more frequent and reliable rail services – Phil Heseltine                           |
| Pledge 21        | Safeguarding the airport – Richard Grant   |
| Pledge 22        | Campaign to upgrade the A38 – Phil Heseltine   |
| Pledge 23        | Review the Real Time Passenger Information System and ensure it is fit for purpose – Debbie Newcombe     |
| <b>Pledge 25</b> | <b>Encourage more truly affordable homes and deliver 1,000 homes per annum – Nick Carter</b>             |



- Pledge 26**    **Review the waiting list and set up an arrangement with Registered Providers to deliver much more housing for affordable social rent – Nick Carter**
- Pledge 27**    **Support building new bungalows and extra care facilities – Nick Carter**
- Pledge 28**    **Encourage more self and custom build housing – Nick Carter**
- Pledge 29**    **Create more opportunities for accommodation for veterans – Nick Carter**
- Pledge 34      Campaign for Plymouth Sound to be a National Marine Park – Kat Deeney
- Pledge 35      Work with Sutton Harbour Holdings and the Environment Agency to re-open the Sutton Harbour Lock Bridge – Hrach Agobiani
- Pledge 79      Deliver more parking spaces in the West End – Stuart Wingfield
- Pledge 80      Refresh the pedestrian areas of the City Centre – Stuart Wingfield
- Pledge 81      Encourage more homes in the City Centre – Nick Carter
- Pledge 86      Deliver upgrades to Central Park and Seaton Park – Kat Deeney
- Pledge 87      Drawing up a programme of investment in sports pitches and children’s play areas – Kat Deeney
- Pledge 89      Support the Agent for Change campaign – Peter Ford
- Pledge 95      Introduce and expand Bee Corridors and Wild Flower Meadows – Kat Deeney
- Pledge 96      Investigate a network of drinking water fountains – Kat Deeney
- Pledge 97      Trial use of a “sea bin” – Kat Deeney
- Pledge 99      Look for opportunities for renewable energy generation – Alistair Macpherson
- Pledge 100     Re-commit to become a carbon-neutral city by 2050 – Alistair Macpherson
- Strategic Planning & Infrastructure is also making major inputs into the following 9 pledges:
- Pledge 4        District Shopping Centres (Economic Development) – Stuart Wingfield
- Pledge 7        Building Plymouth (Children’s Services) – Peter Ford
- Pledge 8        Mayflower 400 (Economic Development) – Stuart Wingfield
- Pledge 13**    **1,000 new car parking spaces (Street Services) – Kat Deeney**
- Pledge 14      Plymouth Railway Station (Economic Development) – Stuart Wingfield

Pledge 36	Cruise Liner Terminal (Economic Development) – Stuart Wingfield
Pledge 38	Sutton Harbour Fish Market (Economic Development) – Richard Grant
Pledge 82	New City Centre Shops (Economic Development) – Stuart Wingfield
Pledge 98	Tree Maintenance (Street Services) – Kat Deeney

### 3) Service Priorities for 2018/2019 – 2020/2021

<b>Service Priority</b> <i>What it is and why you're focussing on it</i>	<b>'Must do' actions</b> <i>What do you have to do to make the successful deliver against your priorities</i>	<b>Dependencies</b> <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
Delivering Sustainable Growth	Adopt the Plymouth and South West Devon Joint Local Plan by March 2019 <i>Richard Grant</i>	South Hams District Council West Devon Borough Council Legal Department
Delivering Sustainable Growth	Adopt the Plymouth Policy Area and Thriving Towns and Villages Policy Area Supplementary Planning Documents by July 2019. <i>Jonathan Bell</i>	South Hams District Council West Devon Borough Council Legal Department
Delivering Sustainable Growth	Publish the Joint Local Plan Annual Monitoring Report and Annual Housing Statement by December 2019. <i>Richard Grant</i>	South Hams District Council West Devon Borough Council Legal Department
Delivering Sustainable Growth	Establish strategic partnering and governance framework for monitoring, implementation and review of the Joint Local Plan, and strategic work programme, by March 2019. <i>Jonathan Bell</i>	South Hams District Council West Devon Borough Council Legal Department
Delivering Sustainable Growth	Determine major planning applications efficiently and effectively, ensuring that all comply with the revised planning guarantee and national planning performance thresholds through to March 2019. <i>Carly Francis/Kate Saunders/Chris Watson</i>	Legal Department All consultee departments

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Delivering Sustainable Growth	Determine minor and other planning applications efficiently and effectively, ensuring that all comply with the revised planning guarantee and national planning performance thresholds through to March 2019.  <i>Carly Francis/Kate Saunders/Chris Watson</i>	Legal Department All consultee departments
Delivering Sustainable Growth	Prepare and support funding bids to deliver the Sustainable Transport Programme identified in the Joint Local Plan through to March 2019.  <i>Rosie Starr</i>	Finance Department
Delivering Sustainable Growth	Publish the Plan for Transport, setting out the detailed programme of transport investment by March 2019.  <i>Rosie Starr</i>	Department for Transport Finance Department Legal Department
Delivering Sustainable Growth	Prepare and support funding bids for the strategic transport projects identified in the joint Local Plan through to March 2019.  <i>Sally Farley</i>	Department for Transport Highways England Finance Department Legal Department
Delivering Sustainable Growth	Deliver the Strategic Transport Programme on time, to budget through to March 2020.  <i>Sally Farley</i>	Department for Transport Local Enterprise Partnership Finance Department Legal Department
Delivering Sustainable Growth	Determine Section 278, Section 38, and other highway consents including the discharging of conditions, focussing on Joint Local Plan allocated sites to ensure there are no highway impediments to delivery through to March 2019.  <i>Sally Farley</i>	Legal Department
Delivering Sustainable Growth	Prepare Plan for Homes 3 with suite of funded initiatives by March 2019.  <i>Nick Carter</i>	Finance Department

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Delivering Sustainable Growth	Implement detailed actions arising from the Plan for Homes 3 Investment Programme through to March 2020. <i>Nick Carter</i>	Finance Department Legal Department Homes England
Delivering Sustainable Growth	Prepare and support funding bids for housing and regeneration projects through to March 2019. <i>Nick Carter</i>	Finance Department Homes England
Delivering Sustainable Growth	Establish and Implement a Delivery Strategy for all housing sites within the Joint Local Plan by December 2018. <i>Nick Carter</i>	Economic Development Department Community Connections Department
Delivering Sustainable Growth	Establish and Implement a Delivery Strategy for all employment sites within the Joint Local Plan by December 2018. <i>Peter Ford</i>	Economic Development Department
Delivering Sustainable Growth	Establish and Implement a Delivery Strategy for all retail sites within the Joint Local Plan by December 2018. <i>Peter Ford</i>	Economic Development Department
Delivering Sustainable Growth	Prepare a City Centre and Waterfront Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by March 2019. <i>Stuart Wingfield</i>	Economic Development Department
Delivering Sustainable Growth	Prepare a Derriford and Northern Corridor Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by March 2019. <i>Stuart Wingfield</i>	Economic Development Department South Hams District Council
Delivering Sustainable Growth	Prepare an Eastern Corridor Growth Area Delivery Plan and Development Programme, as a primarily web-based marketing resource, by March 2019. <i>Stuart Wingfield</i>	Economic Development Department South Hams District Council

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Delivering Sustainable Growth	Establish and implement a Delivery Strategy for all sites within the 3 Growth Areas in the Joint Local Plan by December 2018. <i>Stuart Wingfield/Gina Small</i>	All Council Departments  South Hams District Council
Delivering Sustainable Growth	Implement the Better Places Programme and make significant progress with the delivery of the Millbay Boulevard through to March 2020. <i>Stuart Wingfield</i>	Street Services Department
Delivering Sustainable Growth	Prepare and support funding bids in support of low carbon and climate change initiatives set out in the Joint Local Plan through to March 2019. <i>Alistair Macpherson</i>	Finance Department Legal Department
Delivering Sustainable Growth	Deliver, in partnership with Plymouth Energy Community, the Climate Active Neighbourhoods project by March 2019. <i>Alistair Macpherson</i>	Finance Department Legal Department
Delivering Sustainable Growth	Complete the HEATNET-funded district heating scheme project by December 2019. <i>Alistair Macpherson</i>	Finance Department Legal Department
Delivering Sustainable Growth	Complete the ELENA-funded local energy efficiency projects by March 2021. <i>Alistair Macpherson</i>	Finance Department Legal Department
Delivering Sustainable Growth	Prepare and support funding bids in support of electric car charging infrastructure. <i>Alistair Macpherson</i>	Finance Department Legal Department
Delivering Sustainable Growth	Deliver improvements to Sutton Harbour Lock Bridge by January 2019. <i>Hrach Agobiani</i>	Finance Department Legal Department Street Services Department Sutton Harbour Company Environment Agency

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Delivering Sustainable Growth	Deliver Cot Hill (West) railway bridge replacement and associated works by March 2020.  <i>Hrach Agobiani</i>	Street Services Department Finance Department Legal Department Network Rail Department for Transport
Delivering Sustainable Growth	Deliver the Peninsula Rail Task Force "20 Year Plan" through to March 2021.  <i>Phil Heseltine</i>	Peninsula Rail Task Force Network Rail Department of Transport
Delivering Sustainable Growth	Complete a successful retendering of Plymouth's existing supported bus network and new service to Sherford by December 2018.  <i>Debbie Newcombe</i>	Finance Department Legal Department Procurement Team
Delivering a Sustainable Natural Environment	Establish and Implement a Delivery Strategy for all strategic green space sites within the Joint Local Plan by December 2018.  <i>Kat Deeney</i>	Finance Department Legal Department
Delivering a Sustainable Natural Environment	Deliver the European Marine Site Marine Recreational Impacts Programme to ensure that growth does not have an adverse impact on protected sites by March 2019.  <i>Kat Deeney</i>	Finance Department Legal Department
Delivering a Sustainable Natural Environment	Establish and Implement a Delivery Strategy for priority projects within the Plan for Playing Pitches through to March 2019.  <i>Kat Deeney</i>	Finance Department Legal Department
Delivering a Sustainable Natural Environment	Designate 2 further Local Nature Reserves and expand the number of wildflower meadows by March 2019.  <i>Kat Deeney</i>	Street Services Department Legal Department
Delivering a Sustainable Natural Environment	Deliver the Plan for Plastics and prepare a detailed supporting action plan by March 2019.  <i>Kat Deeney</i>	Chief Executive's Department Finance Department City Council Green Champions

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Delivering a Sustainable Natural Environment	Review the Flood Risk Management Strategy by March 2019. <i>Andy Cottam</i>	Finance Department Street Services Department
Delivering High Quality Services	Explore opportunities across all teams within Strategic Planning & Infrastructure for additional income and to simplify operations, sharing operations, integrating services and managing customer demand by June 2018. <i>Paul Barnard</i>	Finance Department
Delivering High Quality Services	Refresh and relaunch the Plymouth Plan and its governance and monitoring arrangements, by March 2019. <i>Jonathan Bell</i>	Chief Executives Department All Council Departments
Delivering High Quality Services	Implement in full all the recommendations from the New Compliance Audit Report (November 2017) by December 2018. <i>Chris Watson</i>	Legal Department
Delivering High Quality Services	Adopt a Building Control Quality Assurance System by December 2018. <i>Guy Cooper</i>	Local Authority Building Control
Delivering High Quality Services	Regularly hold Safety at Sports Ground meetings to ensure that safety certification is up to date for all relevant sporting venues and activities through to March 2019. <i>Guy Cooper</i>	Legal Department
Delivering High Quality Services	Digitise the Highways Register and supporting documents into IDOX by March 2019. <i>Nick King</i>	DELT
Delivering High Quality Services	Initialise and Implement the IDOX modules for listed buildings and Tree Preservation Orders by March 2019. <i>Nick King</i>	DELT

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Delivering High Quality Services	Make significant improvements to the organisation and governance of spatial data and create improved on-line interactive mapping by March 2019. <i>Tom Lowry</i>	DELT
Delivering High Quality Services	Review Plymouth's Statement of Community Involvement as part of a wider joint review with South Hams and West Devon for the Joint Local Plan, by March 2019. <i>Tom Lowry</i>	Chief Executive's Department  South Hams District Council  West Devon Borough Council
Delivering High Quality Services	Prepare a Neighbourhood Planning Protocol as a framework for advising and supporting local communities in their neighbourhood planning work by December 2018. <i>Tom Lowry</i>	Chief Executive's Department
Delivering High Quality Services	Review the process for allocating the 'neighbourhood proportion' of CIL by December 2018. <i>Tom Lowry</i>	Chief Executive's Department
Delivering High Quality Services	Make significant improvements in developing an open data culture through opening up Strategic Planning & Infrastructure datasets to the public by March 2019. <i>Tom Lowry</i>	DELT
Delivering High Quality Services	Establish a fully on-line, interactive Joint Local Plan and Plymouth Plan by March 2019. <i>Tom Lowry</i>	Chief Executive's Department  DELT
Delivering High Quality Services	Provide support to Neighbourhood Forums to bring forward Neighbourhood Plans for submission through to March 2019. <i>Tom Lowry</i>	Chief Executive's Department



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Delivering High Quality Services	Establish a robust performance monitoring regime for highway consents by March 2019 <i>Sally Farley</i>	Chief Executive's Department
Delivering High Quality Services	Deliver engineering services to a range of internal and external clients on a cost neutral basis through to March 2020. <i>Hrach Agobiani</i>	Finance Department
Delivering High Quality Services	Establish a sustainable funding model for Plymouth Energy Community by December 2018. <i>Paul Barnard</i>	Finance Department Legal department Plymouth Energy Community
Delivering High Quality Services	Complete database and introduce new CIL and Section 106 reporting by July 2018. <i>John Dixon</i>	Legal Department Finance Department
Delivering High Quality Services	Approval of business case for the expansion of viability services by October 2018. <i>John Dixon</i>	Finance Department
Delivering High Quality Services	Creation of a strategically aligned capital programmes with key partners by March 2019. <i>John Dixon</i>	Finance Department
Delivering High Quality Services	Commence a review of the CIL Charging Schedule by December 2018. <i>John Dixon</i>	Finance Department Legal Department
Delivering High Quality Services	Complete Concessionary Fares Improvement Plan in response to Audit Review by September 2018. <i>Debbie Newcombe</i>	Finance Department
Delivering High Quality Services	Deliver an on-line concessionary travel pass application process for senior citizens by September 2018 and to roll this out to include those applying on the grounds of a disability by March 2019. <i>Debbie Newcombe</i>	DELT Corporate Communications

<b>Service Priority</b> <i>What it is and why you're focussing on it</i>	<b>'Must do' actions</b> <i>What do you have to do to make the successful deliver against your priorities</i>	<b>Dependencies</b> <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
Delivering High Quality Services	Complete the upgrade of the Real Time Passenger Information system and ensure upgrades are delivered through robust contract management by March 2019. <i>Debbie Newcombe</i>	Legal Department
Delivering High Quality Services	Quarterly reporting of performance and service standards under the Learning Through Experience initiative to the Strategic Planning & Infrastructure Management Team <i>Rosie Starr</i>	Chief Executive's Department Human Resources Department Finance Department Customer Services Department
Delivering High Quality Services	Complete a Productivity and Resource Review in partnership with the Planning Advisory Service by April 2018. <i>Peter Ford</i>	Planning Advisory Service
Delivering High Quality Services	Complete a Peer Review in partnership with the Planning Advisory Service by March 2019. <i>Peter Ford</i>	Planning Advisory Service
Delivering High Quality Services	Consider restructuring options for Strategic Planning & Infrastructure to reflect budget scenarios by June 2018. <i>Paul Barnard</i>	Human Resources Finance Department
Delivering High Quality Services	Implement the 2017 Strategic Planning & Infrastructure Staff Survey Action Plan by March 2019. <i>Paul Barnard</i>	Human Resources
Delivering High Quality Services	Undertake an Audit Review with Devon Audit Partnership of the effectiveness of the procedures and controls in operation for Concessionary Fares by October 2018. <i>Phil Heseltine</i>	Devon Audit Partnership Plymouth City Bus

<b>Service Priority</b> <i>What it is and why you're focussing on it</i>	<b>'Must do' actions</b> <i>What do you have to do to make the successful deliver against your priorities</i>	<b>Dependencies</b> <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
Delivering High Quality Services	Undertake an Audit Review with Devon Audit Partnership of the governance arrangements and relationships, both financial and legal (existing and potential for the future) of Plymouth Energy Community by October 2018.  <i>Phil Heseltine</i>	Devon Audit Partnership Plymouth Energy Community
Delivering High Quality Services	Undertake an Audit Review with Devon Audit Partnership on the processes following various national building control reforms by June 2019.  <i>Peter Ford</i>	Devon Audit Partnership Local Authority Building Control
Delivering High Quality Services	Undertake an Audit Review with Devon Audit Partnership of the Development Enquiry Service by March 2019.  <i>Peter Ford</i>	Devon Audit Partnership Planning Advisory Service Finance Department
Delivering High Quality Services	Update all information in relation to web pages related to Strategic Planning & Infrastructure annually every December.  <i>Tom Lowry</i>	DELT
Delivering High Quality Services	Investigate and implement a Consultants Partnering Framework to ensure high quality specialist support for the delivery of the Joint Local Plan and other priority work of the department by March 2019.  <i>Jonathan Bell</i>	South Hams District Council West Devon Borough Council Finance Department
Delivering Corporate Initiatives	Identify improvements in response to the Hackett Report by September 2019.  <i>Guy Cooper</i>	Chief Executive's Department
Delivering Corporate Initiatives	Undertake a review of the future management of green spaces by September 2018.  <i>Kat Deeney</i>	Finance Department Street Services Department
Delivering Corporate Initiatives	Support effective regional partnership arrangements, including the Plymouth-Exeter-Torbay High Growth Corridor Initiative through to March 2020.  <i>Paul Barnard</i>	Chief Executive's Department

<b>Service Priority</b> <i>What it is and why you're focussing on it</i>	<b>'Must do' actions</b> <i>What do you have to do to make the successful deliver against your priorities</i>	<b>Dependencies</b> <i>Who or what (e.g. systems; other departments) are you dependent on to achieve your actions</i>
Delivering Corporate Initiatives	Input into the Delivery Plan and Investment Framework for the Heart of the South West Productivity Strategy and work programme of the Joint Committee through to March 2020. <i>Phil Heseltine</i>	Chief Executive's Department Economic Development Department
Delivering Corporate Initiatives	Input into the Peninsula Sub National Transport Body through to March 2020. <i>Phil Heseltine</i>	Chief Executive's Department Economic Development Department
Delivering Corporate Initiatives	Continue to make the case for investment in the A38 to improve Plymouth's strategic connectivity through to March 2019. <i>Phil Heseltine</i>	Chief Executive's Department Economic Development Department
Delivering Corporate Initiatives	Review the housing, transport, planning and infrastructure provisions of the Plymouth "Asks and Offers" document by June 2019. <i>Paul Barnard</i>	Chief Executive's Department
Delivering Corporate Initiatives	Commence a review of Capital Programme priorities and affordability by June 2018. <i>John Dixon</i>	Finance Department
Delivering Corporate Initiatives	Undertake a review of capitalisation options by May 2018. <i>John Dixon</i>	Finance Department
Delivering Corporate Initiatives	Complete the Strategic Options Analysis of planning and related functions with Torbay Council and agree future working arrangements by May 2018. <i>Paul Barnard</i>	Chief Executive's Department Finance Department Human Resources Department

### Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service (to measure progress against your priorities and statutory duties)
3. Risk and Opportunity Register

4. Service Standards – the standards of service you are providing to citizens/internal customers  
(new)