

Public Document Pack



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

Dear Councillor

SOUTH HAMS EXECUTIVE - THURSDAY, 7TH APRIL, 2022

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

Agenda No	Item
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1.	<u>Minutes (Pages 1 - 2)</u>
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Special Executive meeting held on 31 March 2022;

8.	<u>Better Homes Better Lives Year 2 Update and Homelessness Strategy 2022-27 (Pages 3 - 72)</u>
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Housing Strategy:

Appendix 1 the review of the first year of Better Homes, Better Lives and introduction to year 2

Appendix 2 - New action plan Year 2

Homelessness Strategy

Appendix 3 - Draft Joint South Hams and West Devon Homelessness Strategy 2022 – 27

Appendix 4 - Joint South Hams and West Devon Homelessness Strategy Action Plan 2022-23

10.	<u>Climate Change and Biodiversity Action - Council net-zero update (Pages 73 - 86)</u>
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11.	<u>Quarter 4 Integrated Performance Management Report (Pages 87 - 110)</u>
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Yours sincerely

Darryl White
Democratic Services Manager

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**MINUTES OF A MEETING OF
THE EXECUTIVE
HELD IN THE COUNCIL CHAMBER ON THURSDAY, 31 MARCH 2022**

Members in attendance:			
* Denotes attendance			
∅ Denotes apologies for absence			
*	Cllr K J Baldry	*	Cllr T R Holway
*	Cllr H D Bastone (Vice Chairman)	*	Cllr N A Hopwood
*	Cllr J D Hawkins	*	Cllr J A Pearce (Chairman)

Non-Executive Members also present either in person or remotely for all or part of the meeting:
Cllrs Austen, Birch, Foss and Spencer

Officers in attendance and participating:		
All items		Chief Executive; Section 151 Officer; Director of Place and Enterprise; Monitoring Officer; and Democratic Services Manager

E.96/21 DECLARATIONS OF INTEREST

Members and officers were invited to declare any interests in the items of business to be considered during the course of this meeting, but there were none made.

E.97/21 PLYMOUTH AND SOUTH DEVON FREEPORT UPDATE

The Deputy Leader introduced a report providing an update on the Plymouth and South Devon Freeport Business Case and information on the associated financial modelling.

In discussion, reference was made to:

- (a) the need for this Special Executive Meeting. When questioned, it was noted that this Special Executive meeting had been convened to enable for the Executive to consider this matter in advance of the Full Council meeting to be held later in the day;
- (b) the lack of reference in the published agenda report to apprenticeships. A Member felt it to be unfortunate that the agenda report had not included a separate section solely on apprenticeships. Whilst the initiative would lead to a number of direct benefits in relation to the provision of skilled labour apprenticeships, the Executive also wished to confirm its support to promote opportunities for apprenticeships through the operation of the Freeport;

- (c) the initiative representing a great opportunity for the Plymouth and South Devon area. Members highlighted the extent of the opportunities and far reaching benefits that would be generated by this initiative and particular reference was made to the reduction in carbon footprint that would result at Langage.

It was then:

RECOMMENDED

That the Executive **RECOMMEND** to Council to:

1. Approve South Hams District Council's full participation in the Plymouth and South Devon Freeport.
2. Approve the formation of a company limited by guarantee and for South Hams District Council (SHDC) to be a founder member alongside Devon County Council (DCC) and Plymouth City Council (PCC) to operate the Freeport
3. Delegate authority to the Director of Place and Enterprise, in consultation with the Leader of the Council, Executive Member for Economy and S151 Officer to:
 - a. submit the Full Business Case (FBC) for the Plymouth and South Devon Freeport
 - b. approve the articles of association and reserved matters for the Freeport company and enter into member agreements between SHDC, PCC and DCC, and other relevant legal agreements
 - c. Enter into the business rates retention sharing agreement with DCC, as set out in 4.22 to 4.24 of the report
 - d. Enter into land owner agreements aligned to Freeport objectives
 - e. Acquire land at Langage to deliver Freeport objectives
4. Approve borrowing up to £5m from the Public Works Loan Board (funded from the retained business rates income generated), at such time as is advised by the S151 Officer, to match fund the Freeport Government seed funding relating to the delivery of the Langage site
5. Utilise funding from the SHDC Business Rates Retention Earmarked Reserve in 2022/23 (£6,000) and 2023/24 (£57,000) to provide upfront funding to the Freeport, which will then be repaid in 2024/25 from the retained business rates income generated from 2024/25 onwards.

(Meeting commenced at 10:00 am and concluded at 10.15 am)

South Hams & West Devon

Better Homes, Better Lives

Housing Strategy 2021-2026



Agenda Item 8

First year action plan review



South Hams
District Council



West Devon
Borough Council



Introduction

In autumn of 2021 both Councils introduced separate corporate strategies. Both Councils have included Housing as a key corporate objective.

Whilst being a key priority on its own, housing is also reflected in other priorities, particularly in wellbeing, economy and environment. Both Councils have also made declarations of both a climate and housing crisis.

The corporate strategies for both Councils are underpinned by the:

- ◆ Joint Local Plan
- ◆ Housing strategy “Better Homes Better Lives”
- ◆ Joint South Hams and West Devon homelessness strategy

The 5 year **Housing Strategy for South Hams District and West Devon Borough Council**, was adopted in April 2021. It was recognised at the time that the Strategy was required to be flexible enough to respond to the changing housing situation, particularly in light of the impact of the pandemic on our local communities. In recognition of this impact both councils have declared a Housing Crisis and each committed to an action plan aimed at addressing the unique needs of our rural areas. These action plans both supplement and complement the existing Housing Strategy, further strengthening our approach to meeting the needs of our residents.



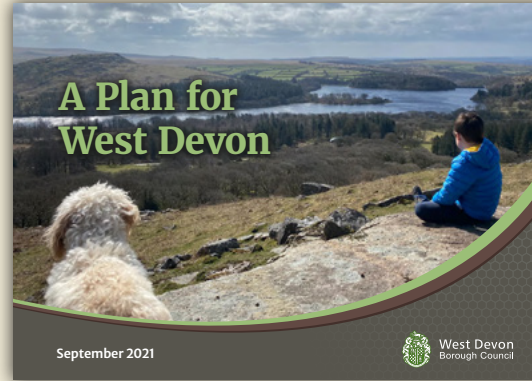
Corporate Strategy



Strategic Themes

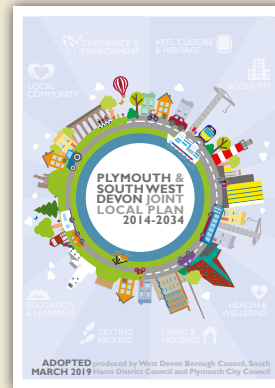


Corporate Strategy



Strategic Themes

Underpinning Documents





Foreword

We are pleased to provide an update from the first year of *Better Homes, Better Lives*, the joint Housing Strategy for South Hams and West Devon.

At the time of adoption the world was starting to recover from the Covid-19 pandemic, however this past year has seen many challenges reverberating from this and these are felt acutely in relation to housing. Both South Hams and West Devon have seen huge issues with affordability, availability of property and delays in housebuilding and the increase in short term holiday lets. This has culminated in our housing crisis declarations, and both Councils are determined, through partnership working, direct action and political lobbying to tackle the issue head on.



Improving homes

Better Lives for All and the Housing Strategy

We are focussed on existing housing, and our priority is also to support the delivery of new local homes that are affordable to local people. We want people to be able to continue living in the area that they have grown up, where their employment and support is nearby and where their health and wellbeing is acknowledged. We want to enable local people to live in their homes for as long as possible through the delivery of our services.

We have declared a Housing Crisis in the South Hams and this strategy will help us to address many of the issues this involves, in particular the growth in the number of second homes and the lack of available accommodation that we face and the impact that this is having on preventing our communities to thrive. We want to increase awareness of the best use of our existing housing stock and how we can support people to live in more appropriate housing for their needs, whether this is downsizing or getting a foot on the housing ladder.

We also understand that energy efficient homes will be a high priority for our residents due to the rising cost of fuel bills and we need to make sure that none of our residents face homelessness and have a secure and safe roof over their head.



Cllr Judy Pearce

South Hams
District Council

Lead Member
for Homes

A Plan for West Devon and the Housing Strategy

We are driving the delivery of new affordable homes for local people in West Devon. These are homes that will meet the various different needs of our communities; the young, the older generation and those that may require specialist housing to live as independently for as long as possible. We are bringing forward a flag ship re-development of our homeless hostel which will provide safe and warm accommodation for those that find themselves in the unfortunate position of not having a roof over their head. Keeping them local to their family, support, schools and jobs.

West Devon has declared a Housing crisis and we are committed to working through the actions contained in this to ensure that our existing stock is of a good standard for our residents to live in. We will encourage those living in larger accommodation than their needs to downsize to more appropriately sized properties to allow families a chance to continue to live in the area they know and love.



Cllr Barry Ratcliffe

West Devon
Borough Council

Lead Member
for Homes



Background

South Hams District Council and West Devon Borough Council adopted their new *Housing Strategy* “*Better Homes, Better Lives*” in April 2021 which set out the Councils housing ambitions for the next 5 years.

It was essential that the plans had maximum flexibility to ensure it could respond to the housing needs of the District & Borough. As part of the ongoing monitoring; the strategy will be reviewed annually and an updated action plan will be adopted, with a continuing focus on our themes ‘*Housing for Place*’ and ‘*Housing for people*’.

Housing for Place



- Promote balanced and sustainable communities
- Ensuring that homes support the health and wellbeing of the area

Housing For People



- Homes that support the Health & wellbeing of our residents
- Make the best use and improve quality of existing housing



The Councils are pleased to report that progress on the Year 1 Action Plan is good. Despite the pandemic and response required by the councils throughout that time, very few tasks require a revised timescale for completion. Some of the slippage reported can be attributed to delays in terms of building due to the Covid-19 restrictions; which has led to national shortages in materials and a challenging year for the labour market. Similarly, some of the face to face events that were planned for year 1 will now take place in year 2. However, the Councils have an agile working policy, and so despite the rule to work from home, we have continued to work with minimal interruption and delivered our services across the housing team in as normal way as possible.

Declaration of a Housing Crisis

As a reflection of the chronic issues with affordability and availability of accommodation for local residents, both Councils have declared a housing crisis setting out steps they want to tackle the issue locally. Housing is a priority of the corporate strategies **“Better Lives for all”**

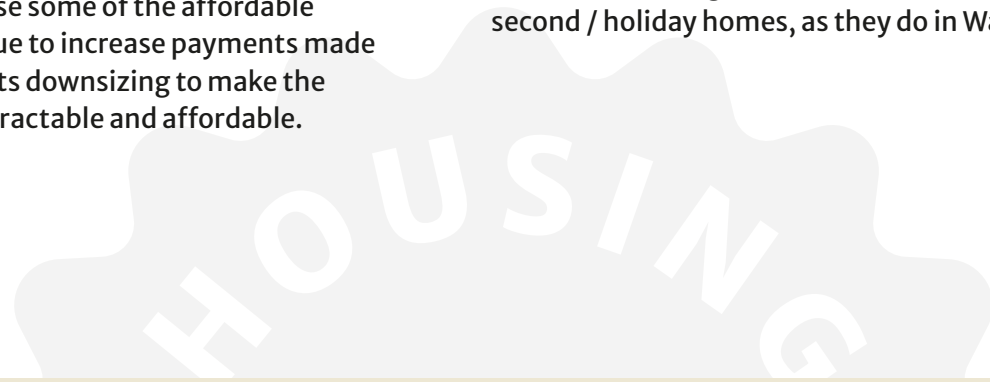
and **“A Plan for West Devon”** and both Council’s have made their position clear, with a raft of measures which include political lobbying for legislative change, direct delivery and introductions of policies and incentives to make best use of housing stock.

The current housing market is challenging, and changes to the economy as a result of Brexit and the pandemic require the Council to react quickly to intervene and assist people in our local area. This includes lobbying for change in legislation and national policy. We can report that people who, only a short while ago, would have been able to resolve their housing need without our assistance are now unable to do so. The lack of affordable housing to rent, while the increase in house prices for those looking to buy is having a lasting impact on our local area. The ability to get a foot on the housing ladder has become more difficult for those just starting out, as has rightsizing and adapting homes for the elderly or those with mobility problems. The Council has introduced initiatives to tackle some of these challenges and whilst it is too soon to measure their success we look forward to reporting on these in the future.

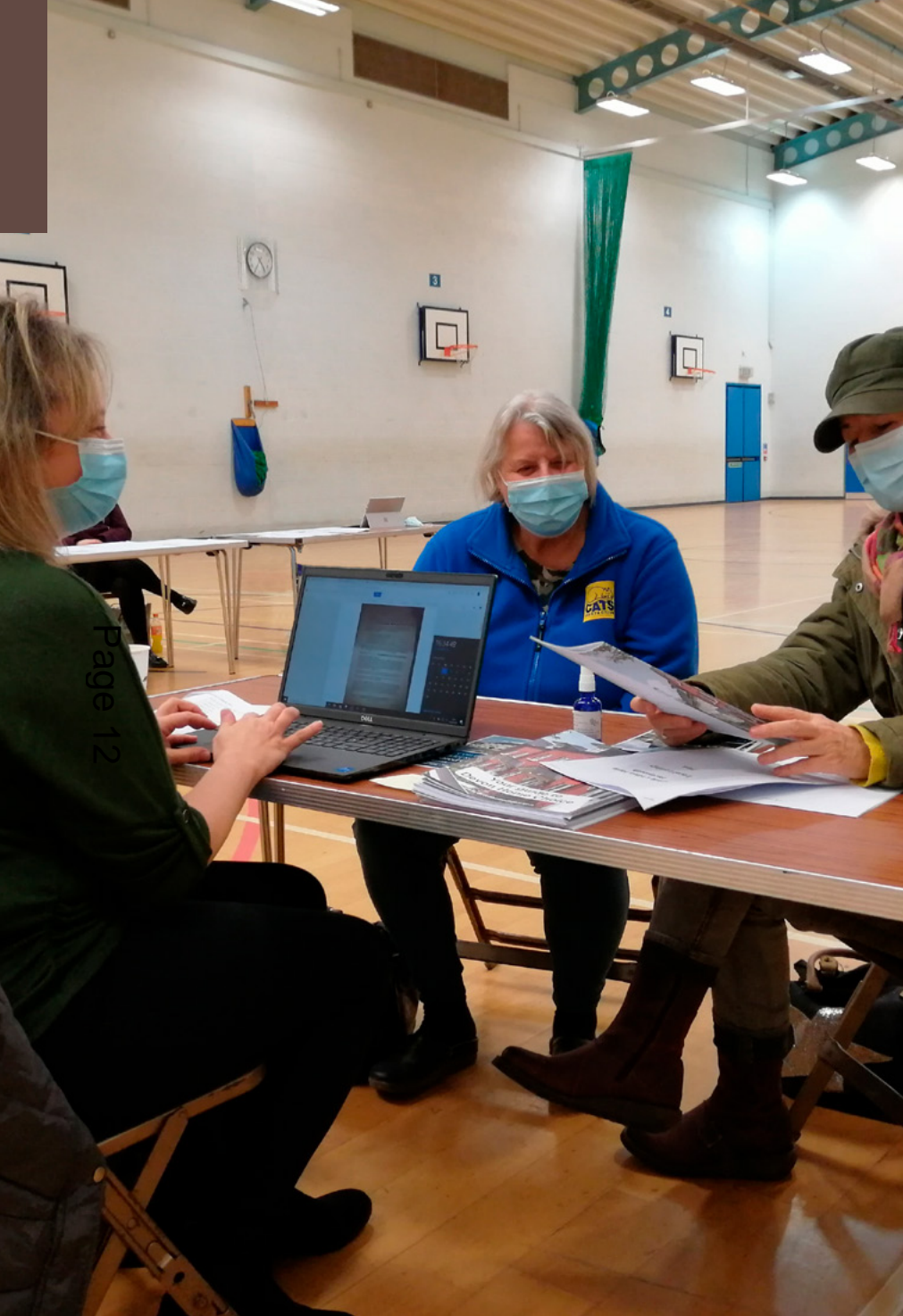




1. The District Council will lobby government, through MPs and the Local Government Association, to allow a Council Tax charge on housing plots with planning permission if they have not been built after a specified period. This would encourage developers to get on and build their sites without delay.
2. They will also lobby Government to review all holiday accommodation. This would ensure that it is properly regulated, complying with local planning policies and taxes. This could include an extension of the 90-day short let legislation, a proper planning class for short lets and proper licencing for them. This would prevent people finding loopholes in the taxation system and prevent too many local homes being converted to holiday accommodation
3. The Council should also immediately review all holiday letting in the District to ensure that the owners are paying the correct amount for the removal of waste and recycling. Businesses should not be on the normal domestic recycling and waste collection.
4. South Hams District Council will also ask the Joint Local Plan project team to review the amounts of affordable housing in the Joint Local Plan and see if this can be increased, so that the percentage of “First Homes” on a development is in addition to the existing requirement for 30% affordable housing.
5. The District Council already runs a letting agency to encourage landlords to make properties available for local families in need. There should be further promotion of this and regular landlord forums to encourage more properties to become available.
6. The District Council works closely with registered providers on many housing projects across the District; they will now be working with them to ensure the best use of those properties, such as to encourage tenants to downsize where possible and make larger properties available for larger households.
7. In addition to this, the District Council is proposing to use some of the affordable housing revenue to increase payments made to those tenants downsizing to make the move more attractable and affordable.
8. The Council is committed to using Section 106 affordable housing contributions as soon as possible, to help fund developments anywhere in the District where the terms of the Section 106 agreements will allow.
9. The Council also wants to campaign for changes to the Broad Market Area, to better reflect the costs of rents in the South Hams.
10. The Council would encourage the development of an exemplar site of low carbon modular housing, to show that developments can be both stylish and great to live in.
11. South Hams District Council also agreed to actively seek opportunities to invest in Council owned social housing with highly sustainable specification.
12. To lobby Government to allow local councils to be able to charge 200% Council Tax on second / holiday homes, as they do in Wales.



1. Demonstrate our commitment to the wellbeing of homeless people in the Borough by providing quality temporary accommodation (such as is proposed at Springhill Tavistock) and reduce the need for less appropriate forms of temporary accommodation.
2. Act where the Council has a land holding and take an interventionist approach to the housing market over the longer- term, where there is demonstrable housing need, leading to improved long term housing outcomes.
3. Recognise the market failures locally around accommodation options for vulnerable people (exempt accommodation), work in close partnership with Devon County Council to provide alternatives – putting people before profit. At the same time lobby national government to make legislative changes to remove the incentives for unscrupulous providers and to protect the needs of this vulnerable group.
4. Recognise the need for extra care accommodation in the Borough (such as proposed at Plymouth Rd) and ensure such schemes are supported to come forward.
5. Actively contribute to ‘Team Devon’s’ housing task force and housing commission to build the case for affordable housing as a key priority in any pan-Devon Page No devolution ask.
6. Lobby government through our MPs and the LGA to review the regulation of holiday accommodation, to ensure all holiday accommodation is suitably regulated and made subject to local planning policies and taxes. We should also appeal for an extension to the 90-day short term let legislation to be extended outside London and lobby DLUC for a separate planning class for short term lets and a proper licensing system to cater for them.
7. As the Council moves towards a review of the JLP, aspire to the highest affordable housing threshold that is sustainable and underpin it in policy.
8. Create a long term strategic partnership with a high quality Registered Provider to see the delivery of affordable-led housing at scale and over the long term in the Borough.
9. Continue to work closely with our main Registered Providers to ensure best occupancy of stock, not just by providing financial incentives for downsizing, but, where a step into home ownership may be possible, supporting tenants to make that move through a deposit grant scheme.
10. Use any Section 106 affordable housing contributions as soon as possible to help fund developments anywhere in the Borough where the terms of the Section 106 Agreement permit this.
11. As agreed at the last Hub Committee meeting, campaign for changes to the Broad Market Area to better reflect the costs of rents in West Devon.
12. Actively seek opportunities to invest in Council owned social housing with high sustainability specification (including modular housing) to support those on low incomes who are unable to afford ‘affordable’ rented housing.
13. Aligned with our Climate Change Emergency, continue to fund (and bid for further national funding) improvements to existing private sector houses within the Borough, recognising that housing is responsible for 40% of national CO2 emissions.
14. Lobby MPs and Central Government to provide an incentive to landowners for the provision of land specifically for Local Needs Affordable Housing. Giving landowners a tax break when providing land for affordable housing where there is an identified need, would, it is believed, help to release land at a reduced cost to support the small scale provision of affordable housing in our rural communities.

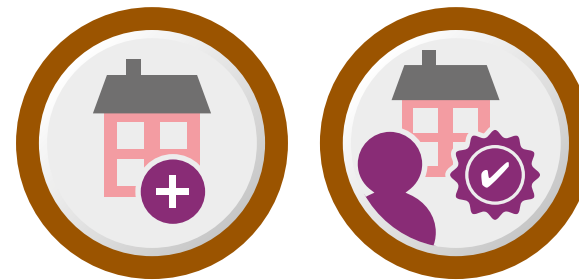


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Affordable Housing Delivery

How did we do in Year 1?

Both councils have performed well with regard to affordable housing delivery through the Joint Local Plan, however, demand for services remains high and the councils continue to work hard to resolve housing need issues cross the district and borough.



South Hams District Council
Published by Sprout Social • 9 February at 17:33 •

Have you or friends or family faced homelessness? With spiralling local rents and the increasing cost of living, are you concerned about how you or others can put a roof over your heads?

Now is your chance to have your say on how the Council prevents and relieves homelessness with the launch of a six-week public consultation.

To take part in our consultation, visit: <https://bit.ly/3HFEgTO...> See more



Cllr Judy Pearce, Leader of South Hams District Council

Hello everyone. I'm here today to talk to you about our newly


PlymouthLive NEWS - IN YOUR AREA ARGYLE SPORT - WHAT'S ON - MORE -

Council's help for young family left without home was 'beyond wildest dreams'

They had to move in with their parents - but have finally found a new home under a new South Hams council scheme

SHARE [Facebook] [Twitter] [LinkedIn] [Email] [Print]

By **Daniel Clark** Content Editor & Politics Reporter
18 Feb 2022 14:37 25 Jan 2022



Next steps towards your first independent home



We've created a special stepping stone to inspire independent living


The next stage of the journey starts right here!

11 smart new apartments at Bickley Gardens

South Hams District Council
Published by Sprout Social • 17 February at 17:31 •

We're currently operating the Severe Weather Emergency Protocols (SWEP) and we would be grateful if you could let us know if anyone is sleeping rough and advise them to contact the Housing Team on 01803 361224 during office hours (08:00-17:00 outside office hours) regarding the provision of accommodation. We will arrange for an outreach worker to contact with them.

<https://bit.ly/3SY80GK>
#SouthHams #StormEvicue #help



8 Thursday, 3rd February 2022

Public's help is needed to tackle homelessness

by **PHIL STONEHAM** phil.stoneham@tavistock-today.co.uk

neighbouring Souths District Council, who recently declared a housing crisis, to try to alleviate the situation.

Ms Cobbleddick's report said: "Much of our industry is centred on tourism and we have high proportions of holiday and second home accommodations in many of our towns and villages."

While this has always been the case, the Covid-19 pandemic has brought with it increased interest in the area for staycation holidays, second home ownership and permanent relocation from cities, with the new supply of lettings was most widespread in the Midlands, the East of England and the South West, while the increase in rental prices and property prices has priced many low income families out of both the home ownership and the private rental markets.

She said: "The pandemic also had significant financial impacts including decreased income under the furlough scheme and changes to benefits that has impacted on people's ability to manage their finances."

This has sharply emboldened the



News Release
Communications and Media Team

West Devon Borough Council

1822 813648

To Act Now To Tackle The Housing Crisis

21 February 2021

At the West Devon Borough Council meeting on Tuesday 15 February 2022, councillors agreed a motion to declare a housing crisis. Council Officers will put forward their plan to tackle the 15 core areas highlighted for action. This will be presented at the next meeting on 8 March.

The motion, proposed by West Devon Borough Council's Lead Member for Housing Cllr Barry Ratcliffe, called for recognition of the housing market and the effect on the affordability of rental housing within the borough.

THE MJ .CO.UK

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Home News Opinion Analysis Best Practice Jobs Events Awards Supplements

Closing the 'them and us' housing divide

By **Cllr Judy Pearce** | 02 March 2022

Last month, the Government announced it was closing the tax loophole which allows second homeowners to avoid paying any business rates or council tax on their properties.

DO YOU NEED HELP WITH FOOD AND UTILITY COSTS THIS WINTER?

SUPPORT

- > Over 16 years old
- > South Hams resident
- > Struggling financially

WWW.SOUTHAMS.GOV.UK/HOUSEHOLD-SUPPORT

Dartmouth Chronicle
A South Hams Guide

Winkworth
01603 812288
dartmouth-winkworth.co.uk



Loophole closed over second home-ownership

South Hams District Council has fought a long and arduous campaign to urge the Government to close a tax loophole which allows second homeowners to avoid paying any business rates or council tax on their properties. On 18 February 2022, the Government announced changes that close this loophole, which will mean that second homeowners will now have to pay council tax and business rates on their properties.

Cllr Judy Pearce said: "This is a significant step towards closing the tax loophole which allows second homeowners to avoid paying any business rates or council tax on their properties. The change, which will come into effect from April 2022, will support housing supply in the area."



South Hams District Council Residents Business Your Council

Council Declares a Housing Crisis

South Hams District Council says it has no choice but to declare a Housing Crisis.



Due to a number of factors, including the lack of rental accommodation which is available for longer than six months, an excessive rise in house prices due to second home owners, the conversion of properties to Airbnbs and people moving into the District since the pandemic, South Hams District Council says it has no choice but to declare a Housing Crisis.

More homes for Dartmouth

Avon Mill
Garden Centre open 7 days a week for all your gardening needs.

Affordable homes included in second phase of Dartmouth development



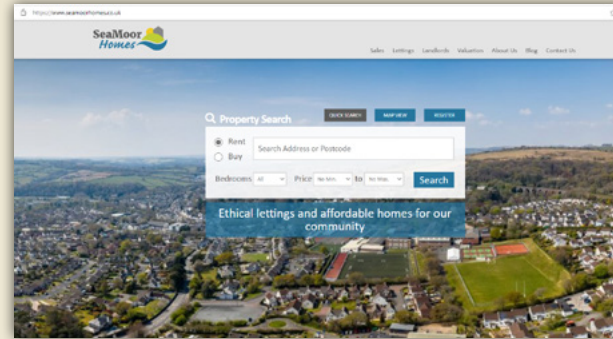
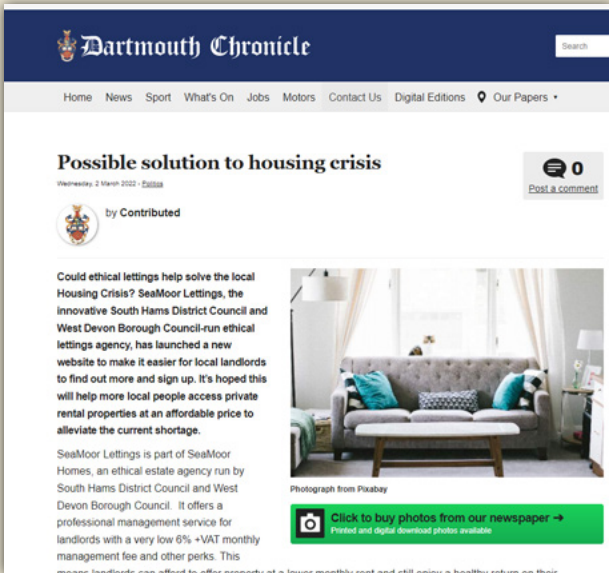
westward

So Sam, as you know South Hams has declared a housing crisis



Elmhurst Lodge

4



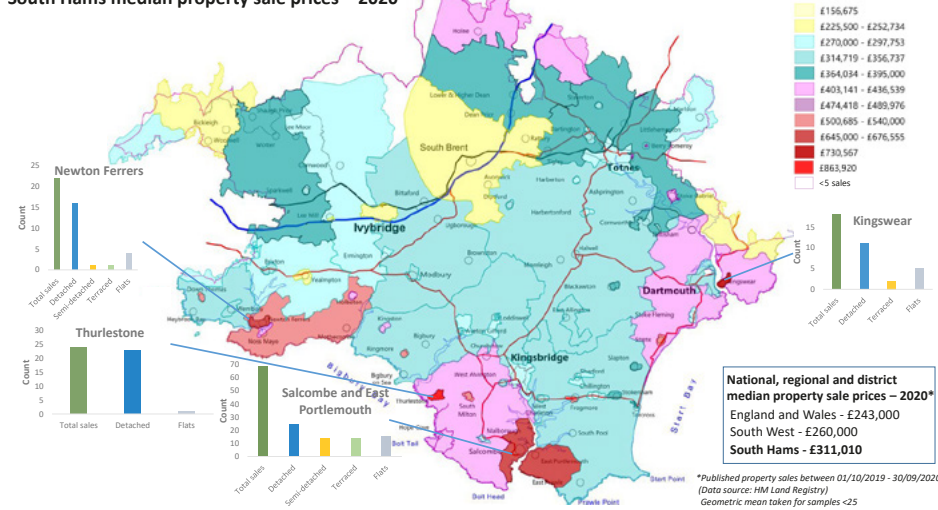
Place Priority 1: Promote Balanced and Sustainable communities

- Achieved a planning consent for a new hostel in West Devon for use as quality temporary housing for households facing homelessness
- Exceeded our affordable housing delivery target to include an additional 86 affordable homes over and above target.
- Step on scheme for South Hams approved to commence 1st April 2022
- Achieved planning on an exception site to deliver a council led affordable housing scheme delivering 8 affordable homes to be managed by South Hams District Council
- Launched our new SeaMoor Homes in-house lettings and marketing website for homes to rent and to buy
- Oversaw completion of purpose built affordable rented scheme for clients with learning and mobility difficulties at Elmhurst Lodge in Dartington and worked alongside partner agencies to ensure accommodation was allocated appropriately to tenants requiring specialist accommodation.

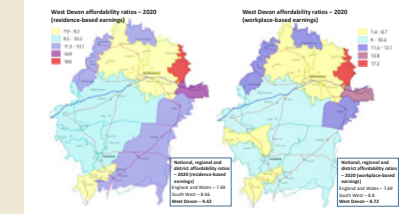
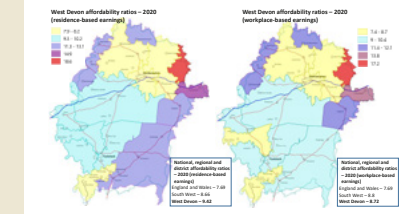
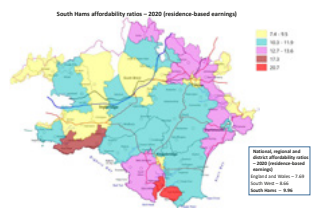
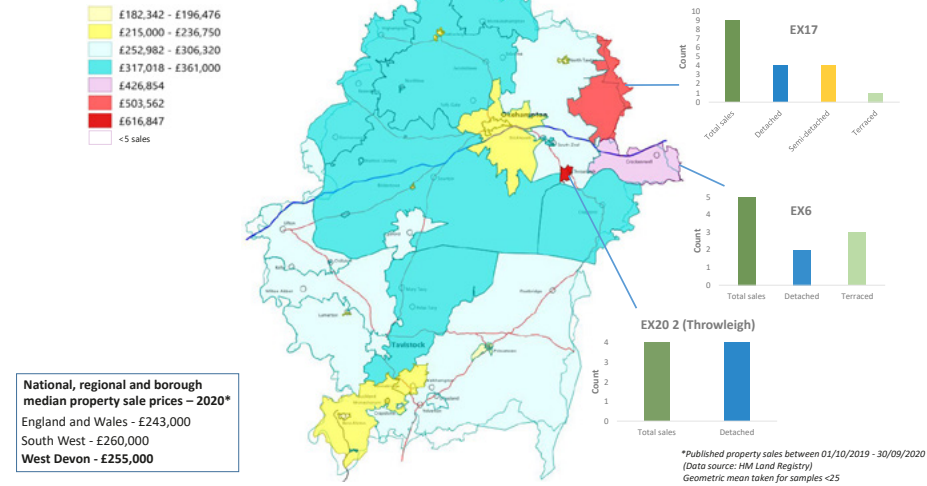
Place priority 2: Promote balanced and sustainable communities

- We have spent over £960,000 from the better care fund in South Hams and over £480,000 in West Devon
- Initiated procurement process to commence scoping of housing scheme for adults with additional needs. Working alongside Ivybridge Town Council.
- Planning granted, subject to a S106, for an Extra Care scheme in Tavistock to meet local needs.
- Commenced scoping of existing council owned stock for use as housing in Okehampton and Tavistock
- Developed a mapping system to illustrate clearly areas of housing need and where information gaps exist. To be managed and populated by our newly appointed Housing Analyst

South Hams median property sale prices – 2020*



West Devon median property sale prices – 2020*



People Priority 1: Homes that support the health and wellbeing of our residents

- Prevented and relieved homelessness for 164 households in South Hams and 97 in West Devon
- Formed a Disabled adapted panel to optimise matching of adapted housing stock to those who need it. 40 households successfully matched to appropriate housing.
- Completed 132 Disabled Facilities Grants in South hams and 95 in West Devon – supporting 227 people to remain in their own homes.
- Committed 1/3 Green Homes Grant to increase energy efficiency in the private rented sector
- Permanently employed a dedicated Rough Sleeper Outreach officer to assist those people sleeping on the streets

People Priority 2: Make the best use of and improve the quality of existing housing stock

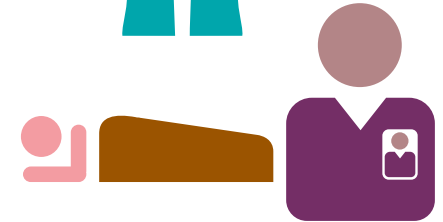
- Increased our downsizing incentive for those tenants of Registered Providers who are seeking smaller accommodation, this freeing up larger properties for families on our housing register. Since the revision took place in December 21, 6 households have been supported to downsize.
- Developed Landlord information and tenancy management advice packs, to be rolled out online in 2022
- Intervened in the retaliatory eviction of 3 households to prevent unlawful evictions and ensure landlords provide homes to the required standards.
- Reviewed and implemented a new Tenancy Strategy

Over the last 2 years it has been more difficult to meet some of the actions, particularly where face to face home visits, or forums were required. This is particularly of note around the Gypsy, Traveller and Van Dweller outreach work. The forum previously planned for 2021 has been re booked and will take place in April 2022. Outreach staff have conducted some outreach work with gypsy and travellers where pandemic restrictions allowed. Focus on this area of outreach work will increase as restrictions are lifted and whilst staff safety can be managed.

Prevented and relieved homelessness

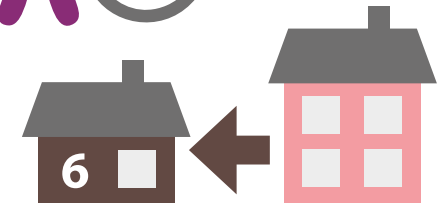


Outreach officer employed



Disabled Facilities Grants completed

Households supported to downsize



Looking to the future – Year 2

The new action plan continues to focus on *Housing for Place* and *Housing for People* and the priorities under each area. Health and Wellbeing also remains a crucial focus on the services which this strategy seeks to deliver and this in turn is supported by a new 5 year homelessness and rough sleeper strategy that is due to be adopted in April 2022.

The Council continues to focus in year 2 on ensuring that we are not only delivering new housing of the right type for people in the right places, but that we also make best use of existing stock. More than ever we need to work hard to ensure tenants both private and of our Registered Provider partners and homeowners, live in homes that are well maintained, energy efficient and meet their health and wellbeing needs.

We will learn from the successes of our established Disabled Adapted Panel to support more people to continue to live independently for as long as possible in their own home or to empower them to move to more suitable accommodation.

The new 5 year Homelessness strategy will strive to achieve delivery of an excellent homelessness service to ensure that everyone has a safe roof over their head and provide support through our 'street navigators' to assist people with advice and assistance in to a private or housing association tenancy.

We will continue to deliver affordable housing through the Joint Local Plan and through Neighbourhood Plans with an increased emphasis on community engagement to ensure that homes meet the needs of our rural and coastal communities.

As part of the work to tackle the Housing Crisis, both Councils have enhanced the Tenants Incentive downsizing scheme for tenants of our Registered Providers. South Hams additionally launched the 'Step On' pilot scheme to assist tenants of Registered Providers to gain a foot on the shared-ownership ladder by gifting a deposit of up to £5000. This innovative scheme is designed to support people into shared ownership and also to create vacancies in the rented stock to assist with households on the housing register. The scheme launches on the 1st of April, and there is appetite to explore the same initiative in West Devon.

The Councils are also committed to continuing to work closely with our communities to understand and promote services, understand fully local housing need and work to improve our homes and ensure our communities are listened to and supported.





South Hams
District Council

www.southhams.gov.uk



West Devon
Borough Council

www.westdevon.gov.uk



South Hams & West Devon

Better Homes, Better Lives

Housing Strategy 2021-2026



Action Plan 2022-23



South Hams
District Council



West Devon
Borough Council

Action Plan 2022-23

The Joint *Housing Strategy For South Hams and West Devon; 'Better Homes, Better Lives'* was adopted in 2021. This document highlights the priority's for both councils and our high level plans on how we will deliver them. The document was developed with a recognition of the need to be able to respond flexibly to changing needs across both local authority areas.

Both South Hams and West Devon have experienced multiple local impacts, including higher house prices and increased rents, supply and construction and availability of long term let accommodation. As a result, a Housing Crisis was declared in the South Hams in September 2021 and in West Devon in February 2022. Both Councils are determined, through partnership working, direct action and political lobbying to tackle their respective Housing Crisis' head on.



Each Council has produced and committed to a series of actions, tailored specifically to the issues each area is facing. These actions are additional to and complemented by our *Housing Strategy - Better Homes Better Lives* and are highlighted throughout this year's action plan.

For full details of the actions relating to each local authority please refer to the accompanying Review Document.

Housing for Place



- Promote balanced and sustainable communities
- Ensuring that homes support the health and wellbeing of the area

Housing For People



- Homes that support the Health & wellbeing of our residents
- Make the best use and improve quality of existing housing

Place Priority 1: Promote Balanced and Sustainable communities

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
As part of the review of the JLP, a higher affordable housing contribution will be considered. To include the proposal that the number of 'First Homes' is not included in the contribution calculation.	To increase the percentage of affordable housing contributions based on a threshold that is sustainable and underpinned in policy.	Lobbying will be ongoing. Review of the JLP is in 2025	JLP and housing enabling	<ul style="list-style-type: none"> Continue to drive the JLP affordable homes agenda. Highlighted as a priority for the Housing Crisis in South Hams & West Devon
Actively contribute to 'Team Devon's' housing task force and housing commission to build the case for affordable housing as a key priority.	To achieve a Devon wide commitment to the prioritisation of affordable housing.	ongoing	Elected Members Andy Bates Chris Brook Isabel Blake	<ul style="list-style-type: none"> Continue to drive the JLP affordable homes agenda. Highlighted as a priority for the Housing Crisis in South Hams & West Devon
Continue to achieve a minimum of 30% Affordable Housing	Work with the JLP team to maximise the minimum amount of affordable housing delivered on allocated sites.	To align with JLP review	Senior Specialist - Housing Enabling	Through the JLP deliver 7,000 high quality, sustainable and affordable homes during the lifetime of the plan across South Hams and West Devon.
Work with Neighbourhood Planning Groups to ensure partnership approach is achieved from the start	To ensure new and existing groups are supported to ensure their plans are reflective of current needs.	immediate and ongoing	Senior Specialist - Housing Enabling	Work collaboratively with communities in the formation of Neighbourhood Plans to deliver the right development available to meet local needs

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Produce clear guides on Affordable Housing which outline types of Affordable Housing and the delivery process in bringing these forward through planning.	To provide key information regarding the affordable housing aims, needs and achievements in the area. This will provide clear guidance to Town and Parish councils and groups on affordable housing	1 year	Senior Specialist – Housing Enabling	Work collaboratively with communities in the formation of Neighbourhood Plans to deliver the right development available to meet local needs
Look at which Neighbourhood Planning sites are not bringing a plan forward; where it has been identified that a housing need exists.	<ul style="list-style-type: none"> ● To offer support and advice in bringing neighbourhood plan sites forward. ● Increased delivery of rural affordable housing. 	start immediately	Senior specialist – Housing Enabling, Neighbourhood Planning and Strategic Planning	Work collaboratively with communities in the formation of Neighbourhood Plans to deliver the right development available to meet local needs
Review existing Neighbourhood Plans in the following areas: North Tawton, Bere Ferrers, Milton Abbot, Bridestowe & Sourton, Tavistock newly emerging plan. Consideration to be given to reviewing Staverton and Dartmouth, Kingswear, Bickleigh, Brixton.	To ensure Neighbourhood Plans are reflective of current need and up to date	2 years	Specialists with support from Neighbourhood planning team	Work collaboratively with communities in the formation of Neighbourhood Plans to deliver the right development available to meet local needs

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Develop a method of illustrating where Neighbourhood Plans have been adopted and where they are being developed.	To ensure clarity to both internal and external customers on current status of Neighbourhood Planning.	Already ongoing to be completed by next review	Specialists – Housing Enabling, Neighbourhood Planning and Strategic Planning	Use strategic planning policy to ensure sustainable housing growth.
Investigate the feasibility of appointing a Dedicated Planning Officer to assist with affordable housing projects	To streamline the internal planning and enabling process to ensure timely decisions on planning decisions.	August 2022 to commence trial period	Head of Housing / Head of Development Management	Use strategic planning policy to ensure sustainable housing growth.
Conduct a thorough review of our custom and self build register and policy to ensure we are meeting the statutory requirements. Develop a plot passport for self build plots and consider introducing a tariff for registration.	To encourage and support self build opportunities and housing delivery.	2 years	Senior Specialists	<ul style="list-style-type: none"> ● Encourage opportunities for people interested in custom build / self build development, both within community housing schemes and wider housing delivery. ● Support opportunities for self-build.
Continue to work on the establishment of a Community Benefit Society with Registered Provider status	To enable the development and delivery of affordable housing by SHDC.	Ongoing	Senior Specialist Housing	<ul style="list-style-type: none"> ● Build genuinely affordable high quality housing for our communities through a cost efficient standardised model. ● Explore the concepts of the Council as a developer and landlord of new housing.

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Conduct an options appraisal of the area to look to identify a Gypsy and Traveller site that best meets needs of the community	A clear understanding of the Gypsy and Traveller and Caravan Dwellers communities.	2 years	Senior Specialist Housing	Promote effective partnership working to meet the needs of Gypsy and Travellers.
Identify a site for Gypsy & Traveller use	To find a suitable site to sit with the JLP review.	within 5 years	Senior Specialist – Housing Enabling	Promote effective partnership working to meet the needs of Gypsy and Travellers.
To develop protocols and policies surrounding the travelling community include mapping system for navigator involvement	To provide a clear illustration of the services and our commitment to this area of work.	1 year	Senior Specialist Housing	Promote effective partnership working to meet the needs of Gypsy and Travellers.
Use Section 106 affordable housing contributions as soon as possible, to help fund developments anywhere in the area where the terms of the Section 106 agreements will allow.	Proactive use of funding, working within legal parameters to support new development that meets housing need.	Ongoing.	Housing Enabling and Assets	Utilise Section 106 Affordable Housing Contributions and other funding available to the Council's in the most effective way Highlighted as a priority for the Housing Crisis in South Hams & West Devon

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Seek opportunities to invest in Council owned social housing with highly sustainable specification; to include Modular housing options	<ul style="list-style-type: none"> ● Maximise delivery of affordable housing. ● Support those on low incomes who are unable to afford 'affordable' rented housing 	ongoing	Isabel Blake	<ul style="list-style-type: none"> ● Work creatively with Devon County Council to provide quality specialist adapted housing and housing for people requiring support to live independently, to be managed by SeaMoor Lettings. ● Explore the concepts of the Council as a developer and landlord of new housing. ● Highlighted as a priority for the Housing Crisis in South Hams & West Devon
Undertake a full review of all council owned assets and assess suitability for affordable housing. To include provision of 'Supported Accommodation' options.	To take an interventionist approach to the housing market over the longer- term, where there is demonstrable housing need, leading to improved long term housing outcomes.	Autumn 2022	Laura Wotton Isabel Blake	<ul style="list-style-type: none"> ● Work creatively with Devon County Council to provide quality specialist adapted housing and housing for people requiring support to live independently, to be managed by SeaMoor Lettings. ● Explore the concepts of the Council as a developer and landlord of new housing. ● Highlighted as a priority for the Housing Crisis in South Hams & West Devon

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Continue to work on the Springhill development.	Demonstrate our commitment to the wellbeing of homeless people in the Borough by providing quality temporary accommodation (such as is proposed at Springhill Tavistock) and reduce the need for inappropriate forms of temporary accommodation.	<ul style="list-style-type: none"> ● Planning granted December 2021 ● Scheme to be tendered for development Spring 2022 	Dan Field Sophie Cobbledick	<ul style="list-style-type: none"> ● Redevelop existing homeless provision in West Devon to ensure good quality accommodation for people when they need it the most ● Highlighted as a priority for the Housing Crisis in West Devon
Define the land we have suitable for development within areas where a housing need can be demonstrated. Subject to Member approval. Initiate procurement process to identify a development partner capable of delivering housing in partnership with us.	Create a long term strategic partnership with a high quality Registered Provider/s to see the delivery of affordable-led housing at scale and over the long term in the Borough and District.	Spring 2023	Director for Place & Enterprise & Head of Housing (RP's)	<ul style="list-style-type: none"> ● Work creatively with RPs and Homes England and other joint venture partners to draw down investment to deliver more affordable housing including more social rented homes. ● Highlighted as a priority for the Housing Crisis
Investigate the feasibility of incentivising landowners for the provision of land specifically for Local Needs Affordable Housing and seek to lobby MPs and Central Government based on our findings.	Incentivising land owners when providing land for affordable housing where there is an identified need, in order to help release land at a reduced cost to support the small scale provision of affordable housing in our rural communities.	Autumn 22	Housing Enabling Specialist	<ul style="list-style-type: none"> ● Work with parish councils and community groups to develop Neighbourhood Plans to deliver the right type and tenure of housing that meet local needs. ● Highlighted as a priority for the Housing Crisis

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Launch of Step on Scheme to promote shared ownership to social housing tenants	Work closely with registered providers to ensure best use of properties and increase the availability of rental units for those on low income.	1st April Launch of Step on Pilot	Housing Team, Revenues and Benefits and Registered Providers	<ul style="list-style-type: none"> ● Encourage provision of a wide range of housing options including social housing, managed shared accommodation and managed intermediate assured short hold private rental, part ownership and market sale. ● Highlighted as a priority for the Housing Crisis in South Hams
To lobby Government to allow local councils to be able to charge 200% Council Tax on second / holiday homes.	To ensure contribution to local authority services to is sufficient to sustain local communities	Lobbying activity commenced with a letter to Michael Gove Minister for DHLUC and is ongoing	Isabel Blake	Encourage provision of a wide range of housing options including social housing, managed shared accommodation and managed intermediate assured short hold private rental, part ownership and market sale Highlighted as a priority for the Housing Crisis in South Hams
Lobby government, through MPs and the Local Government Association, to allow a charge on housing plots with planning permission if they have not been built after a specified period.	To encourage developers to build their sites without delay.	Lobbying activity commenced with a letter to Michael Gove Minister for DHLUC and is ongoing	Enabling team and planning dept	Encourage provision of a wide range of housing options including social housing, managed shared accommodation and managed intermediate assured short hold private rental, part ownership and market sale Highlighted as a priority for the Housing Crisis in South Hams

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Lobby Government to review all holiday accommodation. This could include an extension of the 90-day short let legislation, a proper planning class for short lets and proper licencing for them. Ensure robust contributions are made to the consultation process proposed on the establishment of a Tourist Accommodation Registration Scheme in England.	To ensure that it is properly regulated, complying with local planning policies and taxes. To prevent loopholes in the taxation system and prevent too many local homes being converted to holiday accommodation	Lobbying activity commenced with a letter to Michael Gove Minister for DHLUC and is ongoing	Isabel Blake	Encourage provision of a wide range of housing options including social housing, managed shared accommodation and managed intermediate assured short hold private rental, part ownership and market sale Highlighted as a priority for the Housing Crisis in South Hams & West Devon

Place Priority 2: Ensure that homes support the health and wellbeing of the area

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Complete Housing need surveys to cover key locations in the District and Borough to direct the delivery of affordable housing. Using this data, seek to allocate exception sites and work with plans where sites are stalled.	Ensure community engagement with any emerging plans for housing to reflect local need.	to commence in year 2	Specialists	Plan for future health needs
To encourage affordable housing delivery where there is an identified need through Housing Need Surveys. Target key locations where reviews are due or groups are emerging to ensure that a housing needs survey is undertaken	To ensure information used as part of development of plans is based on current up to date needs assessments. This will assist planning consultation responses.	2 years	Senior Specialist – Housing Enabling	Plan for future health needs
Ensure that the evidence base being built for the JLP review includes data from wider partner agencies to ensure it reflects local need, to include accessibility, learning disability and age related needs.	Ensure that all delivery and need monitoring is holistic and up to date	Ongoing	Plan for future health needs Specialist	Plan for future health needs
Gather information from DCC on current need for Supported/Specialist Housing to inform provision of future specialist / adapted properties	<ul style="list-style-type: none"> ● Build on the strength of the Disabled Adapted Needs Panel to replicate the success for other specialist needs i.e. Learning Disabilities. ● Create an accurate picture of future need to inform future planning and delivery. 	April 2022 onwards	Specialist – Housing Enabling	Plan for future health needs

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
To work with developers to meet the needs of those requiring Extra Care Housing in West Devon. To include identifying funding opportunities.	To ensure housing is developed to meet local need and enable stock turnover.	Ongoing	Senior Specialist - Housing Enabling	<ul style="list-style-type: none"> Support an appropriately located planning application for an extra care housing scheme in West Devon Highlighted as a priority for the Housing Crisis in West Devon
Look to identify a site on the Councils own land where an exemplar site of low carbon modular housing could be brought forward.	<ul style="list-style-type: none"> To encourage the development of an exemplar site of low carbon modular housing, to show that developments can be both stylish and great to live in. Work with RPs to understand and promote modern methods of construction 	April 2023 to identify a potential scheme	Housing Enabling, Assets	<ul style="list-style-type: none"> Encourage the development of energy efficient affordable homes to reduce carbon emissions and heating costs Highlighted as a priority for the Housing Crisis in South Hams & West Devon

People Priority 1: Homes that support the health and wellbeing of our residents

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Conduct a review all holiday lets in the area to ensure that the owners are correctly registered and accessing appropriate services.	Identify areas with high second homes and identify waste, planning, licensing and repair issues	Summer 2022	Housing Service Lead	<ul style="list-style-type: none"> Monitor and actively promote high standards in the rented sector and take appropriate action where standards are not being met, to tackle disrepair, poor housing conditions and criminal landlords. Highlighted as a priority for the Housing Crisis in South Hams
To work in close partnership with Devon County Council to provide suitable accommodation options for vulnerable people (exempt accommodation). Look to deliver directly a scheme for people with learning disabilities on land owned by the Council.	Work in close partnership with Devon County Council to provide alternatives – putting people before profit.	ongoing	Senior Specialist – Assets & Housing	<ul style="list-style-type: none"> Pro-actively support independent living and also support people with disabilities to remain in their homes through disabled facility grants and make effective use of the better care fund. Highlighted as a priority for the Housing Crisis in West Devon

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Continue to challenge local providers, insisting on robust evidence of service provision prior to a Housing Benefit claim being paid. Lobby national government to make legislative changes to remove the incentives for unscrupulous providers and to protect the needs of this vulnerable group.	To ensure vulnerable individuals are not subject to unfair charging or poor service delivery.	Commenced and ongoing	Housing Service Lead Senior Specialists – Housing & Housing Benefit	<ul style="list-style-type: none"> Pro-actively support independent living and also support people with disabilities to remain in their homes through disabled facility grants and make effective use of the better care fund. Highlighted as a priority for the Housing Crisis in West Devon
To continue to work with landlords to ensure rental properties meet the required standards. Maintain our webpages and develop a webform so that landlords have clarity over their responsibilities and signposted to help.	To ensure Minimum Energy Efficiency standards in the private rented sector.	Work commenced with Tamar Energy for completion 01/03/2023	Senior Specialist – EH	Monitor and actively promote high standards in the rented sector and take appropriate action where standards are not being met, to tackle disrepair, poor housing conditions and criminal landlords.
Conduct targeted activity to ensure maximum uptake of Green Homes Grant funding.	Complete the phase 1 of Green Home Grant project for low income households	Jul-22	Senior Specialist – EH	<ul style="list-style-type: none"> Ensure the Private rented sector meets the requirements of The Domestic Minimum Energy Efficiency Standard (MEES) Regulations. Highlighted as a priority for the Housing Crisis in West Devon

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Promote available funding opportunities and bid for further funding, for improvements to existing private sector houses to improve stock condition and positively impact on Climate Change.	To contribute to our commitment to address the declared Climate Emergency and in recognition that housing is responsible for 40% of national CO2 emissions.	Ongoing	Senior specialist – EH	<ul style="list-style-type: none"> ● Ensure the Private rented sector meets the requirements of The Domestic Minimum Energy Efficiency Standard (MEES) Regulations. ● Highlighted as a priority for the Housing Crisis in West Devon
Deliver 2022–27 Homeless Strategy Inc. (Action plan for 2022–23)	Strategy and action plan to be adopted by members in April 22	Apr-22	Senior Specialist – Housing	Meet the priorities of our standalone Homeless Strategy and Rough Sleeping Strategy.
Continue to promote the use of Disabled Facilities Grants to promote independent living and continue to utilise the Better Care fund. Review existing agreements and contracts to ensure best value.	<ul style="list-style-type: none"> ● Maximise spend and continue to develop further the help available. ● Build on the initial marketing to broaden the message of what help is available. 	Mar-23	Senior Specialist – EH	Pro-actively support independent living and also support people with disabilities to remain in their homes through disabled facilities grants and make effective use of the Better Care Fund.
To expand the activity of the Disabled Adapted Panel to forecast future need before it becomes acute.	To continue partnership working and reduce the wait times in particular for those in need of adapted homes.	May-22	Specialists – Housing Enabling	Pro-actively support independent living and also support people with disabilities to remain in their homes through disabled facility grants and make effective use of the Better Care Fund.

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Further consideration given to creation of a Key Worker Housing register: Develop a universal housing register intended to meet the needs of local people on Low to mid range incomes.	<ul style="list-style-type: none"> ● To enable the allocation of intermediate priced housing for those unable to afford full market rents. ● To meet the needs of those who are key to the sustainability of our communities and economy. 	Autumn 22	Specialist - Housing	Develop and promote an intermediate housing register specifically for key workers with supply from the private rented sector through SeaMoor and property developed by the Councils
Scope and offer a HMO property management package to encourage landlords to provide this form of housing	Increase the number of shared accommodation options	Dec-22	Senior Specialist - Housing	Support and encourage new, high quality and well managed, Houses in Multiple Occupation in the local area, including offering a management service ourselves, whilst licensing all HMOs that are subject to mandatory licensing.
Develop support pages for landlords on our website to increase landlord engagement.	Increase provision of affordable private rented housing.	Landlords forum and communication will be organised by Spring 2022	Housing Team, Communications Team	Deliver Private Rented Sector Landlords' & Letting Agents' Forums and other networking opportunities for private landlords; promoting the events widely and using them to consult the Private Rented Sector on the issues that are affecting them.

People Priority 2: Make the best use and improve the quality of existing housing

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Ensure that the evidence base being built for the JLP review includes data from wider partner agencies to ensure it reflects local need, to include accessibility, learning disability and age related needs.	Ensure that all delivery and need monitoring is holistic and up to date	Ongoing	Specialists	Interrogate new Census data to predict future housing trends and needs.
Using current Census data and other sources, develop a better understanding of; Property sizes across all tenure, current cost of private rented property and data on the high value areas to contribute to future JLP/policy amendments	Contributing to reviews and collating evidence. Mapping of evidence/information to be produced on interactive map to contribute to understanding the Housing Crisis.	Commenced and ongoing	Specialists	Interrogate new Census data to predict future housing trends and needs.
To hold an annual gypsy, traveller forum aimed at consulting on the needs of the travelling community.	To ensure that we are listening to that community.	Annually	Senior Specialist - Housing	Regularly communicate with residents, agencies, partners and our communities to ensure an up to date, two way, understanding of current needs and services.
To develop guidance and publish on our website, the local authority approach to Gypsy, Traveller and Van dweller issues to ensure clarity on the process and actions which will be taken.	To ensure communities understand what, if any, action has been taken on unauthorised encampments.	Autumn 22	Senior Specialist - Housing	Regularly communicate with residents, agencies, partners and our communities to ensure an up to date, two way, understanding of current needs and services.

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Investigate the feasibility of creating a community housing bus for engagement with local people around housing issues	To promote community engagement around SeaMoor Homes, new developments and general housing advice.	1 year	Senior specialist – Housing Enabling	Encourage long-term empty homes back into use.
To encourage Empty Homes back in to use and to investigate Compulsory Purchase Order powers or management orders where applicable	To ensure genuinely ‘Empty Homes’ are brought back into available housing stock.	Mar-23	Senior Specialists – EH	<ul style="list-style-type: none"> Highlighted as a priority for the Housing Crisis in South Hams & West Devon
To review and update the policy for the Tenants Incentive Scheme	To provide a clear understanding of the policy and procedures for applying for and processing an application for a TIS payment	May-22	Specialists – Housing Enabling / Housing	<ul style="list-style-type: none"> Promote the Tenants Incentive Scheme to encourage and incentivise tenants in social housing to downsize. Highlighted as a priority for the Housing Crisis in South Hams & West Devon
Promote Tenants Incentive Scheme widely to ensure maximum take up. Additional housing revenue funding has been allocated to increase payments made to those tenants downsizing to make the move more attractable and affordable.	Encourage family sized accommodation to be returned to available housing stock to meet the needs of local families.	Ongoing	Specialists	Work with our partners to seek re-development opportunities to enhance the current housing stock and to meet the needs of residents. Highlighted as a priority for the Housing Crisis in South Hams & West Devon

Task	Aim	Timescale	Lead Person	Related actions from Housing Strategy and Housing Crisis
Work alongside the VOA to request a review of the Broad Market Area; to better reflect the costs of rents in the South Hams and West Devon. Collection of further data to show the disparity between private rents and the local housing allowance to support continued lobbying for increased frequency of LHA review	Better align local rents with Housing Allowance allocations.	Lobbying activity commenced with a letter to Michael Gove Minister for DHLUC and is ongoing	Housing Service Lead & Senior Specialist Housing Benefit	<ul style="list-style-type: none"> Highlighted as a priority for the Housing Crisis
To continue to update and expand the newly launched SeaMoor Homes website	To provide a wide choice of housing options available for people to buy or rent at less than market values and to seek wider opportunities for people to access the home ownership ladder.	1 year	Senior Specialists – Housing and Housing Enabling	<ul style="list-style-type: none"> Seek to expand our own in-house private lettings service SeaMoor Lettings. Highlighted as a priority for the Housing Crisis



South Hams
District Council

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South Hams & West Devon

Homelessness Strategy

2022-2027



South Hams
District Council



West Devon
Borough Council



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Foreword

We are pleased to introduce the new 5 year Homeless Strategy for South Hams & West Devon.

The importance of having a home can never be underestimated, with the restrictions and lockdowns implemented in response to the pandemic we collectively can appreciate this more than ever.

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Cllr Judy Pearce

South Hams
District Council

Lead Member
for Homes



Cllr Barry Ratcliffe

West Devon
Borough Council

Lead Member
for Homes

We have all faced significant challenges over recent years, including changes in homelessness legislation, Brexit, and the impact of Covid 19. Working flexibly during the pandemic allowed us to continue to deliver homelessness services throughout lockdown and enabled us to forge new partnerships with community support groups; as well as strengthening existing partnership working relationships.

The importance of maintaining and building upon the partnership working we have worked hard to establish is recognised as being a significant factor in delivering services. In the life of our last strategy, we successfully prevented and relieved the homelessness of 1170 households in South Hams and over 700 households in West Devon. We remain committed to continuing to work alongside our partners to improve the lives of our residents.

As we emerge from the pandemic, it has become clear that the impact on housing need in the area has been significant. In recognition of this a housing crisis has been declared by both West Devon Borough and South Hams District Council. A number of actions formed

the body of this declaration, each action reflecting our commitment to mitigating the effect of increasing housing prices and decreasing availability.

The aims and objectives that shape this homelessness strategy have been designed to build on the progress we have made over the past five years. The strategy reflects the need to proactively address the challenges highlighted by the Housing Crisis action plan and to address the significant challenges impacting our communities currently.

We believe that this strategy compliments our corporate strategies, which both put housing as a priority and our **Joint Housing Strategy “Better Homes Better Lives”**. All clearly outline our ambition with this plan documenting our plans for the next five years with regards homelessness and rough sleeping, and how we intend to work together to improve the lives and homes of the residents of South Hams and West Devon.



Introduction

For many people the term 'homelessness' evokes images of the 'rough sleeper,' however, homelessness and the services provided by the Local Authority are far more complex and widespread than this. This can include people living in insecure, unsuitable or unaffordable housing as well as those required to leave their existing housing, often through no fault of their own.

The Homelessness Act 2002 places a duty on local authorities to review homelessness, and the influencing factors that cause homelessness in their area, and to develop a strategy which addresses the findings of the review.



Improving homes

The Homelessness Strategy is required to:

- Address the levels of homelessness now, and the factors likely to impact on future levels of homelessness, through accurate profiling of the area
- Ensure that there is sufficient accommodation available for people who are, or may become, homeless
- Provide services that help to prevent people from becoming homeless.
- This will include a review of their effectiveness and the identification of new opportunities to support prevention of homelessness
- Ensure that through effective partnership, working support services can be accessed for those people who are, or who may become, homeless – or who need support to prevent them from becoming homeless again
- Promote a cultural change so that homelessness is viewed in a wider context than just lack of accommodation

This strategy aims to build on the achievements from our 2017–22 Joint Homelessness Strategy as well as to address the changing landscape of homelessness and housing need across our area. It has been developed at a time of considerable uncertainty, with the impacts of the Covid-19

pandemic on our communities still not fully understood the strategy has been designed to respond flexibly to the changing housing landscape.

The powerful community response to the pandemic brought with it stronger professional relationships and increased focus on the importance of partnership working. Whilst the responsibility for the Homelessness Strategy rests with South Hams District and West Devon Borough Council, it also aims to bring together all partner agencies to ensure a holistic approach toward addressing homelessness.

The areas of South Hams and West Devon are among some of the most beautiful in the country. Featuring areas of outstanding natural beauty and large swathes of Dartmoor, both areas are highly sought after for those wishing to live in and enjoy the beautiful surroundings. Much of our industry is centred on tourism and we have high proportions of holiday and second home accommodations in many of our towns and villages. Whilst this has always been the case, the Covid 19 pandemic has brought with it increased interest in the area for stay-cation holidays, second home ownership and permanent relocation from cities; with the new opportunities presented by home working. The result has been a sharp increase in house prices and in properties being used as holiday rentals rather than as long term rented housing.

ONS data revealed that in the 12 months leading up to December 2021 the south west experienced the highest rental increases along with West Midlands of 3.1%. In the three months to August 2021, RICS reported that tenant demand was accelerating while landlord instructions remained in decline.

The fall in supply of lettings was most widespread in the Midlands, the East of England and the South West (ONS).

The increase in rental prices and property prices has priced many low income families out of both the homeownership and the private rented market. The South Hams and West Devon Housing strategy 2021 –2026 identifies in details the ways in which South Hams and West Devon will work towards increasing property across all markets.

The pandemic also had significant financial impacts including decreased income under the furlough scheme and changes to benefits that has impacted on people's ability to manage their finances.

This has sharply emphasised the challenges for many people across our area and may lead to further increases in homelessness in our area.

The Strategic Context

The South Hams and West Devon Homelessness Strategy has been developed in response to a number of legal duties and powers and with regard to a both national and local policy. It has also been important to recognise the impact of Covid and the UK's exit from the European Union; which has been significant in the area and will continue to impact on people's lives over the coming five years.

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Legal Framework

- **Housing Act 1996 (as amended)** – Part 7 of the 1996 Housing Act is still the overarching piece of legislation used by councils in determining the way in which they respond to homelessness. The Act has been amended by:
 - The Homelessness Act 2002, which has included notable changes in the way Councils use temporary accommodation, with greater emphasis on the role of prevention.
 - The Homelessness Reduction Act 2018 which imposed new legal duties on councils so that everyone who is homeless or at risk of homelessness will have access to support, irrespective of their priority need status, as long as they are eligible for assistance.
- **The Care Act 2014** – The Care Act set a strong expectation that agencies would work together to protect children, young adults and people with care and support needs.
- **Rough Sleeper Strategy 2018** – This new requirement made it a statutory duty to review and publish a plan designed specifically to meet the needs of Rough Sleepers.
- **Domestic Abuse Act 2021** – designed to address the needs of victims of domestic abuse, the act imposes a duty on upper tier local authorities to provide support in safe accommodation.
- **Warm Homes and Energy Conservation Act 2000 (as amended)** – secondary legislation; Fuel Poverty) England) Regulations 2014 set out a fuel poverty target – to ensure as many fuel poor homes as is reasonably practicable achieve a minimum energy rating of Band C by 2030.

Regional Picture

South Hams and West Devon

- South Hams District Council Corporate Strategy – Better Lives For All 2021–2041
- West Devon Borough Council Corporate Strategy – A Plan for West Devon 2021–2041
- Joint Local Plan 2014–2034
- Better Homes, Better Lives – South Hams and West Devon Housing Strategy 2021–2026
- South Hams and West Devon Tenancy Strategy 2021

The two corporate strategies, **Better Lives for All** and **A Plan for West Devon** address the distinct needs of both authorities and frame the council’s vision for both areas and for the Council as an organisation. Both strategies include Homes as a key priority, with the delivery of these priorities being further developed within the South Hams and West Devon Housing Strategy **“Better Homes Better Lives”**.

The key themes for **“Better Homes Better Lives”** are:

Housing for Place

Driving the delivery of new homes that people can afford and meeting the different needs of our communities

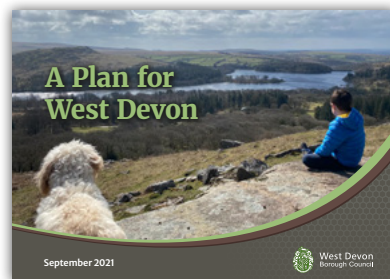
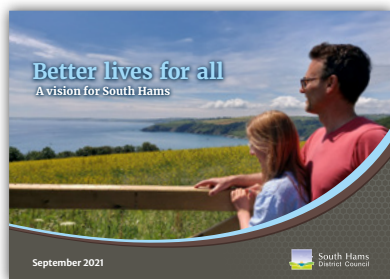


Housing For People

Ensure the best use and improved quality of existing housing.



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Devon County

- Happy and Healthy Communities, Devon's Joint Health and Wellbeing Strategy 2020–25
- Promoting Independence in Devon, 5 Year Plan for Adult Social Care 2018–23
- Children's Services Improvement Plan 2020
- Healthy Lives, Vibrant Communities, Housing Choices, a Joint Strategic Approach to Supporting People to Live Independently in Devon 2020–25
- Domestic Abuse Support in Safe Accommodation in Devon (in consultation)

The importance of collaborative working practices has been a priority for many years, with the Covid-19 pandemic highlighting this further. Inequalities across the county have been accentuated further by the pandemic, with households in rural locations struggling to access services. The commitment to partnership working is central to the success of this Strategy and issues around housing and wellbeing remain central to both Devon County and 2nd tier local authority policy design and delivery.

Devon & Cornwall Housing Options Partnership

All Devon and Cornwall Authorities are committed to working together to improve the consistency and quality of housing options and advice services across the two counties. Held up nationally as an example of good partnership working, the partnership has enabled shared policy and practice development, while also yielding opportunities for Government funding in the form of grants for rough sleeping, debt advice, youth homelessness and working with the private sector.

Devon Homelessness Prevention Panel

All eight local authorities work alongside Devon County Children's Services to address the needs of young people entering and leaving the care system. Through our collaborative work we have developed a number of Joint Working Protocols to ensure best outcomes for young people facing homelessness.

The Local Picture

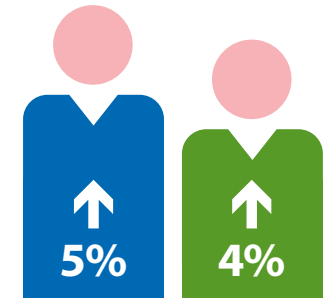
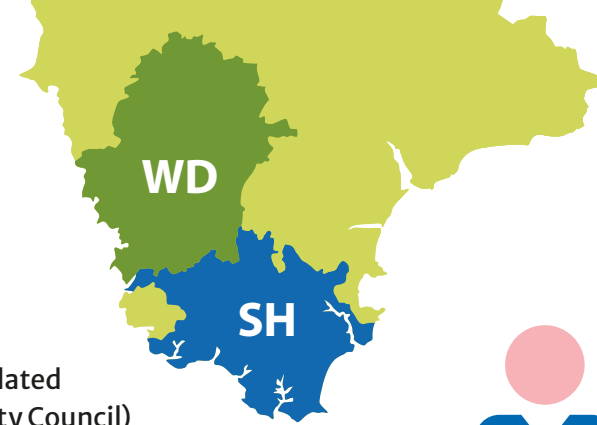
As of October 2021 there were 45,606 properties in South Hams and 26,297 in West Devon. Of the number in South Hams 3,455 were recorded as second homes and 46 empty for over 2 years. A further 73 are uninhabitable. In West Devon there are 538 second homes and 33 properties that have been empty for over 2 years. A further 27 are recorded as uninhabitable. (Source: CTB1 October 2021)

However, these figures have not been updated since the pandemic. (Source: Devon County Council)

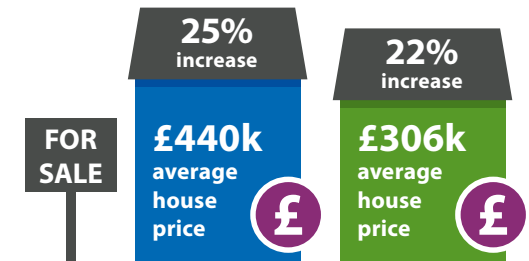
In the years 2016– 20201, the number of affordable homes delivered in South Hams was 615, and in West Devon this was 149.

Average house price in South Hams is £440,139; a 25% increase since 2016 (Sept 2016 – £331,625) and the average house price in West Devon is £306,203; a 22% increase (Sept 2016 – £239,160). (Source: Land Registry 2020)

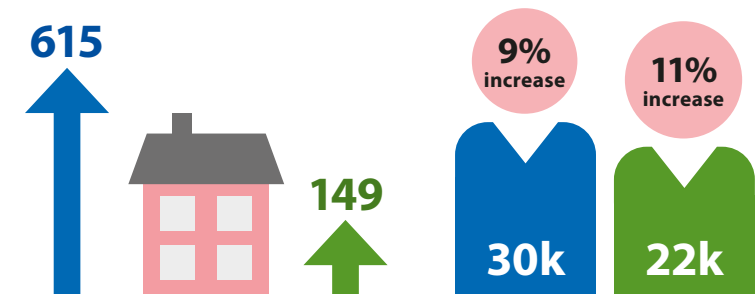
Average salary in South Hams £30,160 in 2020, an increase of 9% since 2016. In West Devon the average salary is 22,048, an increase of 11% since 2016. (Source: ONS 2020)



Population increases



House prices

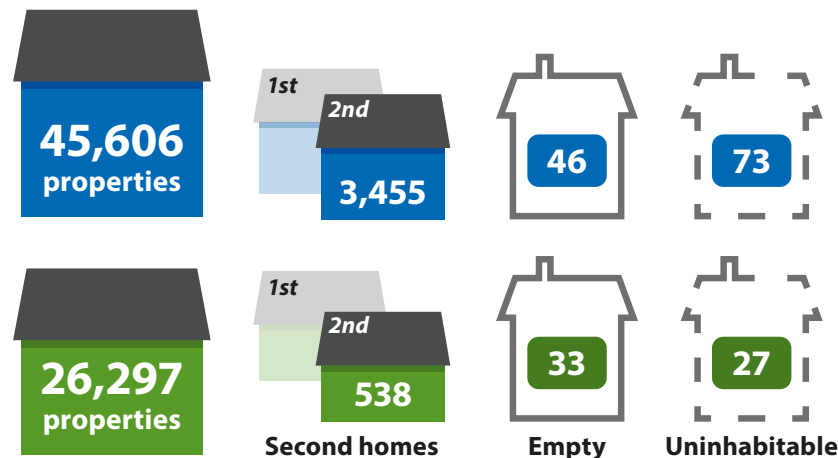


Affordable homes delivered

Average salaries

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In the three years to 2020 the population of South Hams increased by 2606 due to internal migrations with West Devon’s population increasing by 810. Demographic projections suggest a 5% increase in population for the South Hams and 4% increase in West Devon.



Our Vision and Objectives

The South Hams and West Devon Strategy has been designed to contribute toward themes in both councils' 20 Year Vision for the areas.

South hams:

Better homes enabling better lives for all

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

West Devon:

Every resident has access to a quality and safe home

Every resident is able to live a healthy and active life



Improving homes

Our objectives are to:

Prevent: identify those who are at risk of homelessness and work with them to prevent them from becoming homeless

- Working with partner agencies to enable early identification
- Addressing issues of housing quality and suitability to ensure homes are fit for purpose
- Address issues of affordability

Sustain: Where complex needs are identified to work closely with partnership organisations to ensure that people are supported to sustain their homes long term.

- Work in partnership with support services and achieve high referral rates between organisations to identify and address issues impacting on home management.

Relieve: Where homelessness cannot be avoided, support people to find accommodation

- Provide quality temporary housing to limit the impact of homelessness on health.
- Identify and access support to address the underlying issues contributing to homelessness.

Provide: to improve access to a range of accommodation and support options suitable for household needs.

- Expand the existing portfolio of homes rented through SeaMoor Lettings
- Develop housing management and development options to increase availability of housing.

Key priority groups

To achieve our objectives we have recognised that housing and support options need to reflect the needs of the household to ensure positive outcomes are achieved and repeat homelessness is minimised.

The review of homelessness in South Hams and West Devon has identified that four key groups of people for whom the experience of homelessness and the contributing factors are both complex and unique.

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- ◆ Single households
- ◆ Families
- ◆ Households with additional needs
- ◆ Rough Sleepers

Whilst the experiences and causes of homelessness across these groups is known to overlap, in order to continue to build on the proven track record of prevention work; it is essential that we look to examine and understand the barriers each group experiences when facing a housing need, to ensure best outcomes. Working proactively with our partners we can ensure we are able to offer advice and services that are tailored to the needs of those approaching us.



Group 1: Singles and Couples requiring one bedroom or shared accommodation

Of the 1914 approaches in South Hams and the 1159 approaches in West Devon between 2017–21; 78% and 75% respectively have been from households requiring one bedroom or shared accommodation.

For those requiring one bedroom accommodation the average case duration was 82 days.

Page 50 Within the same time period 32% of approaches made to South Hams have been from those aged 18–34 years old; for whom the shared accommodation rate applies. In West Devon this figure was 38%. The main reason for approach within this age group was 'Asked to leave by friends or family' and Sofa Surfing'.

43% of one bedroom households in the South Hams secured housing outside the district. In West Devon 33% of one bed households were housed outside the borough. Of those single households who were housed in shared accommodation only 35% were able to source shared accommodation within the South Hams, with 59% successfully securing shared accommodation in West Devon.

To meet the needs of this group we will:

- **Prevent** – Ensure we increase awareness of services available to people looking to move on from or maintain existing accommodation; to include a provision designed for young people at risk of eviction from the family home.
- **Relieve** – Work with partner agencies to deliver services which support young people facing homelessness.
- **Sustain** – Ensure access to good quality financial and independent living advice and support to ensure people are empowered to sustain their tenancies.
- **Provide** – Work with landlords to increase the supply of shared and one bedroom affordable accommodation access the area. Develop a management service offer to increase provision of HMO accommodation across both areas.

93% people agreed that SeaMoor Lettings should seek to expand the range of housing available to include shared housing options

Group 2: Families

Homeless children are more likely to experience stress and anxiety, resulting in depression and behavioural issues. There is evidence that the impact of homelessness on a child's health and development extends beyond the period of homelessness. (Crisis 2011)

Between 2017–21; in South Hams 427 families approached for assistance and 291 in West Devon. The primary reason for approach across both local authorities for families was 'receipt of a Section 21 notice' with the second most common reason being 'fleeing domestic abuse'. On average it has taken more than 4 weeks longer to secure housing for families (average 113 days) than for those requiring one bedroom accommodation.

In the South Hams 76% of families successfully secured housing within the district of South Hams. In West Devon 63% families were housed within the borough.

To meet the needs of this group we will:

- **Prevent** – Work with registered providers and private landlords to enable early identification of families at risk of homelessness to enable provision of appropriate support.
- **Relieve** – Ensure our internal working practices and relationships with partner agencies are robust and that we collaborate effectively to support those facing homelessness and/or in temporary accommodation.
- **Sustain** – Work proactively with landlords in both the private and social rented sector to ensure early identification of tenancy sustainment issues including financial issues.
- **Provide** – using the Council's resources, increase the number of affordable private rented and council owned properties available to families, to include quality temporary housing. Maximise the number of properties made available as a result of successful downsizing in the social rented sector.

96% of people agreed that families should be able to access quality temporary housing to minimise the impact homelessness can have on children's health

Group 3: Additional Needs

Many homeless people experience support needs in addition to their immediate need for housing, including: physical ill health, mental health problems, drug and alcohol issues and multiple and complex needs. (Crisis 2011)

Mental Health needs accounted for 54% of those identifying as having additional needs in West Devon and 50% in South Hams. 45% of households in South Hams identified a physical disability support need and 39% in West Devon. Other support needs identified include Drug and/or alcohol misuse, feeling abuse of violence and being a care leaver or young person made homeless.

99 households across the two areas identified themselves as having 3 or more support needs.

The Disabled facilities grants have successfully supported 334 households in South Hams and 182 households in West Devon to remain in their own home through provision of adaptations.

75% strongly agreed that the underlying issues contributing to homelessness should be identified and support provided

98% of people asked agreed that partnership working was important to enable early identification of people in housing need

Since the establishment of the Disabled Adapted Panel has supported 50 households to secure appropriate adapted accommodation through targeted work with RP's on their housing stock as it becomes available.

As of September 2021 23 households in South Hams and 21 households in West Devon people still remain on the housing list in need of wheelchair adapted accommodation. A new project has commenced to identify and target those households with a need for other adaptations or specific accommodation types.

Over the three years to 2021 31% of households approaching in South Hams identified themselves as having additional support needs. In West Devon it was 29%.

To meet the needs of this group we will:

- **Prevent** – work closely with partner agencies to ensure those in housing need are identified and referred to us quickly to enable early intervention measures can be put in place; including support to downsize or move to more suitable accommodation.
- **Relieve** – ensure provision of quality temporary housing and access to support services to holistically address the needs of those facing homelessness.
- **Sustain** – Deliver an adaptation service to include grant and self funded support aids are made accessible for all. Ensure relevant services are identified and referred to for those requiring additional support to sustain their homes.
- **Provide** – work with Devon County Council to support the delivery of housing for those with support needs through a property management service offer with intensive housing support.

Group 4: Rough sleepers

67% agreed that medium term support should be put in place for rough sleepers who have been housed to help them maintain accommodation

Qualitative research has shown that many single homeless people face significant challenges, which often involve adverse childhood experiences such as trauma, neglect and poverty. (Crisis)

In South Hams 86 rough sleepers were worked with by South Hams, of these 60 identified as having rough slept previously and 9 individuals have had repeat cases with us. In West Devon there were 36 rough sleepers with 27 of these stating they had been homeless before and 4 individuals have had repeat cases.

Successful outcomes were recorded for 37 rough sleepers in the South Hams and for in 16 rough sleepers in West Devon.

Of the 86 rough sleepers approaching South Hams 54% identified themselves as having support needs with 36% identifying mental health as a specific need. In West Devon 40% of rough sleepers identified as having support needs with 27% specifying a physical disability as a support need.

In 2017 the government announced their target to halve rough sleeping by 2022 and ensure that no one has to sleep rough by 2024. This government target aligned with the local authorities commitment to work towards ending rough sleeping across both areas.

The council often has no legal duty to many of the people sleeping rough in the area and where a legal duty has existed due to either not meeting the vulnerability criteria required by the legislation or because they are deemed under law to be intentionally homeless. Historically this has limited the level of work and investment made in this cohort. Conversely living on the streets can create and exacerbate people's vulnerabilities making investment in this cohort more essential:

Issue	Rough Sleepers	General Population
Life expectancy	Age 47	Age 77
Physical Health	78%	37%
Mental Health	44%	23%
Addiction	41%	Not shown

(Crisis)

Over the last 5 years we have seen a significant reduction in people sleeping rough in both South Hams and West Devon. However; in order to keep these numbers consistently low moving forward we need build on what we have achieved.

To meet the needs of this group we will:

- **Prevent** - Work with partners to ensure early identification of Rough Sleepers or people at risk of rough sleeping.
- **Relieve** - Continue our commitment to holistic outreach work and the No Second Night Out ethos.
- **Sustain** - Provide intensive support both in house and with our partners for rough sleepers in accommodation to enable them to manage long term accommodation expectations.
- **Provide** - Develop a range of accommodation and support options for people rough sleeping or at risk of rough sleeping to make long term accommodation sustainment realistic.

How the Homelessness Strategy was developed

This strategy has been developed following a thorough review of the achievements, outcomes and challenges identified throughout the lifespan of the 2017-22 Homelessness Strategy. This review also took into account the current economic climate, issues arising following the impact of the Covid pandemic and the lessons learned during the lockdown periods; where support provision and partnership working were paramount in protecting the vulnerable.

We have also looked at the people who access our services and the challenges our customers are facing. In order to improve how we tackle homelessness in our communities we recognise the importance of continuing to strengthen our relationship with partner agencies to ensure early intervention to prevent homelessness; as well as an holistic approach to meeting the needs of our customers.

The Strategy went to public consultation on the 9th February – 23rd March 2022. The views of the public and partner organisation were sought as part of this process and have been incorporated into the final document.

We used the following methods of consultation:

- Online survey
- Social media polls
- Elected member consultation event
- Consultation with stakeholders and partner agencies including:
 - Adult services
 - Children's' services
 - Mental Health Services
 - Devon & Cornwall Police
 - Together (Drug & Alcohol services)
 - Health care providers
 - Local volunteer groups

How the Homeless strategy and Delivery Plan will be monitored

The life of this homeless strategy is intended to be five years.

Annually we will publish our progress to date and a refreshed Action Plan. The development of each annual action plan shall include consultation with members and stakeholders to ensure that the strategy is kept relevant and that all partner agencies and local people, through their elected representatives, have the opportunity to help to develop and influence a holistic approach to tackling homelessness across the area.

The delivery of the Action Plan will rely on the resources of both Councils and their partners, working together to achieve positive outcomes, for people in South Hams and West Devon.



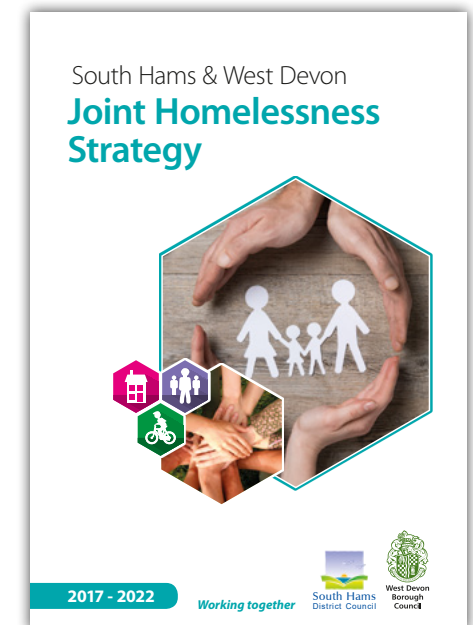
The Review of the 2017–22 Joint Homelessness Strategy Objectives and Outcomes

The 2017–22 Joint Homelessness Strategy set out the priorities for tackling homelessness in South Hams & West Devon.

The strategy was framed around four priorities:

- Understanding the true cost of homelessness
- Access to services
- Access to housing
- Health and wellbeing

A review of the progress made against these priorities has been conducted to support the development of the 2022–27 Homelessness Strategy.



Priority 1: Understanding the True Cost of Homelessness

Objectives	Outcomes
Ensure we establish a solid evidence base which informs practice across all sectors and clearly illustrates the true cost of homelessness in South Hams and West Devon	<ul style="list-style-type: none"> Implemented a new bespoke housing system which enables cross examination of data collected from homeless applicants. Data sharing agreements established with Children's services and improved referral routes and working practices established to better track trends and identify need among care leavers and families.
Monitor the impact of welfare reform, and ensure that this informs future strategic priorities	<ul style="list-style-type: none"> Use of food banks has shown a steady rise in demand – referral routes established with food banks to ensure support services can be identified and offered to address the root causes of food poverty. Support service provision increased to address the changing needs of those on low incomes in the face of the pandemic and furlough schemes.
Recognise the continuing pressures on the Councils' budgets and how best to target resources in the most meaningful way	<ul style="list-style-type: none"> Targeted partnership working practices with social landlords to ensure tenants with rent arrears are identified at an early stage and supported and homelessness prevented. Bespoke financial advice service in place to ensure customers receive tailored advice and are supported to access services. Tenants incentive Scheme revised and regularly promoted to ensure best use of existing stock.
Ensure partnerships with other agencies demonstrate value for money	<ul style="list-style-type: none"> Ongoing review with DCC regarding the supported Living contract. Joint bid with TDC to secure funds for rough sleepers and 3 joint posts to ensure best VFM.
Ensure access to good quality financial advice to help tackle poverty, poor quality housing and homelessness	<ul style="list-style-type: none"> Procured a new contract with Homemaker to deliver Income Maximisation, budgeting, benefits and debt advice. Extended the contract to 5 days a week in response to the Covid Impact on people's finances.

Priority 2: Access to Services

Objectives	Outcomes
<p>Offer advice and assistance in a range of formats, so the customer can choose how they communicate with their Council</p>	<ul style="list-style-type: none"> ● Implemented bespoke online portal account system to facilitate communication and document sharing. ● Expanded offer of telephone assessment services to ensure customers in remote locations are not required to travel to access services. ● Updated and maintained web pages to ensure information is available in plain English and includes links to additional support resources. ● Worked closely with the Devon Home Choice partnership to enable more effective access to the Devon Home Choice system via an app designed specifically for phone us.
<p>Ensure our most vulnerable customers are able to access advice services effectively</p>	<ul style="list-style-type: none"> ● Developed close relationships with support services to ensure vulnerable customers are able to access support with making homeless applications. ● Communication software technology ensure that calls and assessments with customers can include support workers or family members in the same call.
<p>Work with partners to ensure that we are able to offer services at the time and place our customers need them most</p>	<ul style="list-style-type: none"> ● Communication software technology ensure that calls and assessments with customers can occur at a time and location that best suits the customer and their support network. ● Training delivered to multiple partner agencies to ensure a good basic understanding of housing and homelessness exists across a wide range of agencies. Enabling basic advice and information to be sourced from a wide range of places and to ensure excellent referral routes where additional support and advice is needed.
<p>Readily and regularly consult with our customers and stakeholders to make sure we get our services right</p>	<ul style="list-style-type: none"> ● Regularly attending community groups including Caring Town, The Hub and ROOF. ● Consult yearly with stakeholders on the progress of the strategy and the future needs for local housing. ● Introduced a G&T Forum to engage with the Traveller communities to find out their needs and we can do to meet these.

Priority 3: Access to Housing

Objectives	Outcomes
<p>Increase the supply, standard and options for people who face homelessness within our area</p>	<ul style="list-style-type: none"> ● Increased promotion and communications program to support the recruitment of local landlords to the Seamoor property scheme. ● Capital grant funding secured to enable purchase of 4 one bedroom homes to improve housing options for single homeless rough sleeping or at risk of. ● Established Disabled Adaptation Panel which has been instrumental in securing the most appropriate housing options for those in need of adapted housing for 40 households. ● Developed a bespoke website to advertise rented accommodation options through SeaMoor and part ownership housing options available locally. ● Appointed a project officer to support the delivery of the Housing Strategy <i>Better Homes, Better Lives.</i> ● Established a perpetrator housing programme to support victims of domestic abuse to remain in their own home and alternate housing be sought for the perpetrator.
<p>Develop innovative options for our Rough Sleeper Community</p>	<ul style="list-style-type: none"> ● Joint bid with TDC to secure Outreach workers, personal budgets and housing first options. ● Successfully implemented the TAS worker to help support rough sleepers with moving on. ● Successfully bid for funding for an additional support worker for the Leap Pad project. ● Successfully bid for £250K toward the purchase of 4 units of Leap Pad accommodation. ● Improved communication and partnership working with Local Charities and 3rd sector organisations to ensure that a holistic approach is taken to meeting Rough Sleepers support and engagement needs.

Objectives	Outcomes
<p>Continue the downward use of temporary accommodation for homeless households</p>	<p>The use of temporary accommodation has fluctuated throughout the 5 year strategy. Various elements have impacted on the success of this aim including:</p> <ul style="list-style-type: none"> ● Funding was secured in 2019 for 2 temporary accommodation support (TAS) workers. The role was a success resulting in a reduction in temp costs of £28,900 ● Funding ended for these roles in 2020 <p>The Covid pandemic has impacted on the availability of accommodation for applicants to move to resulting in longer stays in temp. This has been caused by a combination of:</p> <ul style="list-style-type: none"> ● Delays in building development due to lockdown measures ● Reduction in movement across the social and private housing sector due to a stay in evictions and a limitation on movements. ● Demand for holiday accommodation in the district has led to an increase in use of rental accommodation for holiday use.

Priority 4: Health and Wellbeing

Objectives	Outcomes
<p>Work in partnership with our voluntary and statutory sectors to holistically address people’s needs as fully as possible</p>	<ul style="list-style-type: none"> ● Appointed a dedicated Vulnerable Person’s Officer; and ● Appointed 2 Rough sleeper outreach workers to work alongside our housing advice officers to facilitate excellent links to partner agencies to include joint working on homeless cases.
<p>Ensure we adequately protect and safeguard the most vulnerable members of our community</p>	<ul style="list-style-type: none"> ● Reviewed internal Safeguarding procedures and rolled out training to ensure safeguarding is ‘Everyone’s responsibility’ ● Developed good working relationships with Hospital discharge coordinators, prison release officers, probation, domestic abuse, adult and children’s social work and mental health. ● Engaged closely with children’s services and contributed to the development of joint working protocols to ensure quality joint working. ● Seconded a senior specialist on behalf of all Devon 2nd Tier local authorities to deliver targeted training and support to the Children’s services’ MASH team over the period of one year.
<p>Enable early help, to avoid crisis and tackle homelessness at its root cause</p>	<p>Developed referral routes and delivered training in homelessness to ensure early identification of housing needs and risk of homelessness to:</p> <ul style="list-style-type: none"> ● Hospital discharge coordinators ● prison release officers ● probation ● domestic abuse support services ● Adult and children’s social work ● Mental health social care ● Police ● Registered providers

Rough Sleeper Strategy Review

Objectives	Outcomes
<p>Increase our knowledge of the number of people sleeping rough by building on the annually required rough sleepers estimate by introducing a quarterly rough sleeper estimate. This will ensure that the service delivery can respond more quickly to need.</p>	<ul style="list-style-type: none"> ● Established monthly rough sleeper counts/estimates ● implemented a next working day response to reports of people sleeping rough wherever possible.
<p>The very nature of homelessness means a large proportion of the people requiring housing advice and homeless services will be vulnerable and may need additional support to enable them to access services.</p>	<p>Introduced dedicated specialist support staff:</p> <ul style="list-style-type: none"> ● TAS worker ● Outreach workers ● Specialist Drug and Alcohol Outreach workers
<p>Housing options for those with a history of rough sleeping need to be innovative and reflect the needs of the individual. The Local Authority seeks to achieve this through the provision of multiple housing options which will be tailored to meet the needs of the individual.</p>	<ul style="list-style-type: none"> ● Introduced the Leap Pad (Housing First) accommodation model ● Worked with Private Landlords to encourage them to accept tenants with a history of chaotic behaviour and rough sleeping ● Worked with Social Landlords in line with the Where's Cathy ethos to encourage them to accept tenants with a history of chaotic behaviour and rough sleeping
<p>Tackling homelessness takes more than just the provision of a house, if we are to maximise the opportunities for our most vulnerable people. Often, poor health, addictions and unhealthy lifestyles mean that people are unable to secure, and maintain, accommodation for themselves or their families.</p>	<p>Developed a multi-agency hub in partnership with TDC comprised of outreach workers, a hub coordinator, drug and alcohol support services, MH services, probation and adult social care to ensure that all potential solutions are considered around the clients support needs and to ensure a client centred approach to developing those plans.</p>



South Hams
District Council

www.southhams.gov.uk



West Devon
Borough Council

www.westdevon.gov.uk

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South Hams & West Devon

Homelessness Strategy



Action Plan 2022-23

2022-27



South Hams
District Council



West Devon
Borough Council



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Action Plan 2022-23

The Joint South Hams and West Devon Homelessness Strategy 2022-27 sets out our aims and objectives over the next 5 years. This Homelessness Strategy Action Plan outlines our work plan for the year 2022-23 and how this work plan contributes to the priorities and objectives identified in the Strategy document.



**Improving
homes**

Singles & couples (S&C)

- **Prevent** – Ensure we increase awareness of services available to people looking to move on from or maintain existing accommodation; to include a provision designed for young people at risk of eviction from the family home.
- **Relieve** – Work with partner agencies to deliver services which support young people facing homelessness.
- **Sustain** – Ensure access to good quality financial and independent living advice and support to ensure people are empowered to sustain their tenancies.
- **Provide** – Work with landlords to increase the supply of shared and one bedroom affordable accommodation access the area. Develop a management service offer to increase provision of HMO accommodation across both areas.

Objective	Action	What will we do?	Resource
S&CP1	Maintain strong links and develop streamlined referral routes for agencies working with young people to identify those at risk of homelessness	Regular training and refresher sessions to be delivered to agencies to ensure thorough understanding of council services	Specialist staff time
S&CP2	Contribute to the development of a Care Leaver protocol to support care leavers to plan for their housing needs	DCHOP & Children's services project work	Housing and legal Staff time & DCC staff time
S&CR	Contribute to the development of a young persons protocol to ensure clear pathways and positive outcomes for young people asked to leave home	DCHOP & Children's services project work	Housing and legal Staff time & DCC staff time
S&CS	Expand on the existing advice services available through establishment of self help advice & budgeting tools on our website	Web page development	Vulnerable person's officer & communications team staff time
S&CPr1	Investigate the feasibility of using Local Authority owned properties as shared accommodation provision	Costings of property conversions and rental income and management implications and costs	Housing & assets staff time
S&CPr2	Develop an HMO management service offer through Seamoor Lettings to encourage landlords to provide this type of accommodation.	Produce a fully costed service spec for promotion to landlords.	Staff time – Housing and environmental health

Families (F)

- **Prevent** – Work with registered providers and private landlords to enable early identification of families at risk of homelessness to enable provision of appropriate support.
- **Relieve** – Ensure our internal working practices and relationships with partner agencies are robust and that we collaborate effectively to support those facing homelessness and/or in temporary accommodation.
- **Sustain** – Work proactively with landlords in both the private and social rented sector to ensure early identification of tenancy sustainment issues including financial issues.
- **Provide** – using the Council’s resources, increase the number of affordable private rented and council owned properties available to families, to include quality temporary housing. Maximise the number of properties made available as a result of successful downsizing in the social rented sector.

Objective	Action	What will we do?	Resource
FP1	Develop streamlined referral route for private landlords to refer households at risk of homelessness or where tenancy sustainment issues exist	Create a dedicated contact portal for landlords	L6 Housing officer
FP2	Raise awareness of landlord and tenant rights and responsibilities to minimise unintentional breaches.	Develop support and advice pack relating to different aspects of tenancy management	L6 Housing officer
FP3	Improve information available on our webpages relating to financial hardship and affordability issues including self-help advice on our Webpages	Create and maintain a data base of support agencies and available services on our website	Vulnerable customer officer
FR1	Enable homeless families to access holistic local support options to promote the wellbeing of children in emergency housing	Create and maintain a data base of support agencies and available services on our website for officers and residents to access.	Vulnerable customer officer supported by housing advice team
FR2	Investigate the feasibility of the introduction of a dedicated support worker to provide holistic support to those in temporary accommodation	Conduct a value for money exercise and business plan if the post is evidenced to be a positive contribution	Senior Housing Specialist and Housing Advice Team Leader

Objective	Action	What will we do?	Resource
FS1	Identify funding options to enable families to access essential items and meet essential costs to prevent financial hardship	Vulnerable Customer Officer to work with partner agencies to identify and apply for funding.	Vulnerable customer officer
FPr1	Set up the proposed Community Benefit Society to enable in-house property development opportunities	Finalise inquiries on development of rules and progress with registration	Housing Senior Specialist
FPr2	Develop and embed the policies and practices required to meet registered provider status for the CBS to enable the lettings of properties developed in house	Work alongside consultants to develop and embed appropriate policies and procedures	Housing Senior Specialist



Additional Needs (AN)

- **Prevent** – work closely with partner agencies to ensure those in housing need are identified and referred to us quickly to enable early intervention measures can be put in place; including support to downsize or move to more suitable accommodation.
- **Relieve** – ensure provision of quality temporary housing and access to support services to holistically address the needs of those facing homelessness.
- **Sustain** – Deliver an adaptation service to include grant and self funded support aids are made accessible for all. Ensure relevant services are identified and referred to for those requiring additional support to sustain their homes.
- **Provide** – work with Devon County Council to support the delivery of housing for those with support needs through a property management service offer with intensive housing support.

Objective	Action	What will we do?	Resource
ANP1	Promote the Downsizing support scheme with partner agencies to ensure those with additional needs are supported to engage in the process of downsizing	Ensure wider understanding of the scheme through promotion and training	Communications team and housing staff
ANP2	Expand the work undertake by the Disabled Adapted Panel to identify those with less urgent housing needs to prevent customers reaching crisis point (Band C-D)	DAP officers to work on accurate reporting and data gathering to target resources	Housing Enabling specialist
ANR1	Continue to work with Assets to ensure that the Springhill Temporary Accommodation development is capable of meeting a wide range of housing needs	Contribute to decision making on design elements to ensure fit for purpose	Senior Housing Specialist
ANS1	Work with registered providers to ensure customers requiring adaptations in their homes are supported to access these through a referral to us	Cross reference data held on the housing register with that held by RP's	Housing enabling specialist
ANPr1	Work with Adult and Mental Health services to scope current unmet need for supported housing – with a view to working in partnership to meet this need.	Work with partners to consider suitable locations for specialist housing development	Senior Housing Specialist and Senior housing enabling specialist
ANPr2	Through increased multi agency contact and attendance at outreach events, ensure a collaborative approach to finding housing solutions is embedded within local authority culture	Review attendance at meetings and events to ensure a housing presence across all agencies	Vulnerable customer officer & L6 Housing officer

Rough Sleepers (RS)

- **Prevent** – Work with partners to ensure early identification of Rough Sleepers or people at risk of rough sleeping.
- **Relieve** – Continue our commitment to holistic outreach work and the No Second Night Out ethos.
- **Sustain** – Provide intensive support both in house and with our partners for rough sleepers in accommodation to enable them to manage long term accommodation expectations.
- **Provide** – Develop a range of accommodation and support options for people rough sleeping or at risk of rough sleeping to make long term accommodation sustainment realistic.

Objective	Action	What will we do?	Resource
RSP1	Identify people who are at risk of rough sleeping to avoid them spending any time on the streets	Partner agencies to identify people with insecure accommodation and /or support needs who may be at risk of rough sleeping.	Rough Sleeper Outreach worker
RSR1	Respond to reports of people sleeping rough within one working day	Provide an Outreach Team to respond to reports of rough sleeping and proactively seek out anyone sleeping rough	DLUHC bid pending 2 officers plus engagement funding
RSR2	Ensure tailored support is available for people who are rough sleeping, at risk of rough sleeping or have a history of rough sleeping.	Introduce a Re-settlement worker. Work with Together, Adult Social Care, Probation, The Mental Health Team and any other relevant agencies to deliver support when and where it's needed.	Multi agency Hub and support contract pending bid with DLUHC
RSS1	Ensure support provided to rough sleepers extends to after they have accessed housing	Gain commitment from partner agencies to continue to provide support. Resettlement support officer role pending DLUHC funding	partner agency and housing support staff
RSPr1	Ensure a range of accommodation options are available for different levels of support need	Deliver 4 units of accommodation for the Leap Pad project in South Hams	Senior Housing Specialist



South Hams
District Council

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West Devon
Borough Council

www.westdevon.gov.uk

NOT FOR PUBLICATION

Appendix A contains exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972

Report to: **Executive**

Date: **7th April 2022**

Title: **Climate Change and Biodiversity Action – Council net-zero update**

Portfolio Areas: **Cllr Tom Holway**

Wards Affected: **All**

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

Author: **Drew Powell** Role: **Director of Strategy and Governance**

Adam Williams **Climate Change Specialist**

Chris Brook **Director of Place and Enterprise**

Contact: Email: adam.williams@swdevon.gov.uk

RECOMMENDATION

That the Executive:

- 1. Notes the progress on plans aligned to the aim of the Council being net-zero by 2030 and increasing biodiversity on its own land by 10% by 2025.**
- 2. RECOMMEND to Council to delegate authority to the S151 Officer, in consultation with the Leader of the Council and the Executive Member for Finance, to approve and agree the lending terms to Fusion Leisure for a loan of up to £500,000 to facilitate solar panel installation across all four SHDC Leisure Centres over the remaining term of the leisure contract, in accordance with treasury management advice.**

3. RECOMMEND to Council to delegate authority to the S151 Officer, in consultation with the Leader of the Council and the Executive Member for Finance, to update the Council's Capital Strategy, Investment Strategy and Treasury Management Strategy for 2022/23 for a £500,000 loan provision to Fusion Leisure for the solar installation, in accordance with treasury management advice.

1. Executive Summary

- 1.1 The Council declared a Climate Change and Biodiversity emergency in 2019 and subsequently developed and adopted a Climate Change and Biodiversity Strategy ('the Strategy') and Action Plan in December 2020 (minute 28/20 refers).
- 1.2 The Council has approved an earmarked reserve of £600,000 to support delivery against the aims set out in the Strategy and this is being allocated against projects and grants schemes as these are developed and implemented.
- 1.3 The following report sets out progress and the potential carbon savings (or biodiversity net gain) from significant projects aligned to two of the three Councils adopted aims. Namely, Aims 1 and 3, reducing its carbon footprint to net-zero by 2030 and increasing biodiversity on its own land by 10% by 2025.
- 1.4 The project to convert both our light vehicle fleet and our ferries to electric will save in the order of 371 tCO₂e (tonnes of carbon dioxide equivalent) which equates to 62% of the emissions that the Council has direct control over (which are scope 1 and 2 emissions).
- 1.5 A further key proposal contained within the report is the business case to invest a further £500,000, in the form of a loan to Fusion Leisure (as the chosen provider for the Councils' leisure facilities), to install solar arrays on the four leisure centres within the District. This will reduce carbon emissions, save Fusion around two thirds of its energy bill costs and add to Fusion's financial resilience by lessening their exposure to energy price rises. The savings that Fusion will make on their energy costs will enable them to repay the annual costs of the borrowing repayments as the savings are predicted to be in excess of the loan repayments illustrated in Appendix A.
- 1.6 The report also confirms that approved changes to the grounds maintenance procedures will ensure that our adopted aim of increasing biodiversity on our land by 10% by 2025 will be comfortably exceeded.

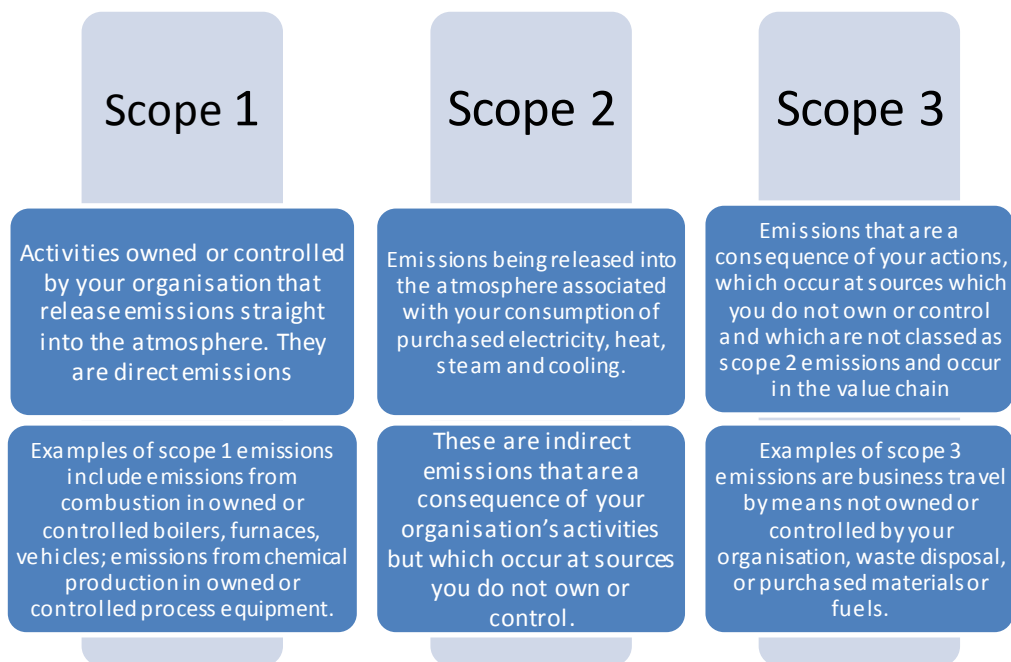
- 1.7 The report also provides an update on the latest estimate of the Council's Greenhouse gas emission inventory; effectively the Council's Carbon Footprint.

2. Background

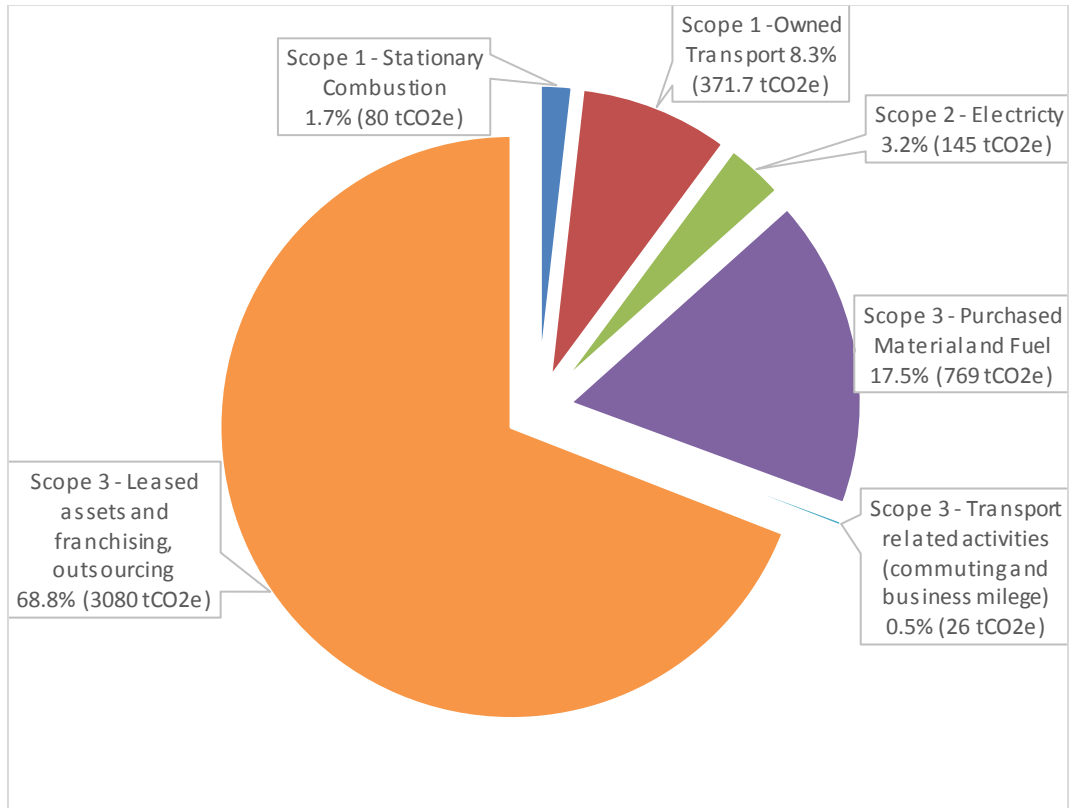
- 2.1 The Climate Change and Biodiversity Strategy and Action Plan was adopted on 17th December by the Council. It was noted that the Action Plan will be a continually evolving document and that delegated authority be granted to the Director of Governance and Assurance, in consultation with the Executive Member for Climate Change and Biodiversity, to make revisions to the Plan as and when deemed necessary
- 2.2 The Council adopted the following aims;
 1. That the Council aim to reduce its organisational carbon emissions to net-zero by 2030;
 2. That the Council commit to working with partners through the Devon Climate Emergency Response Group to aim to reduce the District of South Hams' carbon emissions to net-zero by 2050 at the latest; and
 3. That the Council aim for a 10% Biodiversity Net Gain in the habitat value of its green and wooded public open space by 2025.
- 2.3 It is recognised that identifying and reducing the Council's own carbon emissions will have a number of direct and indirect impacts on the wider ambition of adapting to and mitigating against the impacts of climate change.
- 2.4 For example, the Council plays an important role in community leadership and setting the right example regarding the impact of its own activities can play an important role securing behaviour change and raising awareness of the climate emergency.
- 2.5 South Hams District Council Greenhouse Gas Emissions (Carbon Footprint) 2020/21**
- 2.6 South Hams District Council commissioned a second study into our greenhouse gas emissions ('carbon footprint') last year following a review of our data internally and changes to our practices, such as the outsourcing of the waste service and more clarity into our own fuel uses.
- 2.7 The Council has committed to reducing operational carbon emissions to Net Zero by 2030. This target applies to the whole council operation, from scopes 1, 2 and 3.

2.8 It is widely recognised that reducing Scope 1 and 2 emissions is far easier, relatively, than reducing Scope 3 emissions. As a result some authorities have set targets based solely on reducing Scope 1 and 2 emissions. Our aim as set out above (3.2) is challenging and, as our work continues with Exeter University, we will set out a trajectory, based on carbon budgets, outlining the contribution each project will have in achieving our adopted aim. A further report will be brought to the Executive in due course.

2.9 The graphic below illustrates the differences between the emissions scopes;



2.10 The chart below shows our emissions breakdown for 2020/2021



2.11 The total greenhouse gas emissions for South Hams District Council in 2020/2021 (as set out in the pie chart above) was 4471.2 tonnes of Carbon dioxide equivalent (tCO2e). Carbon dioxide equivalent or CO2e is a measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential.

2.12 To work out the carbon emissions of an activity, an activity is multiplied by an emissions factor related to that activity. As an illustration, the 2020/2021 emissions factor for electricity is 0.23314 kgCO2e per kWh. Taking the electricity consumed by Follaton House that year which was 214439 kWh, it is then multiplied by the emissions factor of 0.23314 which gives you a CO2e figure of 49994.31 kilograms CO2e or 49.99 tonnes CO2e. This represents approximately one third of our Scope 2 electricity emissions (see chart in 3.5 above). The CO2e emissions factors are published yearly by the Department for Business, Energy & Industrial Strategy.

- 2.13 The biggest proportion of the councils greenhouse gas emissions relate to its activities under Scope 3 – essentially the emissions over which we have least control. Out of the 3080 tCO₂e from leased assets, franchising and outsourcing, 430.6 tCO₂e are attributed to our leisure centres energy use alone. As we own the leisure centres we are, unusually for Scope 3, able to directly act to reduce these emissions as set out further in this report.
- 2.14 At the moment, the most detailed way to calculate procurement and purchasing emissions doesn't reflect the true nature of the emissions. It is a standard calculation that doesn't account for whether or not your supplier has any carbon saving measures in their own operations. This approach therefore negates our ability to reduce emissions by, for example, procuring goods and services from net-zero suppliers.
- 2.15 We are actively working with partners to investigate ways to better account for purchasing so we can have greater influence over the resultant carbon emissions.

3. Reducing our Carbon Emissions – Practical Actions

- 3.1 Exploring Scope 3 further, our transport related activities (commuting and business mileage) were much less than normal because of COVID-19 enforced lockdowns. By way of comparison, if we were operating as we were before lockdown, the emissions for the year would have been circa. 248 tCO₂e for commuting, compared to the estimated 14 tCO₂e arising from our working practices during the pandemic.
- 3.2 This is a clear example of what can be achieved through relatively straightforward actions such as increased remote working. We will continue to support and further develop our ability to support this approach whilst retaining an emphasis on customer focussed, efficient services.
- 3.3 The combined total of Scope 1 and 2 emissions (those we have greatest influence on) is 596.6 tCO₂e.
- 3.4 Influencing these emissions will require a range of actions including conducting energy audits on all of our assets and, for example, retrofitting them in line with the recommendations of the audit.

- 3.5 A key action that we are progressing is converting our fleet (including ferries) to EV. We are in the process of appointing an EV Project Officer through an internal secondment whose responsibility will be to produce a forward fleet plan and kick-start the transition of our light vehicle fleet to electric.
- 3.6 In addition, we are at the early stages of exploring, with partners from industry and Plymouth University, a Marine Decarbonisation Plan (MDP) which would include Salcombe Harbour and Dart Lower Ferry.
- 3.7 These projects combined, have the potential to save around 371.7 tCO₂e per year (162.1 tCO₂e for vehicles and 209.6 tCO₂e for our ferries).
- 3.8 For clarity, the table below illustrates some of the savings for the projects currently underway;

Scope	Scope Total (tCO₂e)	Action	Potential saving (tCO₂e)	% reduction of overall carbon footprint
1	451.7	EV Fleet Transition	162.1	3.6% (35% of our total Scope 1)
1	451.7	Marine decarbonisation	209.6	4.7% (46.5% of our total Scope 1)
3	4096.8	Embedded Remote Working	234	5.2% (5.7% of Scope 3)
3	4096.8	Solar Panels for Leisure Centres (see 6 below)	131	2.9% (3.19% of Scope 3)

- 3.9 As for some of the other actions that have already been taken against scope 1, 2 and 3 already, the Council opted to secure a certified green gas supply in 2021 which can be accounted for in future greenhouse gas accounts.
- 3.10 Furthermore, we continue to promote our EV salary sacrifice scheme to staff and explore the potential for renewable energy on our land and buildings.

4. Organisational practices

- 4.1 Following the Carbon Literacy Training carried out in collaboration with Torbay Council and West Devon, our Council is now accredited as a bronze level Carbon Literate Organisation. A Carbon Literate Organisation (CLO) is an organisation that has been accredited by The Carbon Literacy Project as having a substantial commitment to Carbon Literacy.



- 4.2 What this means in reality is the extended leadership team understand the importance of the climate emergency and how their own service areas can contribute to change both organisationally and across the district.
- 4.3 Now that the understanding is in place we are developing a decision making tool to better inform projects and policy at development stage to ensure that they align with the need to reduce carbon emissions and improve biodiversity.
- 4.4 Embedding these principles at the early stages of the decision-making process will help deliver against our adopted aims as set out in 2.2, above.

5. Aim 3 – Biodiversity

- 5.1 As for aim 3, our target to increase biodiversity on our own green spaces, the Council has now approved changes to its ground maintenance procedures along with a commitment to allocate £46,000 from the earmarked Climate Change and Biodiversity reserve for equipment and seed.
- 5.2 The new approach is expected deliver in excess of 36% Biodiversity Net Gain across Council green spaces by 2025. This is well in excess of our adopted aim of 10%. However, we will continue to explore ways to achieve more and propose to review our target when the overall strategy is reviewed after upon the publication of the final Devon Carbon Plan

6. Leisure Centres – Solar Panel Installation

- 6.1 As the chosen provider for the Councils' leisure facilities, Fusion Leisure have been actively encouraged by the Council to work in partnership to support the energy reduction targets and reduction of carbon footprint for the facilities.
- 6.2 Fusion Leisure are a high energy user. In 2022, the leisure centres in South Hams and West Devon are forecast to use 2,000,000 kWh electricity. Broadly, this equates to circa 1,333,000 kWh in South Hams.
- 6.3 Fusion is the bill payer for the utilities at all leisure centres and will directly benefit from the cost savings which will result from purchasing less electricity from the grid.
- 6.4 Fusion Leisure have been working with a number of solar installers to understand the cost of solar panel installation across the leisure centres in South Hams, namely Quayside, Totnes, Ivybridge and Dartmouth.
- 6.5 The anticipated costs as of February 2022 were circa £400,000 to install solar arrays on the roofs of these four leisure centres.
- 6.6 It is proposed, in order to secure the carbon benefits, that the Council loan an amount to Fusion Leisure of up to £500,000, to facilitate installation of solar panels, with repayments being made over the remaining term of their leisure contract (19 years remaining).
- 6.7 It is proposed to provide the loan from SHDC to Fusion Leisure at a commercial rate (above the PWLB interest rate), to recognise the benefits of the scheme for both parties. An illustration is attached in Appendix A.
- 6.8 The solar schemes are forecast to generate approx. 569,260 kWh per annum which equates to under a half of the energy (electrical) requirements of the centres.
- 6.9 The project will reduce carbon emissions by circa 130,000 kg CO₂e (131 tCO₂e), as detailed below:
- Quayside Leisure Centre 50,290kg CO₂e (50 tCO₂e)
 - Totnes Leisure Centre 37,278kg CO₂e (37tCO₂e)
 - Ivybridge Leisure Centre 20,164kg CO₂e (20 tCO₂e)
 - Dartmouth Indoor Pool 23,835kg CO₂e (24tCO₂e)
- 6.10 As an illustration, the CO₂ emissions from the leisure centres in 2020/2021 was 430.6 tCO₂e, this includes electricity and gas use.

- 6.11 Fusion Leisure anticipate a programme of works of circa 12 months to complete installations.
- 6.12 Please note, the installation of solar panels at Totnes leisure centre would be included in the completion of the proposed redevelopment plans.
- 6.13 The recommendation to provide a £500,000 loan to Fusion Leisure to install solar arrays will reduce carbon emissions, save Fusion around two thirds of its energy bill costs and add to Fusion's financial resilience by lessening their exposure to energy price rises. The savings that Fusion will make on their energy costs will enable them to repay the annual costs of the borrowing repayments as the savings are predicted to be in excess of the loan repayments illustrated in Appendix A. The loan repayments will be fixed over the remaining term of the leisure contract (19 years).
- 6.14 The savings in Fusion's electricity bills (before the forecast price rises – i.e. at today's prices) are in the region of £75,000 across the centres.
- 6.15 The pricing in the construction sector is currently extremely volatile and inflation is a challenge for cost certainty. As such, a delegation to agree the actual loan amount to Fusion is necessary.
- 6.16 It is recommended to Council to delegate authority to the S151 Officer, in consultation with the Leader of the Council and the Executive Member for Finance, to approve and agree the lending terms to Fusion Leisure for a loan of up to £500,000 to facilitate solar panel installation across all four SHDC Leisure Centres over the remaining term of the leisure contract, in accordance with treasury management advice.
- 6.17 It is recommended to Council to delegate authority to the S151 Officer, in consultation with the Leader of the Council and the Executive Member for Finance, to update the Council's Capital Strategy, Investment Strategy and Treasury Management Strategy for 2022/23 for a £500,000 loan provision to Fusion Leisure for the solar installation, in accordance with treasury management advice.

7. Conclusion

- 7.1 A range of projects are coming forward, through Better Lives for All and the adopted Climate Change and Biodiversity Strategy that will significantly reduce the Council's Scope 1 and 2 emissions and contribute towards a reduction in the Scope 3 emissions.
- 7.2 The Council has already approved a budget of £600,000 to deliver a range of projects and grants aligned with the adopted strategy and it is proposed to further the Council's commitment to its adopted aims by providing a loan of £500,000 to Fusion Leisure.

8. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The public interest test has been applied to Appendix A and the public interest lies in non-disclosure.
Financial implications to include reference to value for money	Y	<p>It is recommended to Council to delegate authority to the S151 Officer, in consultation with the Leader of the Council and the Executive Member for Finance, to approve and agree the lending terms to Fusion Leisure for a loan of up to £500,000 to facilitate solar panel installation across all four SHDC Leisure Centres over the remaining term of the leisure contract.</p> <p>A loan is to be provided from SHDC at a commercial rate (above the PWLB interest rate) to Fusion Leisure, to recognise the benefits of the scheme for both parties. An illustration is attached in Appendix A.</p> <p>The recommendation to provide a £500,000 loan to Fusion Leisure to install solar arrays will reduce carbon emissions, save Fusion around two thirds of its energy bill costs and add to Fusion's financial resilience by lessening their exposure to energy price rises. The savings that Fusion will make on their energy costs will enable them to repay the annual costs of the borrowing repayments as the savings are predicted to be in excess of the loan repayments illustrated in Appendix A. The loan repayments will be fixed over the remaining term of the leisure contract (19 years).</p>

Risk		The savings that Fusion will make on their energy costs will enable them to repay the annual costs of the borrowing repayments as the savings are predicted to be in excess of the loan repayments illustrated in Appendix A. The loan repayments will be fixed over the remaining term of the leisure contract (19 years).
Supporting Corporate Strategy	Y	Natural Environment, Built Environment, Communities, Homes
Equality and Diversity	N	No direct implications
Safeguarding	N	No direct implications
Community Safety, Crime and Disorder	N	No direct implications
Health, Safety and Wellbeing	Y	The provision of energy efficiency measures will have a positive impact on the health, safety and wellbeing of the households.
Other implications		

Supporting Information

Appendices:

EXEMPT Appendix A – Loan model illustration

Document is Restricted

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Report to: **Executive**

Date: **7th April 2022**

Title: **Better Lives for All – Quarter 4 Integrated Performance Report**

Portfolio Area: **Cllr Judy Pearce
Leader**

Wards Affected: **All**

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

Date next steps can be taken: **NA**

Author: **Neil Hawke** Role: **Head of Strategy**

Contact: Neil.Hawke@swdevon.gov.uk

RECOMMENDATIONS:

That the Executive:

- (i) **Recognise the progress in achieving our plans as adopted in the Better Lives for All Strategy**
- (ii) **Endorse the proposed Key Performance Indicators as set out in Appendix B**
- (iii) **Commence work with Lead Officers on refining the 2023/24 delivery plans in order to be considered by Council in Autumn 2022**

1. Executive summary

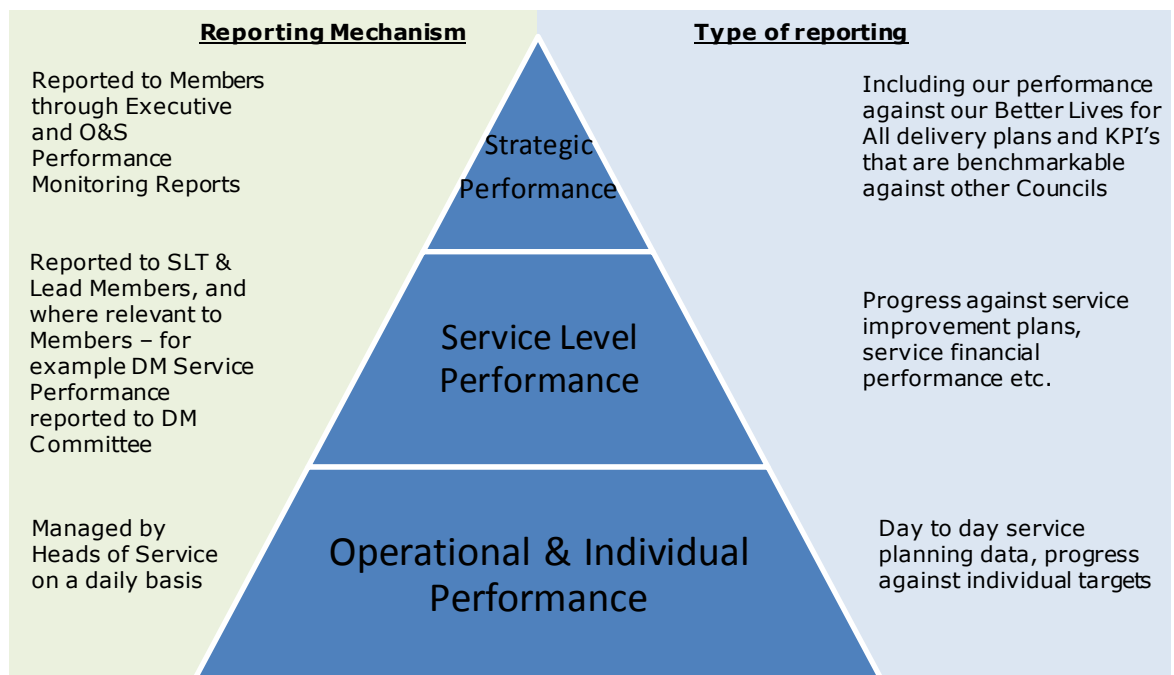
- 1.1. Our corporate strategy, Better Lives for All, was adopted in September 2021 and already it is shaping the decisions the Council makes and enabling us to prioritise delivery of those key actions as set out within the delivery plan.
- 1.2. Positive progress has continued to be made in delivery of those actions, with this report setting out the progress made in Q4 of 2021/22 (January to March)
- 1.3. This report also sets out a revised suite of operational Key Performance Indicators for Executive to consider.

2. Proposed way forward

- 2.1. The Quarter 4 Integrated Performance Management Report is set out in Appendix A to this report. This will be the second report since the implementation of our enhanced performance management reporting process.
- 2.2. Monitoring and driving performance against our strategy ensures that as a Council we are delivering on our vision of Better Lives for All. It is recommended that the Executive recognise the significant progress against our plans for the strategy.

Key Performance Indicators

- 2.3. A key component of supporting our vision is ensuring quality and responsive services. It is therefore important that we also take steps to monitor and report performance in key services, consider service performance on a regular basis (including monitoring of progress against service improvement plans) and that we monitor and support our employees to deliver for our communities.
- 2.4. There are three levels of performance management that we will employ.



- 2.5 This report proposes a suite of KPI's (Appendix B) at the 'Strategic Reporting' Level. These are measures that we can easily benchmark against other Councils and will give our residents the opportunity to compare our performance against others. The Executive are asked to consider and highlight any further areas where they would like additional reporting. If agreed, these KPI's measures will be reported to the Executive on a Quarterly basis through the Integrated Performance Management report and Overview and Scrutiny on a 6 monthly basis for a more in-depth analysis of performance (as per the current arrangement).
- 2.6 The KPI's will be reviewed and refined on a regular basis to ensure they remain relevant.
- 2.7 It is recommended that the Executive approve the KPI's as set out at Appendix B

Further Development of Better Lives for All Delivery Plans

- 2.8 The current Better Lives for All delivery plan includes specific actions for 2021/22, 2022/23 and 2023/24. Work will commence with Executive Leads during the coming months to develop further detail to populate the 2023/24 delivery plan so that it can be considered alongside the budget development in the autumn. This will ensure that we have a clear focus for delivery during the first year following the May 2023 elections.
- 2.9 Following the elections, work will commence in the summer 2023 to develop the next three year delivery plan.
- 2.10 It is recommended that Executive Members commence work with Lead Officers in the spring to refine the 2023/24 delivery plans for consideration by Council in Autumn 2022.

3 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Providing performance updates in respect of our strategic priorities contributes to Principle F of the CIPFA Delivering Good Governance in Local Government Framework. This principle is about managing risks and performance through robust internal control and strong public financial management. Implementation of a Quarterly report is a significant step forward in increasing transparency of the work of the Council and in enabling the Executive to monitor the progress of or strategic plan.
Financial implications to include reference to value for money	Y	This report does not include any direct financial implications however it does provide a high level overview of the financial performance of the Better Lives for All Programme
Risk	Y	This report sets out the current strategic risk profile of the Council.
Supporting Corporate Strategy	Y	All
Climate Change - Carbon / Biodiversity Impact	N	No direct carbon or diversity impacts arise from this report
Comprehensive Impact Assessment Implications		
Equality and Diversity		None
Safeguarding		None

Community Safety, Crime and Disorder		None
Health, Safety and Wellbeing		None
Other implications		None

Supporting Information

Appendices:

Appendix A – Better Lives for All Integrated Performance Management Report
Appendix B- Draft KPI's 2022/23

Background Papers:

Q1 Integrated Performance Management Report

<https://mg.swdevon.gov.uk/documents/s27689/Quarter%203%20Integrated%20Performance%20Management%20Report.pdf>

Better Lives for All Strategy and Delivery Plans <https://www.southhams.gov.uk/better-lives-for-all>



South Hams
District Council

Integrated Performance Management Report

Quarter 4

January 2022 – March 2022

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Better lives for all

Integrated Performance Management Report (IPMR)

Page 3 – Introduction from Leader

Page 4 – Performance on a page

Page 5 – Our Performance by theme

Page 6 – Climate theme

Page 7 – Community theme

Page 8 – Homes theme

Page 9 – Economy theme

Page 10 – Built and Natural Environment theme

Page 11 – Council Services theme

Page 12 – Programme Expenditure

Page 13 – Key operational performance Indicators

Page 17 – Strategic Risk Assessment

Page 92



The team at the Dartmouth Lower Ferry supported people to get around throughout Storms Eunice and Franklin (Feb 2022)



Jim Davis (Our Customer Improvement Manager) accepting our Gold Award for Digital Transformation – a real acknowledgement of the strides we've made in enhancing how our customers access services online

Visit www.southhams.gov.uk/better-lives-for-all to view the full strategy and delivery plans



South Hams
District Council



Better lives for all

Introduction

At the end of the first 6 months of our delivery plan, we have made significant progress in delivering on our priorities for South Hams.



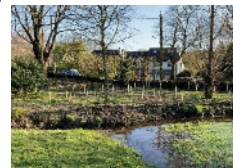
The progress made to date demonstrates the commitment of our staff and members to deliver on our commitment of Better Lives for All. In addition to our planned priorities the teams have yet again adapted to deliver much needed government financial support to businesses, stepped up to ensure that our communities were supported and services maintained through two storms and taking steps to implement our response to the Housing Emergency.

We are proud of our progress and it has also been recognised nationally with our Climate Emergency response being highlighted as one of the top district council action plans and winning the gold award at the Public Sector Transformation Awards 2022 in respect of our leading digital customer access programme. While some deliverables within the delivery plan are slightly off track, overall we remain on course with all of our three year priorities.

As we consider the progress in delivering on our plans, we are actively taking steps to play our part in supporting those impacted by the conflict in Ukraine. Ensuring the wellbeing of our Ukrainian guests will be incredibly important to us and we will ensure that this is reflected in our plans for the coming year.

Cllr Judy Pearce
Leader South Hams District Council

During this reporting period we have:-



Been recognised by Climate Emergency UK as having one of the top Climate Emergency action plans in the Country

Been awarded 'Gold' at national transformation awards in respect of our digital customer improvement programme



Awarded £57,210 to 29 community led schemes that are supporting the Health and Wellbeing of our residents

Developed the 'Step On' Scheme to support residents with purchasing their first home with grants of up to £5,000.



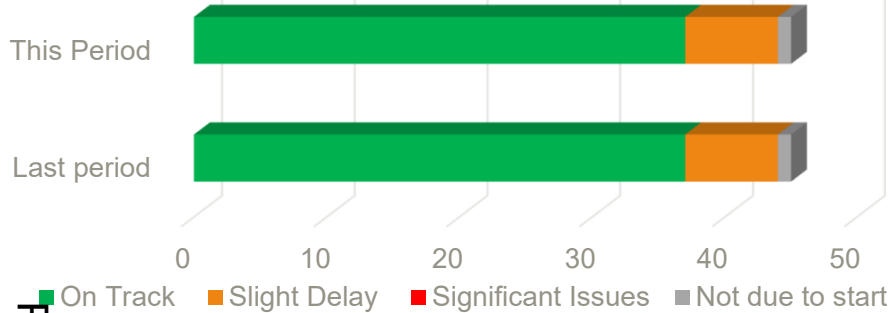
South Hams
District Council



Better lives for all

Section 1 – Performance on a page

Status of specific actions in Better Lives for All Delivery Plan



There are a total of 45 actions to be delivered within the 2021/22 delivery plan. Good progress has been made with the majority on track to deliver as planned. Those where there is a slight delay will now be carried forward to 2022/23 for delivery

Spend against approved strategy budget 2021/22



Agreed Strategy Projects Funding 2021/22	£249,000
Spend to Date	£178,584
Forecast to year end	£178,584
Forecast Variance	(£70,416)

Overall we are on track with delivering our priorities within the agreed budget for the year, due to delays in recruitment to some staff posts, approx. £75,000 will be carried forward to 2022/23 (these posts were reserve funded so it does not impact the coming year Council financial position).

Performance against Key Performance Indicators – number of KPI's by status



Risk Management Profile – Average Risk Score across Strategic Risks



Average Strategic Risk Score <u>last</u> Period	Average Strategic Risk Score <u>this</u> period
15	15

The average risk score for our strategic risk register has remained the same for this period. This is the simple average score of all risks on the Strategic Register. Risks continue to be managed in line with the agreed strategy.



Section 2 – Performance against the Council’s Priorities

Delivering our ambitions for South Hams









This section of the report sets out the performance under each of the Council’s theme areas which underpin its ambitions of Better Lives for All.

Each year for the next three years, we have set out a number of specific deliverables in our Thematic Delivery Plan.

The table to the right sets out how many of those are currently on track, how many are slightly off track and how many are at risk of not being delivered as planned.

Activities can regularly change status based on new information becoming available or unexpected changes to plans. Actions that are flagged as off-track within this report will carry forward to 2022/23

More detail per theme can be seen on the following pages.

Overall Performance Against Actions				
Status		Total Actions Within Category	% of overall actions	Compared to previous Quarter
	This action is on track with good progress being made. There are no significant risks which require action and we are on track to deliver as planned	35	78%	
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	9	20%	
	There is a significant risk that we cannot deliver this activity as planned. Regular monitoring and support from Lead Member and Senior Leadership Team is required	-	-	
	This activity is not yet due to start in the current year	1	2%	
Totals		45	100%	





Progress continues to be made on delivery of the specific actions within the year one delivery plan (in addition to all of the actions within our specific Climate and Biodiversity Action Plan). During this period we have:-

- Begun planting of the Plymouth and South Devon Community Forest and supported a week of events for young people
- Launched a £50,000 grant fund to support organisations taking a community leadership role in relation to the climate emergency
- Had our climate plan recognised as being within the top 20 of district Councils plans across the UK
- Launched a new web presence with advice and guidance on how organisations and individuals can reduce their carbon footprint <https://www.climatechange.southhams.gov.uk/doing-your-bit>
- Appointed an officer to lead on our plans for electric conversion of our fleet of vehicles
- Agreed to support a new Community Composting Scheme to promote local composting of garden waste – backed by £200,000 of funding



Cllr Tom Holway
Lead Member for adapting and mitigating climate change and increasing biodiversity



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Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Reducing our carbon footprint	2	1 (AM1.2)	1 (AM1.1)		
Working towards net zero	4	1 (AM1.6)	2 (AM1.4 & 1.5)		1 (AM1.3)

Key Risks / Issues

- AM1.1 (EV Conversion of our fleet) – As previously reported, there have been slight delays in commencing this project and recruitment of a dedicated project officer is now progressing. This action will be rolled forward to 2022/23
- AM1.4 (Grant and Crowdfunding)- Devon County Council have proceeded with their plans to end the Crowdfund Devon platform. Replacements will cost £20,000 a year to operate which is a significant outlay – we therefore need to adapt these plans.
- AM1.5 – Mayors Avenue charging equipment has been installed but awaiting Western Power Distribution to connect to the grid. There is currently an approximate 13 week wait for the DNO to plan and install the electrical connection. A further 6 leases are going through completion at present and will follow the same process as Mayors Avenue with equipment installed ready for connection by WPD. This will be rolled forward to 2022/23

Focus for next Quarter

- Recruitment of officer to lead on the EV Conversion Project
- Assessment of tenders for the Devon and Torbay ORCS project – currently anticipating contract award early summer



South Hams
District Council



Better lives for all



I am really pleased with the steps we have taken to support our communities during a period that continues, and is likely to continue to be challenging for some time as the cost of living increases. We are also working quickly to develop plans to welcome those individuals fleeing the conflict in Ukraine. In addition, during this period we have:

- Received 39 applications for our Community Wellbeing funding and as a result awarded almost £60,000 to community led projects that are directly supporting the Health and Wellbeing of our residents over the coming 12 months.
- Worked with our Leisure Centre provider, Fusion Leisure, to ensure that we can all enjoy continuing access to sport and leisure facilities within the District. Fusion presented their performance information to Overview and Scrutiny in March which showed a steady increase in numbers.
- Promoted our low interest, fair borrowing scheme for individuals that are needing some extra money to make essential repairs or improvements to their homes



Cllr Jonathan Hawkins
Lead Member for strengthening community wellbeing



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Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Reducing Health Inequalities & rural poverty	4	3	1 (CW1.1)		
Improving Open Space, Sport and Recreation	1	1			
Support the voluntary sector	1	1			

Key Risks / Issues

- CW1.1 (Rural Poverty Pilot) is slightly off track. Officers have been co-ordinating with partner organisations to identify a pilot area and develop a plan. Originally we set out that this would be considered by Members by 31st March 2022 but this is now likely to be by June 2022.

Focus for next Quarter

- Development of detailed plans for Rural Poverty Pilot with partners
- Engage with the community groups receiving funding from our Community Wellbeing fund in order to ensure successful delivery of those projects



South Hams District Council



Better lives for all



This has been a busy quarter and much focus of the Council has been on our response to our recently declared housing crisis. During this period we have:-

- Developed the 'Step On' Grant Scheme which sees up to £5,000 being awarded to anyone who is currently renting a social housing property to help them purchase a shared ownership home
- Saw a successful outcome of our long-term lobbying of government in respect of closing a tax loophole which allowed second home owners to avoid paying business rates of Council tax
- Carried out our Homeless Strategy consultation and developed year 2 of our Housing Strategy delivery plan
- Seen 6 families / residents take up our downsize scheme –freeing up larger properties for those that need them
- Enabled 90 homeowners across the District to have energy and money saving work carried out including insulation and air source heat pump as part of our £900,000 scheme to reduce home energy consumption at a time when energy costs continue to increase, saving those homeowners on average £415 a year



Cllr Judy Pearce
Leader of the Council,
Executive Chair



Lead Member for improving homes

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Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Housing for Place	3	3			
Housing for People	4	3	1 (IH1.6)		

Key Risks / Issues

- IH1.6 - The £250,000 awarded by DLUC for the purchase of 4 flats for homelessness support scheme has a 'spend by' date of 31/03/2022 but not been spent due to lack of suitable available properties (1 have secured one). We have however secured an extension for this funding in to next year.

Focus for next Quarter

- Launch our Step On Scheme on 01st April 2022
- Continue with research in to impact of short term rentals on local housing
- Progress plans to maximise use of funding in order to source 3 more properties



South Hams
District Council



Better lives for all



The past quarter has continued to be challenging for many businesses within the District and shortly before Christmas Government announced additional grant schemes to support those hit hardest. That said, while taking steps to ensure we can efficiently deliver these grants to businesses, we've made good progress against our delivery plan including:-

- In March we held a public engagement event in Ivybridge to let residents look at our plans to support the regeneration of the town, which was incredibly well attended throughout the day.
- Continued with support for our towns by delivering schemes funded by EU funding including continuing our #myplace campaign, providing funding to Kingsbridge In Bloom to replant some of the main flowerbeds in the town, promotional advertising on Heart FM and advertising in local print media to encourage people to shop local.
- Worked with partners and considered the proposal to submit a business case for the Plymouth and South Devon Freezone (considered at Council on 31st March post publication of this update report)



Cllr Hilary Bastone
Lead Member
for stimulating
a thriving
economy



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Promote South Hams Coastal and Visitor Economy	3	2	1 (TE1.3)		
Supporting Towns & Businesses	6	6			
Strategic Employment & Infrastructure	3	3			

Key Risks / Issues

- TE1.3 (Development of a budget and Marketing Strategy for the area) – engagement has commenced with Towns however the final marketing strategy is likely to require work slightly beyond 31st March important that we spend the time to develop with partners. We therefore propose to carry this action forward to 2022/23

Focus for next Quarter

- Work with partners to submit the Freezone application and continue to engage in discussions (subject to Council on 31/03/2022). This scheme could lead of up to 3,500 new jobs in the region
- Continue to roll out our #myplace campaign to encourage people to shop local and support our towns, rural and coastal areas



South Hams
District Council



Better lives for all



We continue to make positive steps toward achieving our ambitions of Better Lives for All. Highlights for this period include:-

- Adopting a Planning Service Charter – setting out what developers and residents can expect when engaging with our planning team
- Implementing a simple checklist for planning applicants to enable them to be confident they're submitting the right documents the first time – reducing delays and additional requests for information
- Launched a consultation (as part of the JLP) on proposals that would see features such as solar panels. Ground and air source heat pumps and electric vehicle charging facilities being fitted as standard on all new homes and commercial buildings



Cllr Judy Pearce

Leader of the Council,
Executive Chair
Lead Member
for protecting,
conserving
and enhancing
our built
and natural
environment



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Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Make best use of development land, green space and coastal places	5	5			
Celebrate and protect our heritage	2	1	1 (BN1.7)		

Key Risks / Issues

BN1.7 – There have been delays in progressing with our plans to update Conservation Area Appraisals. Our Head of Placemaking has worked through the existing Conservation Area information and identified a suitable prioritisation for Appraisals and development of Management Plans. Recruitment will commence for a dedicated resource to support this work. Given the delays in recruitment, this action will roll forward to 2022/23

Focus for next Quarter

- Continue to deliver against the Planning Service Improvement Plan
- Continue works to deliver the new Salcombe Harbour Depot
- Progress with recruiting a staff resource to support our Conservation Area Appraisal reviews (BN1.7)
- Consider the responses to the Joint Local Plan consultation on climate measures



South Hams
District Council



Better lives for all



Work has continued on delivering our ambitions for enabling our residents to do as much as possible online and to ensure that all of our staff are supported to deliver the best possible service to our residents. During this quarter we have:-

- Been recognised as one of the best in the country in respect of how our digital technology is making a real positive difference to how our customers contact us – winning a Gold Public Sector Transformation Award
- Ensured that all staff have had an annual appraisal and objective setting meeting
- Implemented a new, modern HR and Performance Management system across the Council
- Set a balanced budget for the District Council for the coming year
- Held our first meetings in the new Council Chamber
- Recommended our garden waste collection service (operated by FCC) from 28th March 2022




Cllr Keith Baldry
Lead Member for delivering quality Council services (Commissioned)



Cllr Nicky Hopwood
Lead Member for delivering quality Council services (Internal)



Focus Area	Total Actions 2021/22	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Being Digital First	2	1	1 (QS1.1)		
Being Inclusive & Accessible	2	2			
Making the best use of our resources	3	2	1 (QS1.5)		

Key Risks / Issues

- QS1.1 – We continue to work with our Planning Application software supplier to finalise the system before go live in the next few months. It is important that we take the time to iron out any issues prior to go live of this critical system.
- QS1.5 - We had anticipated that the Government would give Local Government a 3 year budget settlement however this has not been the case and so uncertainty remains about funding beyond next financial year. We continue to ensure we make sound financial decisions and as a result have again set a balanced budget for the coming financial year

Focus for next Quarter

- Seek agreement from Executive on the Key Performance Indicators for the coming 12 months (as part of this report)
- Finalise testing of our Planning and Environmental Health Case Management system
- Begin planning the design and implementation of a new website (to be operational from 01/04/2023)



Section 3 – Programme Spend

Ensuring that we make the best use of the funding available to us

Alongside the adoption of our Better Lives for All, we have developed a Thematic Delivery Plan which includes resourcing requirements over and above our business as usual services. This section sets out the financial performance against agreed Strategy projects (caveat that there may be slight adjustments through closing the accounts but these are unlikely to be significant).

Theme	Agreed Budget 2021/22	Spend to Date	Forecast spend to year end	Notes
Climate	£0			No direct funding allocated above existing plans
Communities	£0			No direct funding allocated above existing plans
Homes	£30,000	£7,306	£7,306	Delays in appointing officer to support this activity but reserve funded so can be carried forward without impacting bottom line
Economy	£175,000	£150,278	£150,278	Primarily delays in on-boarding economy officer posts – balance to be c/f as reserve funded
Built & Natural Environment	£28,000	£0	£5,000	We have not yet appointed the Conservation Area Appraisal support Officer and therefore there will be an underspend of £23,000. This funding can c/f to 2022/23 due to being reserve funding. Nature Mapping contribution (£5k – invoice yet to be received but will be in 2021/22)
Council Services	£16,000	£16,000	£16,000	Cost for implementation of new HR /Payroll system – implementation on track. This is the element of funding allocated in the strategy. There are additional costs which were approved through this years Capital budget.

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Some underspends have occurred however these are primarily due to delays in recruitment. These posts are reserve funded and therefore underspends can be carried forward to 2022/23. While there have been delays in recruitment, this hasn't significantly delayed progress on the actions.



Section 4 – Key Service Performance

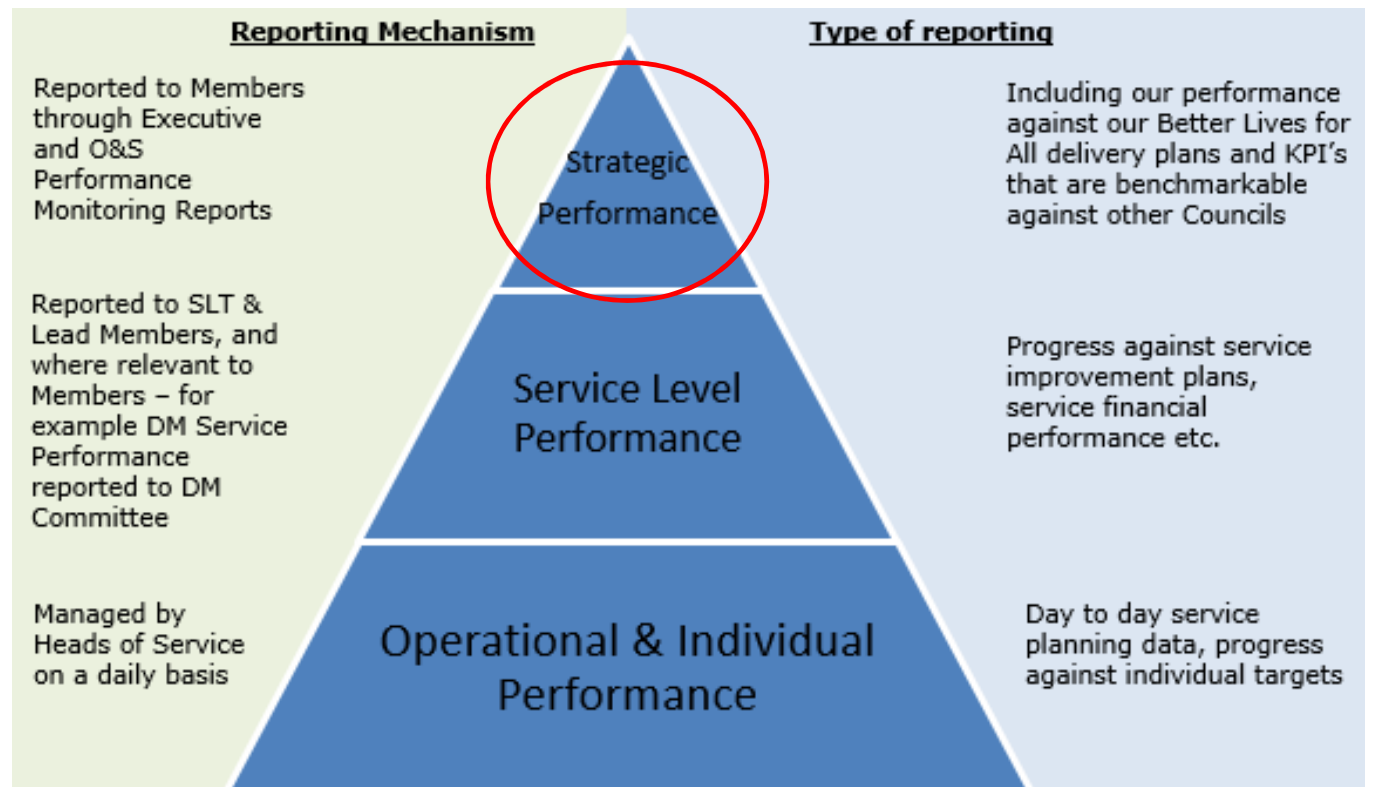
Ensuring that our services meet the needs of our residents and businesses

This section of the report will set out how we are performing in some of our key service areas. These measures are deemed to be important in supporting our delivery of key activities within Better Lives for All.

These KPI's are deemed to be at the 'Strategic Level' of our performance management framework.

Performance against these KPI's will be reporting in the next report.

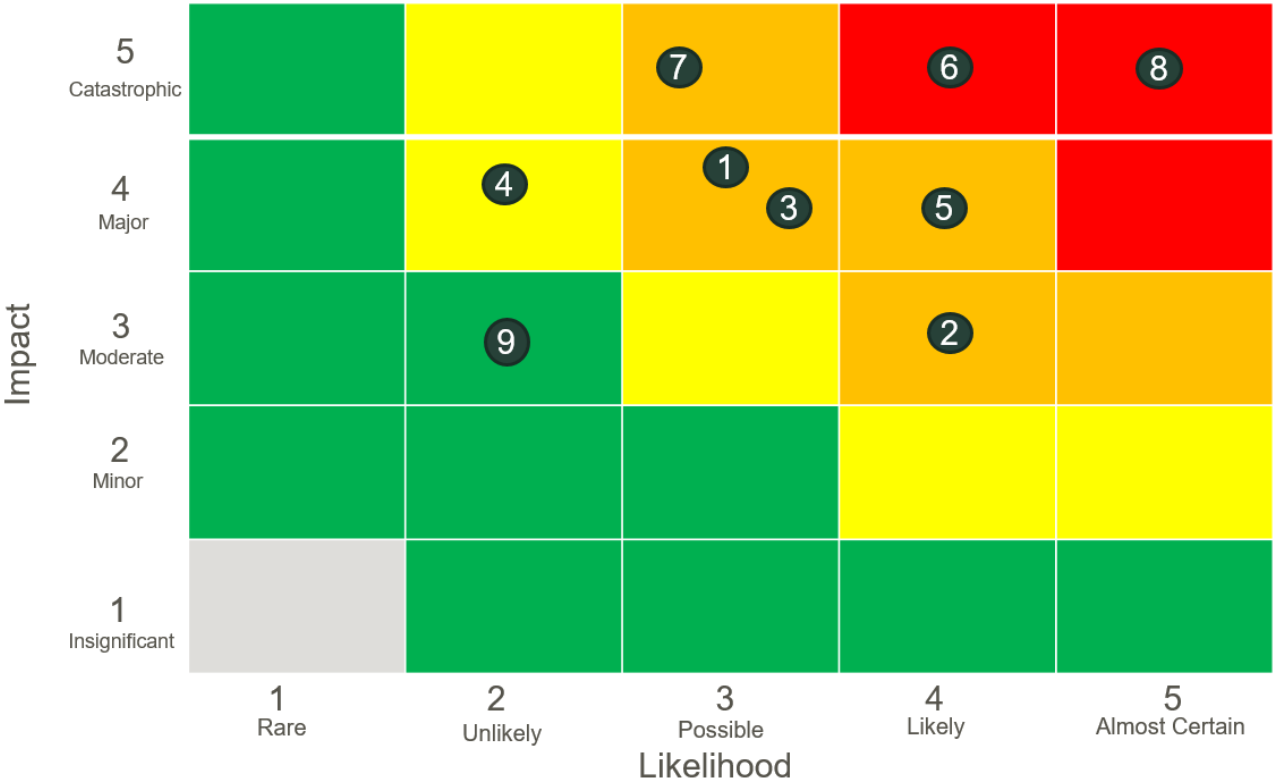
Proposed KPI's are set out in Appendix B to the covering report.



Section 5 - Strategic Risks March 2022

The following section sets out an overview of the current strategic risks and on the following pages we provide detail for those that are within the 'Red' scoring. Each Council service area has their own risk register and where a risk reaches a level that it can no longer be managed by that service area alone, it escalates to the Strategic Risk Register. Overall, the Councils risk profile has remained static since the last report to Audit Committee with work continuing to reduce risk score further.

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⊗ Previous Period Score
 ⊗ Current Period Score

- Risk Title**
1. Adherence to Medium Term Financial Strategy
 2. Covid-19 Impact on in-house Services
 3. Inadequate Staffing Resource
 4. Commitment to change across the organisation
 5. Health and Wellbeing Service Provision
 6. Business Continuity
 7. Emergency Response
 8. Waste and Recycling Changes
 9. RHSS Town Recovery Fund compliance



Risk Title:	Delivery of Waste and Recycling Service
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What is the risk?	The risk is that our contractor for Waste and Recycling Services (FCC Environment) lacks the capacity or ability to rectify the issues being experienced by residents resulting in further delays, increased reputational damage and overall significant frustration for our residents.
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What could cause the risk to occur?	The risk has already occurred. The key issue at this stage is the capacity and ability of FCC to rectify the problems being experienced in the delivery of the service. These relate to the collection round design, workforce management, the capacity of the transfer station at Ivybridge, the fleet design and the national HGV driver shortage.
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Page 105	Risk Scoring		Likelihood of risk occurring	5 (Almost Certain)	<p>What are we doing to reduce the risk?</p> <ol style="list-style-type: none"> We have paused the rollout of the full Devon aligned recycling service for 22,500 properties in order to stabilise the existing service. Continuous, focused dialogue between the Council and our contractor (FCC Environment). FCC Environment have submitted an outline recovery plan to deliver the full contracted services to contractually specified levels. The Council is in discussions as to the detail of the plans. South Hams staff supporting FCC on the ground where required and particularly with the management of the service. Enabling more focus on delivery of statutory services (household recycling and non-recyclable waste) by suspending the garden waste collection service. This service has been resumed from 28th March 2022.
	Impact	Financial	4 (Major)		
		Service Quality	5(Catastrophic)		
		Reputation	5 (Catastrophic)		
		Legal / Regulatory	4 (Major)		
		Health and Safety	3 (Moderate)		
		Morale / Staffing	4 (Major)		

Current Update (March 2022)	<p>Issues with the service continue to be experienced at the time of this update. The Council is continuing to work with FCC Environment to resolve ongoing issues.</p> <p>The Executive continue to meet regularly with FCC Senior Management. The Council continues to use contractual mechanisms to improve service performance.</p> <p>Agreement has been made with the contractor that the Garden Waste service will resume on 28th March 2022 and we will monitor the impact that this has on the full range of waste collection services</p>
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Overall Scoring

Risk Score (Current)



25

Likelihood 5 x Impact 5



Risk Direction



Risk Title:	Business Continuity
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What is the risk?	The risk is that we do not develop and keep maintained robust processes to ensure business continuity in the event of a significant event occurring, e.g. Failure to ensure the continuous availability of critical IT systems leading to inability to deliver key council services.
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What could cause the risk to occur?	Developing and maintaining robust Business Continuity Plans requires significant and sustained focus. During Covid-19 response, the Councils risk profile has changed as we have relied much heavier on working in different ways (for example more staff working from home the majority of time) and with significant pressures being placed on some of our key delivery partners/ contractors. Work is required to update our BCP's to the changing environment that we are operating in. International events could lead to an increase in cyber attacks on UK government domains over the coming months. We could also see an increase in Covid-19 cases impacting on availability of staff.
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Risk Scoring Page 106	Likelihood of risk occurring		4 (Likely)	<p><u>What are we doing to reduce the risk?</u></p> <ul style="list-style-type: none"> Having two HQ locations is main mitigating factor - however an outage of power/ICT at either location would lead to a serious disruption of service. We continue to encourage safe systems of working in respect of Covid-19 Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident. Business Continuity plans have been updated - priority areas - ICT Networking - Payroll & Creditors Payments; other plans need to be made more robust – further work underway for the new year
	Impact	Financial	5 (Catastrophic)	
		Service Quality	5 (Catastrophic)	
		Reputation	4 (Major)	
		Legal / Regulatory	2 (Minor)	
		Health and Safety	3 (Moderate)	
		Morale / Staffing	3 (Moderate)	

Current update (March 2022)	<p>Organisationally (and nationally) we are taking steps to begin to emerge from the pandemic. We do however fully understand that the virus continues to be in circulation and continue to take steps to minimise the impact on our staff, Members and to support our residents. We are still heavily reliant on the ability to work online but do now have a greater flexibility to enable staff to work from an office location in the event of technical difficulties. We continue to update our business continuity plans and preparations. The commissioned external advice to support us in updating our ICT Business Continuity Plans is concluding and we will soon begin to roll our practical steps to wider services. As we emerge from the winter period this risk would typically reduce due to a decrease in both the risk of severe weather impacting Council Services and also typical seasonal sickness impacting the availability of our workforce. This year however we are in a period where Covid-19 infections among officers and Members are increasing which, if continue to increase, may negatively impact our ability to deliver timely services. There is also a heightened risk, due to the conflict in Ukraine, that cyber attacks on government ICT domains could escalate which could mean that our systems are impacted. We continue to monitor for suspicious activity and to employ our ongoing screening and filtering tools.</p>
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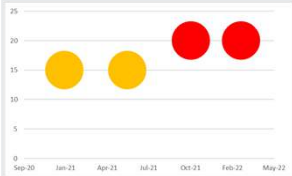
Overall Scoring

Risk Score (Current)



Likelihood 4 x Impact 5

Risk Score History



Risk Direction



Next Scheduled Updates

January	February	March	April	May	June
<p>27th Jan Quarter 3 Integrated Performance Management Report (Oct/Nov/Dec)</p> <p>Exec</p>	<p>Today →</p>		<p>7th April Quarter 4 Integrated Performance Management Report (Jan- March)</p> <p>Exec</p>		<p>Annual Report of Achievements 2021/22</p> <p>Exec</p>
<p>20th Jan Climate Thematic Update</p> <p>O&S</p>		<p>17th March Community Thematic Update</p> <p>O&S</p>	<p>22 April Homes Thematic Update</p> <p>O&S</p>		<p>Council Services Thematic Update & KPI Performance</p> <p>O&S</p>
July	August	September	October	November	December
<p>Quarter 1 Integrated Performance Management Report (Apr- Jun)</p> <p>Exec</p>	<p>Lead Member & Lead Officer- Refine 2022/23 Delivery Plans</p>			<p>Quarter 2 Integrated Performance Management Report (Jul- Sept)</p> <p>Exec</p>	
		<p>Audit Better Lives for All Strategic Risk Update</p>			
<p>Economy Thematic Update</p> <p>O&S</p>		<p>Built Env' Thematic Update</p> <p>O&S</p>		<p>KPI Performance</p>	<p>Climate Thematic Update</p> <p>O&S</p>

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Appendix B - Proposed Key Performance Indicators 2022/2023 (South Hams)

Satisfaction	Why it's important	Frequency of Reporting to SLT / Lead Member	Target	Benchmarked against
% Of Customers completing a process and reporting a positive satisfaction with the process (online and on phone)	This assesses how satisfied our customers are following a transaction with the Council.	Monthly	Tbc	
LGA Resident Satisfaction Survey	This will provide us with insight in to how satisfied residents are with South Hams as a place to live	Annual	Tbc	Other councils carrying out the LGA model survey
Institute of Customer Service	This will be an annual survey of residents that have transacted with the Council and enable us to benchmark against other organisations	Annual	Tbc	IOCS carry out the benchmarking for us

Efficiency	Why it's important	Frequency of reporting to SLT / Lead Member	Target	Benchmarked against
DM: Processing of Major Planning Applications% determined in time (with extensions)	Monitoring how many applications we process within agreed time limits is important to demonstrate the efficiency of Council services and in ensuring we do not delay developments.	Monthly	Tbc	LG Inform Plus
DM: Processing of minor applications% determined in time (with extensions)	Monitoring how many applications we process within agreed time limits is important to demonstrate the efficiency of Council services	Monthly	Tbc	LG Inform Plus

Planning Enforcement cases outstanding	This is a demonstration to our residents about how we are taking steps to protect our built and natural environment in a timely manner.	Quarterly	Tbc	Statistical neighbour data
Processing speed Housing Benefits (new claims) Average days	It is important that we are efficient at processing housing benefits to ensure our residents quickly receive the support they need.	Quarterly	Tbc	LG Inform Plus
Staff turnover Rate (Total number of leavers / total workforce in period * 100	It is healthy for an organisation to have a turnover, although a turnover that is too high could indicate dissatisfaction amongst staff.	Quarterly	Tbc	LG Inform Plus can be used to benchmark
Average no of missed collections per 100,000 collections of household waste	This demonstrates how efficient our contractor, FCC, is in delivering this core function.	Monthly	Tbc	LG Inform Plus
% of household waste set for reuse, recycling or composting	This demonstrates how effectively we are nudging our residents to reuse, recycle or compost	Monthly	Tbc	LG Inform Plus
% of complaints responded to within timescales	When our customers remain dissatisfied with the service received by the Council, many will complain. This measure sets out how efficient we are at responding to our customer complaints within agreed timescales (currently 20 working days)	Monthly	Tbc	LG Inform Plus
Organisational Carbon Footprint (<i>Note this will be reported from 2023/24 onwards</i>)	The Council has made a clear commitment around its carbon footprint. This measure will enable us to update on how we are doing.	tbc	tbc	