

1<sup>st</sup> D R A F T

South Hams  
*Sustainable* Community Strategy

2006-2011



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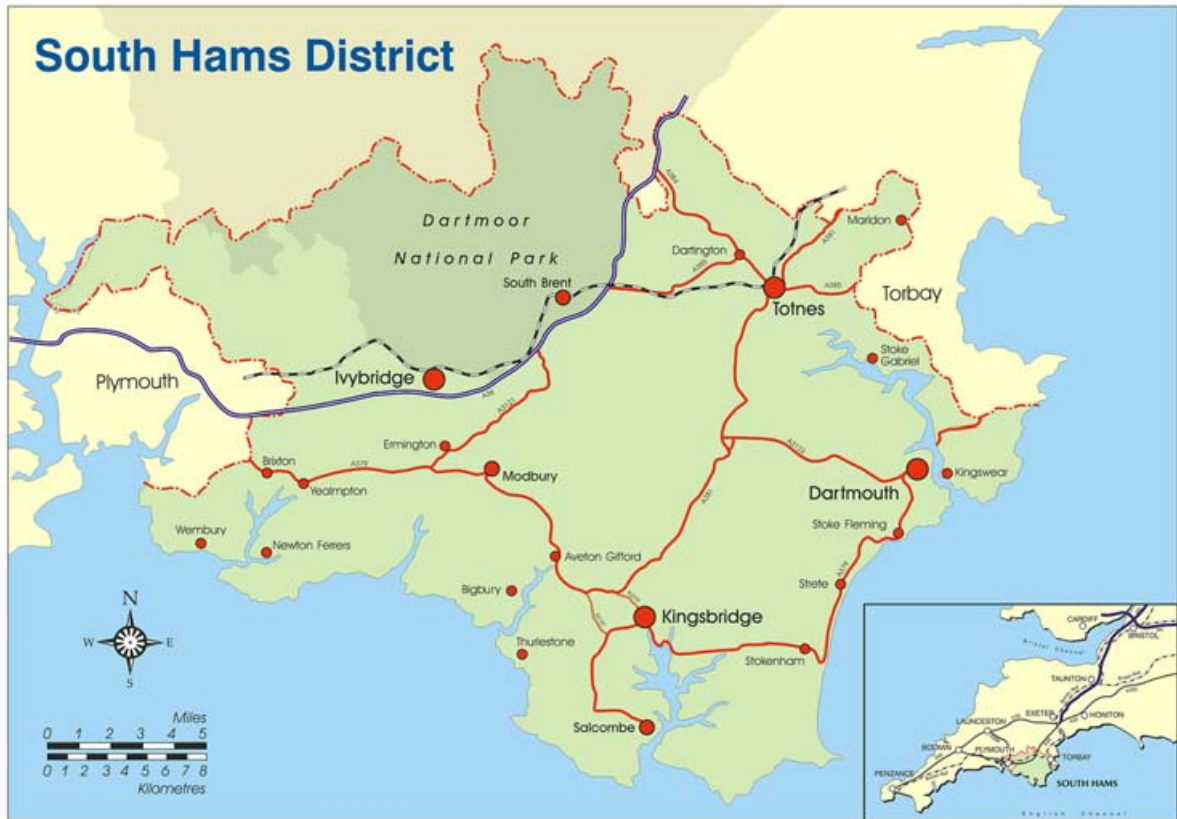
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## **2006 - 2011 Priority themes:**

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## **Action Plan template** 23

Note: Action Plans will be drawn up by the Working Groups established with the support of the Strategic Partnership during the consultation period on the draft Sustainable Community Strategy.



## ***A shared vision***

***To improve the well-being of the people of the South Hams  
in a sustainable way***

The South Hams stretches from the boundaries of Plymouth in the west to the holiday beaches of Torbay in the east and inland to the hills of Dartmoor and the District Councils of West Devon and Teignbridge.

The area of some 350 square miles encompasses an abundance of rich natural beauty, countless villages, hamlets and isolated cottages, with 60 miles of magnificent coastline recognised nationally through the South Devon Area of Outstanding Natural Beauty.

Approximately 82,000 people live in the District, with two-thirds of the population living outside the larger towns of Dartmouth, Ivybridge, Kingsbridge and Totnes. The population is expected to grow to nearly 90,000 by 2010, with particular pressure from development in the western part of the District.

## **Some of the issues facing us**

Perceptions of the South Hams as an area of social and economic advantage can disguise problems for our communities such as lower than average wages, decline in some traditional industries, above average house prices compounded by a high proportion of second home ownership, social isolation and difficulty accessing services, information and transport.

The sparsely populated nature of much of the District results in services being more costly to provide and an over-reliance on private transport. Deprivation exists within areas of affluence and many small villages lack facilities such as schools, shops and post offices, resulting in significant issues of rural isolation. Many employers have trouble in recruiting and retaining key and skilled workers due to the lack of affordable housing.

Every year, deaths continue to exceed births, yet the population continues to grow due entirely to inward migration. Although there is a net gain of population, there is a loss of young adults as many leave the area for higher education or due to the lack of job opportunities and low wages. The situation means that the age structure of the South Hams is weighted heavily towards older people, a trend that is predicted to increase. This will have significant implications for health and social services.

Therefore, the challenge for service providers is to address the needs of the people living and working in the South Hams, with its rurality, within the context of sometimes very different needs to our surrounding areas. Furthermore, they require strong community leadership in order to be tackled effectively.

## **Sustainable Communities** *Insert 'Components of sustainable communities' wheel?*

The Government has recognised that with the rapidly changing needs of the UK population and a shortage of housing, this is a critical point in time to set national policy on the sustainability of housing and community development.

Following national consultation with service providers, the requirements for the development of sustainable communities were established. Firstly, the determination to engage local people and businesses in the planning, design and long-term stewardship of their community, and secondly, to ensure developments are of a sufficient size and scale, with the right basic layout, basic amenities and links to accessible transport to urban, rural and regional centres.

On a local level, the new portfolio of planning documents, the South Hams Local Development Framework (LDF), is being prepared which will establish the development strategy for this district – they are the land-use documents. The new system is designed to help community priorities, in particular the provision of affordable housing and employment sites, to be progressed much more rapidly. In this way, the LDF and the Sustainable Community Strategy are intended to complement each other.

This Sustainable Community Strategy aims to ensure that communities in the South Hams develop as desirable places to live and work, with good quality local public services and an environment to cherish. Further to this, the Sustainable Community Strategy aims to reflect the local culture that we have in the South Hams, ensuring promotion of equality and diversity.

Sustainable development means taking account of the future affects of our activities so that the ability of future generations to meet their own needs is not compromised. The choices we make about the products we buy and the services we use have an impact on the South Hams and beyond.

However, not surprisingly, the Sustainable Community Strategy cannot cover everything – the range of activity of partner organisations is too wide and too detailed. It cannot meet everybody’s aspirations and must be realistic. Resources are limited and some services must conform to minimum legal requirements and established targets.

Patterns of investment in services, facilities, people and communities cannot change overnight. However change and improvement is possible and the community planning process reflects the commitment to achieve the best we can with the resources available.

### **Sustainability Appraisal**

A Sustainability Appraisal of the Sustainable Community Strategy will be undertaken by the South Hams Sustainability Group. This is a process to test and improve strategies with respect to sustainable development.

## Working together

There are many strategies, plans and partnerships in place regarding the delivery of public services in the South Hams. The aim of the Sustainable Community Strategy is to bring all these strategies together under one 'umbrella' and look for ways to tackle cross-cutting issues effecting our social, economic and environmental well-being.

### Local Strategic Partnership

The South Hams Local Strategic Partnership (LSP) comprises representatives from the district and county authorities, voluntary and community sectors, local businesses and a range of agencies that deliver public services at the local level. The LSP consists of a steering group of key agencies, the South Hams Strategic Partnership (SHSP), and a Community Partnership Forum of many community groups, stakeholder groups and other local, county and regional organisations.

The aim of the LSP is to drive sustainable improvements in the quality of life for everyone. A key role of the LSP is to develop a joined-up approach to effective delivery of public services. This began with the development of the first South Hams Community Strategy for 2003-06 and the associated Action Plans. Following the review of the first Community Strategy, the role of the LSP will continue to evolve as we look for innovative ways to deliver identified actions meeting established and emerging community priorities.

Part of the role of the LSP is to represent the South Hams and to influence other strategic planning. By working with other providers in a clear and coordinated way, the LSP will be able to secure resources and improvements for the South Hams.

The partners involved are committed to working together where necessary in order to address the needs and priorities identified in this Sustainable Community Strategy. Particular attention will be given to addressing the following key challenges. How do we:

- Remove rural isolation and ensure that people are not disadvantaged because of where they live;
- Enhance prosperity, regenerate communities and provide learning opportunities for all;
- Meet the needs of young people for affordable housing, knowledge and skills, appropriate employment, advice and other facilities;
- Meet the housing and support needs of older people in the District;
- Help the South Hams be a safe and healthy place to live, work and visit;
- Maintain and enhance the quality natural and built environment;
- Promote responsible use of limited natural resources and adapt to the threat of climate change.

## Community Planning

In developing the South Hams Sustainable Community Strategy, the LSP recognises the importance of working together. A framework has been developed in which a response to an issue is addressed at the most appropriate level. Put simply, some issues are relevant to a particular community and should be resolved within that community. Others require a response at a district or county level.

A number of issues raised through community planning will be referred to in other strategies. Crime reduction, for example, will be one of the central themes of the Safer South Hams Strategy. It is not the intention simply to duplicate them in this strategy, although there is a need to ensure they are integrated and complementary. To avoid duplication, two 'strategy-tests' need to be satisfied before the issue is included in the Sustainable Community Strategy. These are:

1. Is it a strategic issue of relevance across the District or should it more appropriately be dealt with at the parish, market town or county level?
2. Does it require a partnership approach? If so, is there an existing strategy or partnership that could address the issue instead and can the LSP add value to the existing work?

### Linking community-based planning activity

*Insert diagram*

Within the jointly agreed approach to community-based planning, South Hams District and Devon County Councils are supporting and encouraging individual communities, either alone or with neighbours, to develop their own views on their community's specific priorities. In the case of Dartmouth, Ivybridge, Kingsbridge, Salcombe and Totnes, Community Action Plans have been produced, which may also incorporate the views of the hinterland settlements. 31 South Hams parishes have also completed a community appraisal or parish plan; others have formed clusters as an avenue to represent the views of their communities. Whilst the results of these very local exercises are likely to be most relevant to the particular community itself, some are likely to require action within the South Hams Sustainable Community Strategy or even at the county level.

One of the key principles of community-based planning is that of active community participation. Parish and town councils are well placed to help community voices to be heard, and support project delivery at the local level.

The Devon-wide Community Strategy, delivered through the Devon Strategic Partnership, takes account of all the district community strategies.

**Market Town Community Action Plan themes: (not in priority order)**

<b>Dartmouth and District</b>	<b>Ivybridge Area</b>	<b>Kingsbridge and Salcombe Area</b>	<b>Totnes and District</b>
Affordable housing	Active Ivybridge	Affordable housing	Access to services
Cultural activities	Community life	Economy and jobs	Affordable housing
Commercial centre regeneration	Library and Resource Centre	Environment	Civic Hall and Market Square regeneration
Economic and business development	Town Centre regeneration	Health and social issues	Economy and tourism
Education and training	Transport needs	Re-development of Kingsbridge Quay	Environment
Health facilities	Youth issues	Sport	Heritage, culture and arts
Natural environment		Transport	Traffic management
Safety and security		Youth	Youth facilities
Sport and leisure			
Traffic management and access			

**Parish Cluster and Youth activity themes: (not in priority order unless stated)**

<b>South West Parish Cluster</b>	<b>North West Parish Cluster</b>	<b>Youth Consultation (Priority order)</b>
Affordable housing	Affordable housing	Cost of public transport to education / work / leisure
Environmental improvements	Community Identity	Quality jobs
Facilities for young people	Community Safety	Community involvement
Public transport	Community transport	Clean environment
Recreational facilities	Facilities for young people	Health
Traffic calming	Litter and vandalism	
	Traffic management and car parking	

## How the new South Hams Sustainable Community Strategy been produced

During the spring and summer of 2005, the celebration of successes of the first Community Strategy began. The LSP were able to 'sign-off' the specific tasks in 2 of the 4 Action Plans: 'Accessible Services' and 'Supporting Active and Caring Communities' as having been completed, whilst 'Affordable Housing' and 'Employment and Skills' were recognised as being on-going areas of work.

There then followed the promotion for a range of consultation activities called 'Shaping the future of the South Hams', in order to review community priorities. Publicity materials were sent out to town and parish councils, village hall contacts, over 450 community groups including contacts for over 60 'hard-to-reach' groups. With the support of community newsletters, libraries, tourist information centres, leisure centres, doctors, dentists, health centres, police stations and schools, the opportunity to take part was spread far-and-wide.

Advertisement space was bought in local newspapers; media releases were issued which resulted in numerous newspaper articles and local radio interviews. South Hams District Council website ran 'warm-up' and main feature articles in the weeks running up to events. A virtual tour of the consultation road show also ran on the website during the consultation period.

The activities were promoted through network groups such as the South Hams Sustainability Group and South Hams Voluntary Sector Forum. These, together with two launch events at Ivybridge Town Council and South Hams District Council HQ at Follaton House, were used to encourage participation through 'word-of-mouth'.

### Quotes from consultation

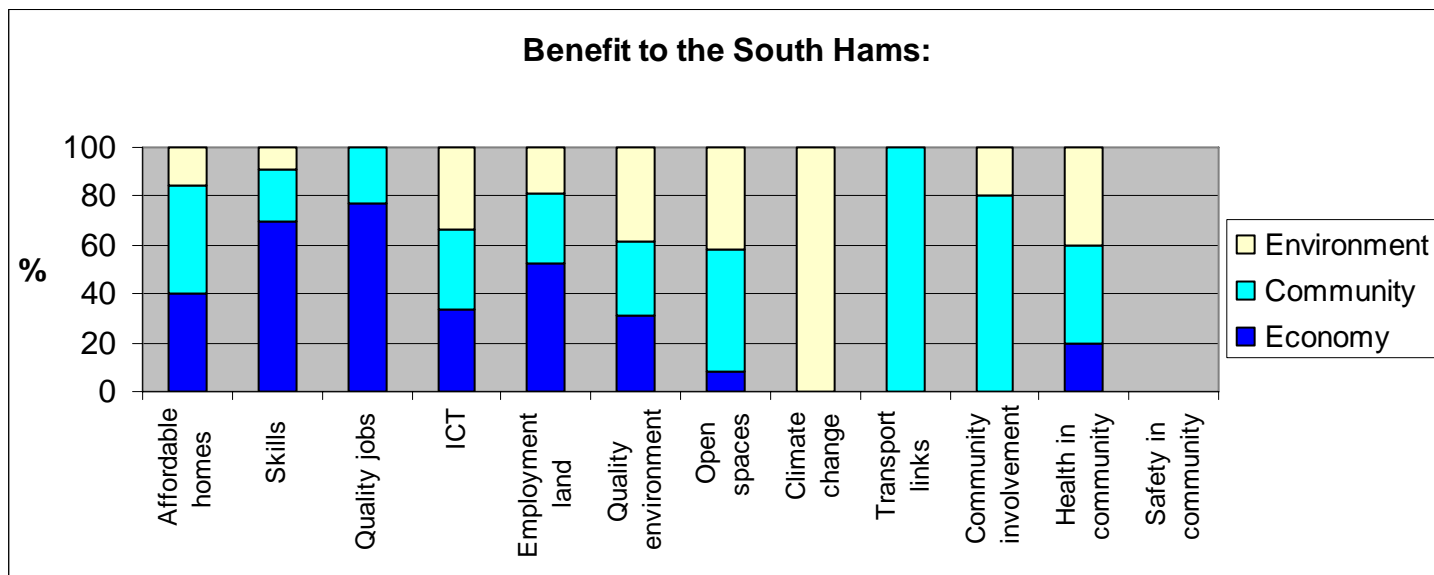
*'Delighted to have the opportunity to contribute.'*

*'Very informative, well set out. Fully enjoyed my time and feel that I have helped.'*

*'This is a good way for the community to look at issues that affect them and have the opportunity to air views.'*

*'We need more of these!'*

The first events, 'Laying foundations for the future', were themed workshops for partners and stakeholders to establish issues, opportunities and key priorities. Using the themes regularly appearing in community-based planning documents and other strategies, participants were asked to establish where improvements could bring the most benefit to our Economy, Community and Environment. It is worth noting that 'Safety in our community' was consistently recorded as 'Good' and does not therefore appear in the table of priorities below.



Then followed a series of community events around the district to establish community needs and aspirations. Whilst reviewing the first Community Strategy, the opportunity was taken to consult on a range of other strategy documents; the LDF, Prosperity Strategy, Tourism Strategy and Public Space Strategy - all of which 'nest' beneath the Community Strategy. A road show was taken to Malborough Village Hall, between Kingsbridge and Salcombe; Totnes Civic Hall; South Dartmoor Leisure Centre in Ivybridge and Townstal Community Hall in Dartmouth.

A range of follow-up consultations were undertaken at existing activities including the Farmers Market's in each of the 4 main towns and 2 of the district's main shows, the Yealmpton Show and Totnes Agricultural Show. 52 face-to-face interviews were undertaken with the under 35's, as previous experience has shown that this age group appears to be less well represented in consultation activities.

A youth consultation event encouraged participation by young people (under 18's) from across the district. This was hosted at the new Ivybridge Youth Centre in October, to coincide with Local Democracy Week.

## Establishing the Sustainable Community Strategy themes

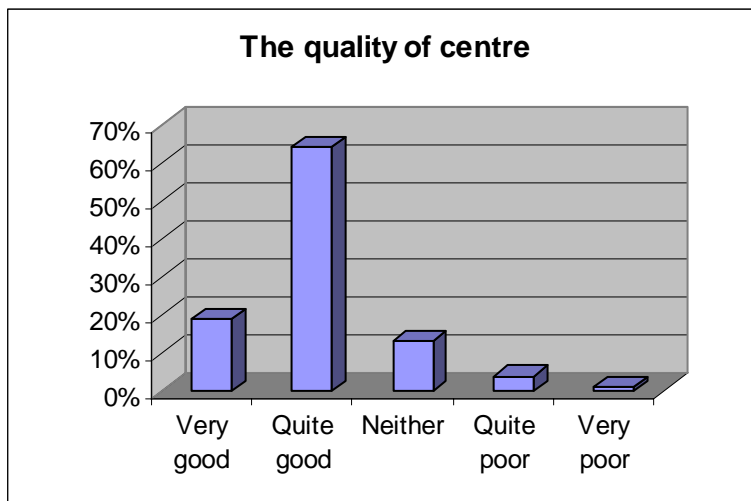
Among the range of tools used to gather information, a questionnaire helped capture local people's views across a broad range of topics. A total of 822 completed questionnaires were returned and analysed.

### 6 key aspects of living in the South Hams

Aspect	Very good (%)	Quite good (%)	Overall (%)
Quality of life	45	51	96
State of the coast and countryside	44	51	95
State of towns and villages	15	68	83
Safety in our community	15	60	75
Health in our community	13	61	74
Transport opportunities	2	21	23

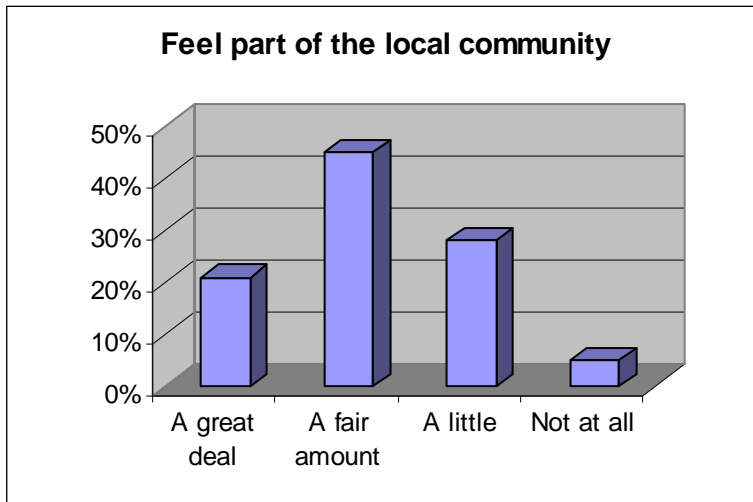
As can be seen from the table above, South Hams rates well for the general quality of life and the natural beauty of the area, reasonably well for aspects of quality of life that need 'services'. Transport opportunities however, stand out as a problem area.

### How would you rate the quality of your main centre?



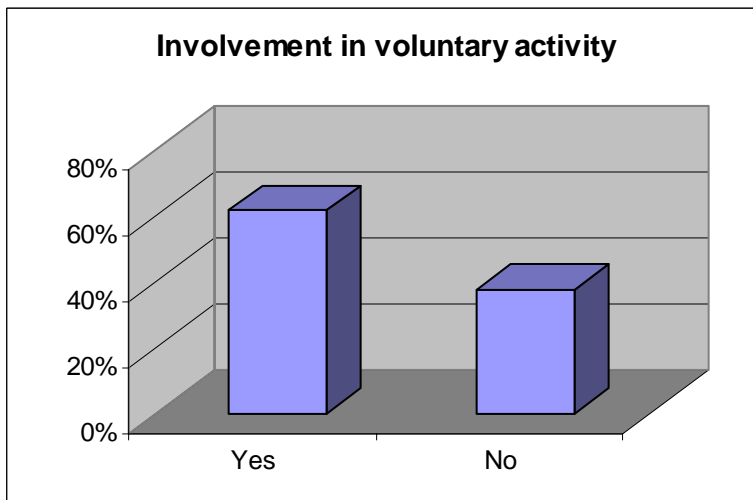
The majority (83%) rated their 'main centre' as 'good' to some extent. Of the towns in the South Hams, South Brent and Totnes are the two towns rated highest for their quality, both having 29% rate quality as 'very good', compared to Ivybridge where only 8% rated the quality as 'very good'.

## To what extent do you feel part of the community?



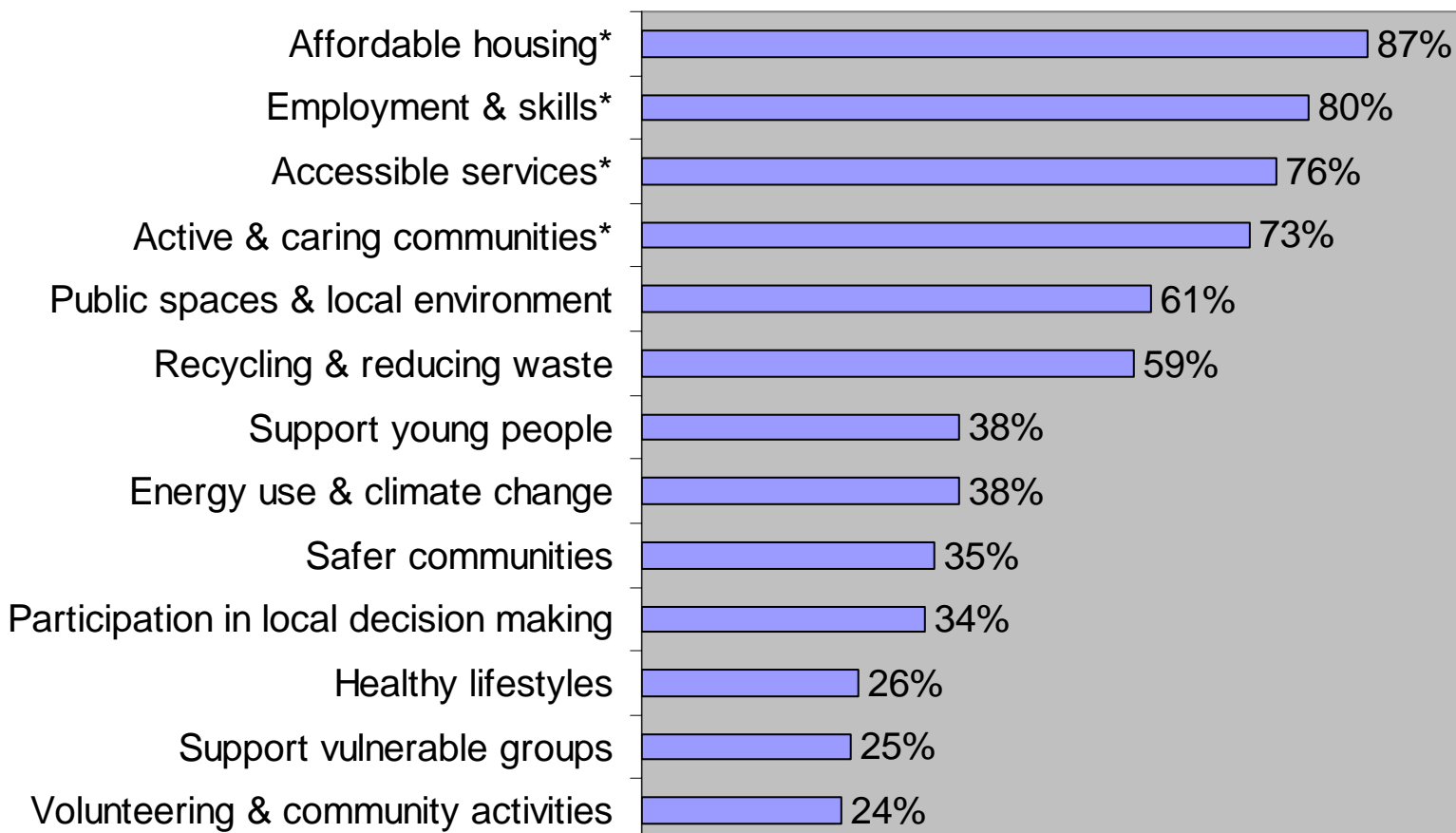
People under 25 were four times more likely to say that they do not feel part of the community at all and twice as likely to say they only feel part of the community 'a little'.

## Have you been involved in any voluntary activity that benefits your community?



People over 55 were far more likely to say they had been involved in voluntary activities, with people under 35 being far less likely, particularly those under 25. When asked why they had not been involved, people under 35 were far more likely to indicate that they were 'unaware of local opportunities', whilst people over 65 were much more likely to state 'ill-health' as the reason.

When presented with the range of issues across the South Hams, most respondents thought all four of the original Community Strategy themes should remain. There appear to be three distinct levels of support regarding the introduction of any new themes into the new Sustainable Community Strategy.



\* South Hams Community Strategy 2003 – 2006 Priority themes

In deciding the priority themes for the new South Hams Sustainable Community Strategy, it has been essential to take into account:

- The outcomes of the various community consultation activities;
- The remit of the LSP 'to identify areas where working together across service and organisational boundaries has the potential to deliver greater benefit for the people of the South Hams';
- New government guidance on preparing Sustainable Community Strategies.

## **‘Affordable housing’ and ‘Employment and skills’**

It is clear that ‘Affordable housing’ and issues around ‘Employment and skills’ remain key community concerns. The LSP recognises that these two areas in particular, will require both ‘task and finish’ projects and long-term efforts. Specific actions must also be linked to the LDF, Housing and Prosperity Strategies, and to other partners strategies, for example:

- Supporting People Strategy - meeting the needs of older people and vulnerable young people;
- Skills Strategy for Devon & Cornwall; and the
- Environment Agency’s – ‘Promoting a greener business world’.

## **‘Accessible services’ and ‘Active and caring communities’**

Transport opportunities also remain a key issue, particularly for young people. The Action Plan for this priority in the first Community Strategy focused on need assessment of key groups, in particular young people and those with disabilities. It also looked at access to services in the context of key community venues. A Transport Research and Development Officer undertook some valuable research that showed that a range transport opportunities do exist, it was often access to the information about these opportunities that needed improvement.

It is not the intention of the new Sustainable Community Strategy to duplicate the work of the Devon Local Transport Plan - ‘Devon on the move’. Instead it is suggested that ‘Access to services’ becomes a cross cutting theme within each of the priority areas, concentrating on where the LSP can add value.

The Action Plan linked to ‘Active and caring communities’ in the first Community Strategy concentrated around supporting the community-based planning process, providing training opportunities and exploring the use of community enterprises.

It is proposed that a new theme ‘Community vibrancy’ can expand upon these two original themes, and look at how we can work together to encourage greater involvement in community activities, especially by young people and where it contributes to healthier lifestyles for all.

## **‘Quality natural and built environment’**

The fact that we all agree that the quality of the South Hams environment is good, does not mean that we can afford to be complacent. Indeed, the consultation results show that ‘Enhance and protect our public spaces and local environment’ was the most popular response for a new theme.

The quality of the South Hams environment has far reaching impacts on our health, the economy, in particular agricultural, marine and tourism industries; and our social and cultural well-being. Within this new theme, the LSP recognises the important role they have to play in limiting and adapting to climate change and promoting the responsible use of natural resources.

## **The proposed new priority theme areas**

The new South Hams Sustainable Community Strategy has a series of aims across 4 proposed priority theme areas, which the LSP will work towards over the next 5 years. The proposed theme areas are:

1. Affordable homes
2. Competitive local economy
3. Community Vibrancy
4. Quality built and natural environment
  - Enhance public spaces and the local environment
  - Recycling, resource management and climate change

## **Cross cutting themes**

However, the 4 priority theme areas above do not stand independently of one another. There are important links and opportunities to be realised between the themes and between the work of the agencies traditionally allied to one theme rather than another. Therefore 3 cross-cutting themes are proposed, where the LSP is particularly looking to add value, and are proposed as:

- Sustainable development
- Healthy living
- Access to services

While there is an impressive level of enthusiasm for achieving these aims, the timescale for significant improvement in some areas will be longer than others.

## **Where next?**

Detailed and resourced Action Plans will be developed as the next stage in the Sustainable Community Strategy. As the partnership approach strengthens year on year and projects are completed on a 'task and finish' basis, the Action Plans and the supporting aims and priorities will need to be reviewed on a periodic basis.

There is room for everyone to be involved in the delivery of improvements for the South Hams. The Sustainable Community Strategy sets a long-term direction but encompasses short and medium term priorities for the partners to action jointly. The role of the communities and individuals within them cannot be underestimated; their contribution will be vital at a local level within the towns and villages, and within the communities of interest.

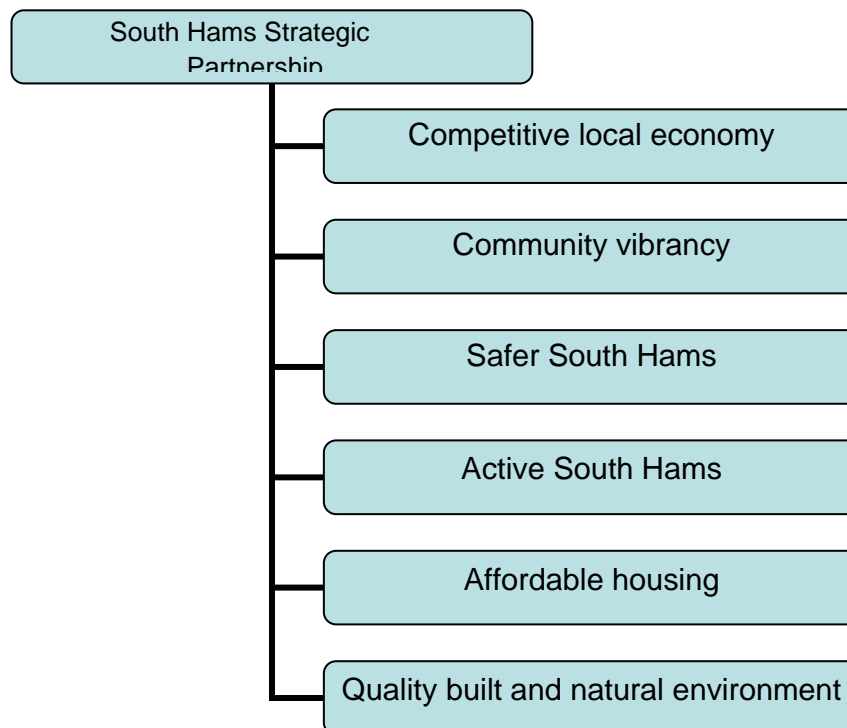
## Measuring progress

The progress of the Sustainable Community Strategy will be measured by how it is improving the quality of life across the South Hams. The Government audit body, The Audit Commission has developed a set of 'top line' Quality of Life indicators that measure a wide range of social, economic and environmental issues. Using these indicators, the partnership will be able to measure improvement over time and ensure that solutions are sustainable.

Each Action Plan linked to the priority theme areas will include detailed local performance indicators and measures regarding particular areas of work that the LSP will be targeting.

## Proposed structure of the working groups

The SHSP is looking to establish/support working groups reflecting the themes emerging from the new Sustainable Community Strategy. These working groups would oversee the delivery of specific actions in the Action Plans and work towards improved links between the community based planning groups and the community strategy priorities.



The Sustainable Community Strategy is seeking to contribute to the viability of communities in the South Hams through the provision of affordable and well-designed housing that meets the needs of local people.

House prices in the South Hams have risen sharply in recently years. With the combination of lower than average wages and one of the highest percentages of second home ownership in the country, this has resulted in affordable housing remaining the most pressing community priority.

It is the elderly population which is growing fastest, so it is likely they will need housing close to other facilities and have homes designed to meet particular needs. It is also important to ensure the housing stock is kept in good repair and investment is maintained to minimise 'unfit' housing.

Despite the obvious housing difficulties faced by many residents there is the understandable concern that building new houses could spoil the countryside that both local people value and visitors enjoy. However, some development is essential to keep communities healthy and overly restricting development can impact on the social and economic fabric of towns and villages. The LDF, in its role as a delivery tool, requires that at least 50% of all new housing should be on previously developed land, including the conversion of existing buildings. However in many small communities additional housing provision is likely to require some green field development.

The LSP recognise that good quality affordable housing has a significant impact on the health and vitality of the community. The LDF is proposing the challenging target of 66% of housing on newly proposed rural green field sites be affordable. Of this, 33% to be social rented, 33% intermediate affordable (shared ownership or similar) and the remaining 33% open market.

By working together, partners aim to:

- Increase the supply of affordable housing for local people across the district to create balanced, viable communities;
- Assist a wide range of vulnerable residents to be able to live independently and ensure that housing, care and support is provided as a seamless service;
- Incorporate 'Secure by Design' issues into new developments and therefore reduce the amount or fear of crime as a result;
- Ensure that new well designed housing is relevant to the character of the area and minimises the adverse impact on the local landscape and ecology.

The Sustainable Community Strategy is seeking to support sustainable local businesses and employment opportunities, promote the continued use of external funding streams, and address issues surrounding rural poverty, low wages, access to services, natural resource protection and environmental pollution.

The South Hams' diverse economic base of micro-businesses operates in a heavily protected natural and built environment. This presents particular challenges such as low average wages, sustainable economic growth and ability to respond to external influences.

Business premises demand is concentrated around the A38 corridor, Plymouth Torbay fringes and Totnes. Local development land and premises are limited. Where demand is not met businesses must consider locations outside the district. This loss of inward investment and expanding businesses seriously affects the district economy by denying it investment, employment opportunities and the benefits of local money recycling.

The challenges facing the district are to achieve sustainable growth in a way that encourages indigenous businesses, promotes inward investment and provides for those residents unable to travel any great distance.

The LSP recognise that improvements across a range of issues are driven by greater levels of education and skills, and is seeking to ensure that a co-ordinated approach and improved understanding of needs delivers improvements among users and providers of education.

By working together, partners aim to:

- Create the conditions for new and innovative businesses to develop, such as access to start-up units and support to social enterprises;
- Encourage business practices that protect the natural environment, and promote the benefits for local business in managing their environmental impact, such as supporting the take-up of 'Green Tourism';
- Work with others to remove barriers to employment, such as improving access to childcare provision;
- Develop links between employers and learning providers in order to increase availability of, and access to, higher level and vocational skills.

The Sustainable Community Strategy is seeking to improve access to local services, and to ensure that communities develop in such a way that people are proud of where they live and want to help others.

The aim for the LSP is to enable all people to have access to a healthy lifestyle, including access to sport and leisure, culture and arts opportunities. The challenge the LSP faces is how to deliver, in a coordinated and effective way, choices for healthy lifestyles.

The LSP recognise that if the district is to develop in the way the community desires, it is important that there is effective communication between all sections of the community and service providers. It is important to increase active citizenship and build on the sense of pride in our communities.

In an extensive district such as the South Hams, the availability of public transport is vital for ensuring that people have access to services, work and facilities, as well as being able to socialise and take part in the community.

The LSP also recognise that the district will be facing challenges around the development of a new community at Sherford during the lifetime of this strategy. Significant progress had been made to date on developing the Master Plan for this community but it remains important for a range of agencies to continue to work together, to ensure that they realise the potential of a truly sustainable community.

By working together, partners aim to:

- Increase physical and electronic access to key services and advice, including health and housing issues, for all groups in society, particularly in isolated areas;
- Provide everyone with accurate and accessible information about the transport choices available to them;
- Provide opportunities for, and encourage, walking, cycling, and other outdoor leisure and recreation, to increase levels of physical activity and improve health;
- Develop ways to engage effectively with all sections of our communities about concerns and successes, ensuring a regular two-way flow of information;
- Support the opportunities for volunteering in our communities, particularly amongst young people.

The Sustainable Community Strategy is seeking to ensure that the environment of the South Hams continues to make it a haven for wildlife, a highly desirable place to live, work and enjoy, and a key driver behind income sources for our businesses.

The LSP recognise that we need to manage our natural assets in a sustainable way. The issues of the natural environment focus on the condition of the land, air and water in the district, which in turn affect bio-diversity – our wealth of wildlife. It is essential that the distribution and location of all new homes and employment sites are consistent with principles of sustainable development. This approach offers us the opportunity to embed the ethos of sustainable living within new and established communities.

Public spaces, everything from town parks and gardens to civic squares and play areas, offer a range of opportunities for communities to relax, exercise, take part in organised activities or just enjoy informal recreation. The LSP recognise that there are wider benefits around community involvement in the use and ownership of public spaces that include the ability to attract external funding to support a range of activities benefiting local communities.

The South Hams has a strong local identity generated by the unique buildings, structures and settlements. The LSP recognise that this built environment is valuable, not only to our heritage and culture, but also for tourism and economic prosperity.

The South Hams does not have any waste disposal facilities in the district and therefore, all waste is transported to facilities in adjacent districts. Not only is this costly in terms of money and carbon emissions, but it is also becoming increasingly difficult as facilities are losing capacity for accepting waste. However, the average amount of waste from each household continues to rise. This is a huge challenge.

Energy use also continues to rise across all sectors, household, commercial and industry – and the consequent carbon emissions have been shown to be related to climate change.

By working together, partners aim to:

- Promote the protection of and, wherever possible, enhance biodiversity, the diversity of species and habitats through sensitive land-use policy and practice;
- Promote wider community use and ownership of public spaces, in particular where it contributes to healthy lifestyles and a reduction in the amount or fear of crime;
- Support activities seeking to regenerate the built environment;
- Support activities which minimise the amount of household and commercial waste produced and maximise the amount of this waste we recycle and reuse.

## Key players

This Sustainable Community Strategy has been produced by a partnership of organisations and agencies called the South Hams Local Strategic Partnership. With an inclusive approach to participation, the membership of the LSP is not fixed, with new partners becoming involved as the agenda for action develops. Therefore, the membership list below is not exhaustive, but gives a good indication of the wide range of organisations and agencies actively engaged in developing the South Hams Sustainable Community Strategy.

### South Hams Strategic Partnership (Steering Group)

The role of the SHSP is to develop a joined-up approach to effective delivery of public services and represent the South Hams in influencing strategic planning. By working together in a clear and coordinated way, the SHSP will be able to secure resources and improvements for the South Hams. This role will continue to evolve as we look for innovative ways to deliver identified actions meeting established and emerging community priorities.

South Hams District Council  
Devon County Council  
South Hams and West Devon Primary Care Trust  
South Hams Council for Voluntary Service  
South Hams Voluntary Sector Forum  
South Devon College  
Business Link  
Devon and Cornwall Police  
Environment Agency  
Housing Sector representative: Tor Homes

As the LSP develops and organisations influence their own business plans and corporate aims, it is envisaged that plans for managing particular aspects or issues will be developed jointly. However, there are plans and strategies that already exist that will, in time, support or become integral to the South Hams Sustainable Community Strategy. These include:

South Hams Local Development Framework	Town and Parish Plans
Devon Community Strategy	Devon Local Transport Plan
Regional Spatial Strategy	Regional Transport Plan
Regional Economic Strategy	Skills Strategy for Devon & Cornwall
Prosperity Strategy	Tourism Strategy
Supporting People Strategy	Housing Strategy
Safer South Hams Community Safety Strategy	Local Health Delivery Plans
South Devon Area of Outstanding Natural Beauty (AONB) Management Plan	Public Space Strategy
Devon Children & Young People's Plan	Local Authority Performance Plans

## Community Partnership Forum Members

Town and Parish Councils	Saltstone Caring
Community-based planning groups	Totnes Caring
Devon Rural Transport Partnership	The Dartington Hall Trust
Devon Social Services	Silver Lining, Kingsbridge
Devon Library Services	Bridgetown Alive!
Devon and Cornwall Probation	Mansion Open House Family Bus
South Devon Youth Offending Team	Kingsbridge Empowering Youth
Devon Youth Association	Youth 4 Youth
Zero-14 Plus	South Devon Mediation
Devon and Torbay Learning Partnership	Suma's Ark
Connexions Cornwall and Devon	Churches Together in Devon
Devon Children's Fund	Faith Net South West
South Hams Society	Birdwood Bureau Consortium
South Hams Citizens Advice Bureau	South West in Grief Support Group
Community Council of Devon	Yealmpton Carers Support Group
South Hams Sustainability Group	Dartmouth Elderly Cluster Group
Totnes Sustainability Group	Totnes Elderly Cluster Group
Kingsbridge Agenda 21 Group	Newton and Noss Carers Support Group
Devon and Cornwall Housing Association	South Hams Physical & Sensory Disabilities SIG
South West Regional Development Agency	Totnes & Dartmouth Mental Health Cluster Group
South Devon AONB Partnership	Inter-Agency Youth Homelessness Cluster Group
The Countryside Agency	Learning Disability Cluster Groups
South West Water	Children with Disabilities Cluster Group
Job Centre Plus	Supporting People Project
South Devon & Channel Shellfishermens Association	South Hams Single Parent Inclusive Network
South Devon Marine	Devon Fire and Rescue Service
South Hams Food and Drink Association	Home-Start South Hams
Teignbridge District Council	Dartmoor National Park Authority
West Devon Borough Council	Safer South Hams Partnership
Plymouth City Council	Government Office South West

## DRAFT Community Strategy Action Plan 2006 - 2011

The implementation of this action plan is dependent on wide ownership in the voluntary and community sector, public and private sector and on the levels of identified funding being maintained.

Strategic Objective	Target	Action	Accountable Agency	Resources	Start Date	Target Date	Target Achieved	Links to Other Strategies
<b>Competitive local economy</b>	Create the conditions for new and innovative businesses to develop.							
	Encourage business practices that protect the natural environment.							
	Work with others to remove barriers to employment.							
	Develop links between employers and learning providers.							