

# South Hams Executive



<b>Title:</b>	<b>Agenda</b>
<b>Date:</b>	<b>Thursday, 27th January, 2022</b>
<b>Time:</b>	<b>10.00 am</b>
<b>Venue:</b>	<b>Repton Room - Follaton House</b>
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Cllr Pearce</p> <p style="text-align: center;"><b>Vice Chairman</b> Cllr Bastone</p> <p><i>Members:</i> Cllr Baldry Cllr Holway Cllr Hawkins Cllr Hopwood</p>
<b>Interests – Declaration and Restriction on Participation:</b>	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.
<b>Committee administrator:</b>	Democratic.Services@swdevon.gov.uk

<b>1. Minutes</b>	<b>1 - 10</b>
to approve as a correct record the minutes of the meeting of the Executive held on 2 December 2021;	
<b>2. Urgent Business</b>	
brought forward at the discretion of the Chairman;	
<b>3. Division of Agenda</b>	
to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;	
<b>4. Declarations of Interest</b>	
In accordance with the Code of Conduct, Members are invited to declare any Disclosable Pecuniary Interests, Other Registerable Interests and Non-Registerable Interests including the nature and extent of such interests they may have in any items to be considered at this meeting;	
<b>5. Public Question Time</b>	<b>11 - 12</b>
a period of up to 15 minutes is available to deal with questions submitted to the Council in accordance with the Executive Procedure Rules;	
<b>6. Executive Forward Plan</b>	<b>13 - 16</b>
<b>7. Draft Revenue and Capital Budget Proposals for 2022/23 to 2024/25</b>	<b>17 - 70</b>
<b>8. Housing Crisis Update Report</b>	<b>71 - 98</b>
<b>9. Quarter 3 Integrated Performance Management Report</b>	<b>99 - 120</b>
<b>10. Enhancing Biodiversity on Council green spaces - Detailed proposals</b>	<b>121 - 144</b>
<b>11. Reports of Bodies:</b>	
(a) <b>Overview and Scrutiny Committee Meeting - 4 November 2021</b>	<b>145 - 154</b>

**12. Exclusion of Public and Press**

to consider the following resolution to exclude the public and press:-

“That in accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following items of business in order to avoid the likely disclosure to them of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”;

**13. Plymouth and South Devon Freeport Update**

**155 - 174**

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**MINUTES OF A MEETING OF  
THE EXECUTIVE  
HELD IN THE REPTON ROOM ON THURSDAY, 2 DECEMBER 2021**

<b>Members in attendance:</b>			
* 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)

<b>Non-Executive Members also present either in person or remotely for all or part of the meeting:</b>
Cllrs Abbott, Birch, Brazil, Brown, Kemp, Long, McKay, O’Callaghan, Pannell, Pennington, Pringle, Reeve, Smerdon, Spencer and Sweett

<b>Officers in attendance and participating:</b>		
All items		Chief Executive; Deputy Chief Executive; Monitoring Officer; and Democratic Services Manager
Items 7, 8 and 9	Minutes E.65/21, E.66/21 and E.67/21	Section 151 Officer (via Teams) and Head of Finance
Item 10	Minute E.68/21	Director of Governance and Assurance (via Teams) and Head of Development Management
Item 11	Minute E.69/21	Director of Governance and Assurance (via Teams)
Item 12	Minute E.70/21	Director of Place and Enterprise (via Teams), Head of Assets and Senior Specialist – Housing
Item 13	Minute E.71/21	Director of Governance and Assurance (via Teams) and Senior Specialist – Climate Change

**E.61/21      MINUTES**

The minutes of the Executive meeting held on 14 October 2021 and the Special Executive meeting held on 11 November 2021 were both confirmed as a true and correct record.

**E.62/21      URGENT BUSINESS**

The Chairman advised that she had agreed for one exempt item of urgent business to be presented for consideration at this meeting that related to the establishment of a Waste Working Group. The item was considered urgent in light of the associated time constraints and would be considered at the end of the agenda (Minute E.73/21 below refers).

**E.63/21 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.64/21 EXECUTIVE FORWARD PLAN**

Members were presented with the most recently published version of the Executive Forward Plan that set out items on the agenda for Executive meetings for the next four months and duly noted its contents.

**E.65/21 MONTH 7 REVENUE BUDGET MONITORING 2021/22**

A report was considered that enabled Members to monitor income and expenditure variations against the approved budget for 2021/22 and that also provided a forecast for the year end position.

In discussion, reference was made to:-

- (a) savings generated from reduced officer travel. When questioned, the Section 151 Officer explained that there were not any significant savings on officer travel expenses due to Council officers (e.g. Planning Officers; Environmental Health Officers; and Locality Officers) still being required to travel around the community;
- (b) the figures relating to waste and recycling. With regard to the figures in the published agenda report, the lead Member confirmed that negotiations were still ongoing with the waste contractor and, once a confirmed position was known, then this would be reflected in a future Revenue Budget Monitoring report;
- (c) the positive nature of the Monitoring Report. In thanking lead officers for their hard work in producing the agenda report, Members recognised that there were a number of positive aspects contained within.

It was then:

**RESOLVED**

1. That the forecast income and expenditure variations for the 2021/22 Financial Year and the overall projected surplus of £157,000 (1.6% of the total Budget of £9.677 million) be noted; and

2. That Council be **RECOMMENDED** to apply up to £120,000 from the Salary Savings Earmarked Reserve and £80,000 from the Sustainable Waste Management Earmarked Reserve in 2021/22 to support additional salary costs in 2020/21 as set out in Section 3.3 of the published agenda report.

E.66/21

**CAPITAL PROGRAMME MONITORING**

The Executive considered a report that advised of the progress made on individual schemes within the approved Capital Programme, including an assessment of their financial position.

In discussion, the following points were raised:-

- (a) With regard to the Market Square, Totnes project, it was confirmed that it was currently held in abeyance pending Totnes Town Council being able to successfully acquire a source of external grant funding;
- (b) Whilst welcoming the monies that had been spent on Play Parks schemes to date, it was confirmed by the lead Member that he was committed to further projects being brought forward in order to allocate the remaining spend of £93,500. In reply to some specific questions, it was noted that the outstanding monies would be ringfenced to Council owned play parks and the lead Member committed to providing updates on questions relating to both Totnes and Berry Pomeroy outside of the meeting;
- (c) Officers confirmed that they would provide Members with the evaluated survey information relating to coastal assets in due course. Specifically regarding the Beesands remedial works, these were felt to be an excellent example of innovative partnership working and tributes were paid to Council officers for their key role in this project. In taking the point a step further, a Member lamented the fact that there was a lack of appetite amongst some organisations to find a similar innovative solution to retain the Slapton Line;
- (d) Whilst the Council was committed to consulting and working collaboratively with the town council on the 'Investing in Kingsbridge' project, officers advised that, as the land owner, any decisions would ultimately be a matter for the District Council to determine;
- (e) In relation to the Ivybridge Regeneration project, a plea was made for local Ward Members to be in receipt of more regular briefings and progress updates. In reply, it was confirmed that regular briefings for both the lead Executive Member and local Ward Members were scheduled for January 2022 onwards, as details were developed;
- (f) Members wished to pay tribute to those officers who were involved in the sourcing of grant funding towards the delivery of what was an excellent Disabled Facilities Grants scheme;

- (g) In relation to the Urban Tree Challenge Fund, whilst Members welcomed the fact that 600 additional trees were to be planted, caution was urged in relation to the need for ongoing maintenance once they were planted. A number of Members felt that the extent of such ongoing works should not be underestimated.

It was then:

**RESOLVED**

1. That the content of the Monitoring Report be noted;
2. That £66,044 be approved to come from the Land and Earmarked Reserve to match fund a £250,000 grant from the Urban Tree Challenge Fund; and
3. That a budget of £400,000 be removed from the Capital Programme for Steamer Quay, Totnes Office Development, since this scheme is no longer going ahead.

E.67/21

**REVENUE AND CAPITAL BUDGET PROPOSALS FOR 2022/23 TO 2024/25**

Consideration was given to a report that outlined the draft revenue and capital budget proposals for 2022/23 to 2024/25.

In discussion, reference was made to:-

- (a) Town and Parish Council precepts. A Member expressed her disappointment at the significant increases in precepts from a number of Town and Parish Councils. In reply, some other Members made the point that often Town and Parish Councils were increasing their precepts in recognition of the fact that they had been devolved additional responsibilities from both the Council and Devon County Council;
- (b) the personal view of a Member that Council Tax was an unfair form of taxation;
- (c) praise being extended to the Section 151 Officer and her deputy for their work in producing the published agenda papers.

It was then:

**RESOLVED**

1. That the forecast budget gap for 2022/23 of £28,500 (0.3% of the Net Budget of 2021/22 of £9.7 million) and the position for future years be noted;



2. That the timescales for closing the budget gap in 2022/23 and future years (in order to achieve long-term financial sustainability) be noted;
3. That the current level of Unearmarked and Earmarked Reserves (as set out in Section C of the published agenda report) as well as the net contributions to Earmarked Reserves modelled for 2022/23 (as set out in Appendix D of the published agenda report) be noted;
4. That the forecast Capital Programme Proposals for 2022/23 of £1.61 million and the proposed financing of the Capital Programme (as set out in Appendix E of the presented agenda report) be noted;
5. That the views of the Executive be requested on the draft Revenue and Capital Budget Proposals for 2022/23;
6. That the views of Members of the Development Management and Overview and Scrutiny Committees on the draft Revenue and Capital Budget Proposals for 2022/23 be sought at the joint meeting to be held on 13 January 2022; and

That Council be **RECOMMENDED** to:

7. continue to be part of the Devon Business Rates Pool for 2022/23, subject to there being no announcements within the Finance Settlement (expected to be announced in mid-December), which in the opinion of the Section 151 Officer (in consultation with the Leader of the Council and the lead Executive Member for Finance) would change this recommendation.

E.68/21

### **PLANNING IMPROVEMENT PLAN – PHASE 3 CASE MANAGEMENT RESOURCES AND ENFORCEMENT**

Consideration was given to a report that sought to provide a further update on progress against the Planning Improvement Plan. In particular, the report requested consideration of the need for additional administrative / business support (case management) for the service and management arrangements to deliver the best outcomes and service performance.

It was then:

#### **RESOLVED**

1. That the changes proposed within Administration/Business Support (Case Management) for Development Control and the progress that has been made within the Planning Enforcement service be noted; and

2. That Council be **RECOMMENDED** to delegate authority to the Head of Paid Service, in consultation with the lead Executive Member for the Built and the Natural Environment and the Director of Strategic Finance, to recruit additional staffing where there is a clear and demonstrable increase in planning applications and/or demand on the service, provided that the increase in staffing can be adequately covered by the additional income generated.

## E.69/21 **GOVERNANCE REVIEW – COMMUNITY HOUSING PROGRAMME**

Members considered a report that set out the key findings of the Governance Review into the Community Housing Programme and proposed a broad range of recommendations to improve the Governance Framework around the remaining projects; the majority of which had already been implemented.

The report did not focus on individual projects but focused on the overall governance and systems to support the Programme.

In discussion, the following points were raised:-

- (a) With regard to some specific questions relating to non-disclosure agreements, the Chief Executive informed that he would follow up this matter with a Member outside of this meeting;
- (b) There was a general recognition that the Audit Committee should now be given the opportunity to undertake a thorough examination of the report findings. In so doing, the Monitoring Officer confirmed his satisfaction for the recommendation that the Audit Committee (and not the Overview and Scrutiny Committee) was an appropriate formal decision-making body to undertake this piece of work.

### **RESOLVED**

1. That the content of the report be noted and officers be instructed to implement the changes as set out within the published agenda report; and
2. That the Audit Committee be **RECOMMENDED** to consider the learning from the Governance Review of the Community Housing Programme and its application to the Council's wider programme management function.

## E.70/21 **HOUSING CRISIS UPDATE REPORT**

Members considered an update report on the Housing Crisis that was divided into four parts:

1. The Joint Homelessness Strategy 2022/27;

2. The proposed contribution to the purchase of Housing First properties;
3. A Housing Project update; and
4. The Executive response to the Overview and Scrutiny Committee recommendations arising from the meeting held on 4 November 2021 (Minute O&S.33/21 refers)

In discussion, reference was made to:

- (a) Some minor amendments to the report recommendation were **PROPOSED** and **SECONDED** as follows:
  1. Recommendation 1 – that the Strategy was for **2022-27**; and
  2. Recommendation 8 – that the Overview and Scrutiny Committee be **encouraged** to establish a Task and Finish Group;

When put to the vote, these were both declared **CARRIED**;

- (b) Members were informed that a draft set of Terms of Reference for the proposed Task and Finish Group Review had been produced and sent to the Chairman of the Overview and Scrutiny Committee who had agreed that they be included for consideration at the next Committee meeting (to be held on 16 December 2021);
- (c) It was noted that the Housing First properties were to be defined as ‘temporary accommodation’ thereby overcoming the Right to Buy legislation.

It was then:

## **RESOLVED**

### **Part 1 – Joint Homelessness Strategy 2022-27:**

1. That officers commence preparation of a new South Hams and West Devon Homeless Strategy for 2022-27;
2. That the recommended approach be to focus on 4 specific client groups for the new Homelessness Strategy:
  - a. Single households;
  - b. Families;
  - c. Households with additional needs; and
  - d. Rough sleepers;
3. That the proposed consultation approach, in addition to the adopted Consultation and Engagement Strategy, be approved;

## **Part 2 – Contribution to the Purchase of Housing First Properties**

4. That the purchase of 4 Housing First Properties from the Shires properties sale proceeds and the grant offered by Homes England be agreed;
5. That agreement be made to spend the remaining balance of the sale proceeds of £386,000 (capital receipts) to purchase homes as provision to local families;
6. That delegated authority be given to the Director of Place and Enterprise, in consultation with the Section 151 Officer and the Leader of Council, to take all necessary steps to purchase four Housing First properties together with additional family size accommodation in the form set out within the published agenda report;

## **Part 3 – Housing Project Update**

7. That the ambitions of the existing project pipeline be noted and it be acknowledged that further reports will be presented to the Executive in the future;

## **Part 4 – Executive Response to Overview & Scrutiny Committee Recommendations**

8. That the Overview and Scrutiny Committee be encouraged to form a Task and Finish Group to: undertake a review of other local authorities that have successfully increased the delivery of affordable housing (directly and indirectly) within their boundaries and share best practice; and
9. That the recommendations arising from the Overview and Scrutiny Committee meeting held on 4 November 2021 (Minute O&S.33/21 refers) be noted.

E.71/21

### **REPORTS OF BODIES:**

#### **(a) Overview and Scrutiny Committee Meeting – 4 November 2021:**

##### **Minute O&S.37/21: ‘Task and Finish Group Updates: Climate Change & Biodiversity Action Plan Update’**

In addition to the five recommendations that had been generated by the Task and Finish Group, a report was presented to be specifically read in conjunction with recommendation c.

Whilst Members requested additional time to consider the five detailed recommendations that had been generated by the Task and Finish Group review, they did proceed to consider the supporting report that provided an update on the proposed Climate Change and Biodiversity Grant Funding Model.

In response to some concerns being raised that the determination of funding applications would be the responsibility of one officer, in consultation with two senior Members, the approach for consulting on Licensing applications was cited as an example of good practice and, as a result, an additional recommendation was **PROPOSED** and **SECONDED** as follows:

*'That, prior to any decisions being taken, information on all future fund applications be circulated to all Members as part of the consultation process with, if appropriate, the local town, parish and district ward(s) listed.'*

When put to the vote, the additional recommendation was declared **CARRIED**.

During discussion, a number of Members expressed their support for local community composting schemes. In reply, assurances were given that this would be reflected in the 'Options for Garden Waste' report that was to be presented to the next Executive meeting to be held on 27 January 2022.

It was then:

### **RESOLVED**

1. That consideration of the recommendations arising from the Task and Finish Group review be deferred to the next Executive meeting to be held on 27 January 2022;
2. That the small direct Cash Grants scheme be ended;
3. That £100,000 of the £200,000 dedicated to Crowdfunder and the small direct cash grants be set aside to fund projects targeted to accelerate the delivery of the Council's adopted Climate Change and Biodiversity Action Plan (as set out in the published agenda report);
4. That the Director of Strategy and Governance, in consultation with the lead Executive Member for Climate Change and Biodiversity and the Leader of Council, be delegated authority to decide the outcomes of future fund applications; and
5. That, prior to any decisions being taken, information on all future fund applications be circulated to all Members as part of the consultation process with, if appropriate, the local town, parish and district ward(s) listed.

**E.72/21 EXCLUSION OF PUBLIC AND PRESS**

It was then:

**RESOLVED**

That in accordance with Section 100(A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the following items of business as the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the Act is involved.

**E.73/21 URGENT ITEM – WASTE WORKING GROUP**

As highlighted earlier in the meeting (Minute E.62/21 above refers), the Executive considered an exempt urgent item in relation to the proposed establishment of a Waste Working Group.

In debate, Members agreed to the following amendment being included in the draft Terms of Reference:

*'The Independent and Green Party Group Leaders will be able to speak at Group meetings at the discretion of the Group Chairman.'*

It was then:

**RESOLVED**

That a cross party Waste Working Group be established in accordance with the Terms of Reference, subject to inclusion of the following amendment:

*'The Independent and Green Party Group Leaders will be able to speak at Group meetings at the discretion of the Group Chairman.'*

**(NOTE: THESE DECISIONS, WITH THE EXCEPTION OF MINUTES E.65/21 PART 2, E.67/21 PART 7 AND E.68/21 PART 2 (WHICH ARE RECOMMENDATIONS TO THE COUNCIL MEETING TO BE HELD ON 10 FEBRUARY 2022) WILL BECOME EFFECTIVE FROM 5.00PM ON MONDAY, 13 DECEMBER 2021 UNLESS CALLED IN, IN ACCORDANCE WITH SCRUTINY PROCEDURE RULE 18).**

(Meeting commenced at 10:00 am and concluded at 12.35 pm)

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Chairman

## **PUBLIC QUESTIONS AT EXECUTIVE MEETINGS**

There is a period of 15 minutes at meetings of the Executive during which members of the public can ask questions about items on the agenda.

Any member of the public who wants to ask a question should ensure that the question:

- a) is no more than 50 words in length;
- b) is not be broken down into multiple parts;
- c) relates to an item included on the agenda; and
- d) is suitable to be considered. A question will not be suitable if, for example, it is derogatory to the Council or any third party; relates to a confidential matter; it is about a specific planning matter; or it is substantially the same as a question asked in the past six months.

Questions should be sent to Democratic Services ([Democratic.Services@swdevon.gov.uk](mailto:Democratic.Services@swdevon.gov.uk)) by **1.00pm** on the Monday before the meeting (the deadline will be brought forward by a working day if affected by a bank holiday). This will allow a detailed response to be given at the meeting. If advance notice of the question cannot be given the Chairman of the meeting has the discretion to allow questions on matters that are felt to be urgent;

For any further advice on questions to the Executive, or to request a copy of the full Public Questions Procedure Rules, please contact Democratic Services ([Democratic.Services@swdevon.gov.uk](mailto:Democratic.Services@swdevon.gov.uk))

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# Executive Leader's Forward Plan

## About the Forward Plan

This is the Leader of Council's provisional forward plan for the four months starting January 2022. It provides an indicative date for matters to be considered by the Executive. Where possible, the Executive will keep to the dates shown in the plan. However, it may be necessary for some items to be rescheduled and other items added.

The forward plan is published to publicise consultation dates and enable dialogue between the Executive and all councillors, the public, and other stakeholders. It will also assist the Council's Overview and Scrutiny Committee in planning their contribution to policy development and holding the Executive to account.

Local authorities are required to publish updated forward plans on a regular basis. The Plan is published on the Council's website ([www.southhams.gov.uk](http://www.southhams.gov.uk))

## About the Executive

The Executive consists of six Councillors. Each has responsibility for a particular area of the Council's work.

- Leader of the Council with specific responsibility for Improving Homes / Protecting, Conserving and Enhancing our Built and Natural Environment – Cllr Judy Pearce
- Deputy Leader of the Council with specific responsibility for Stimulating a Thriving Economy – Cllr Hilary Bastone
- Lead Executive Member for Environment – Cllr Keith Baldry
- Lead Executive Member for Health and Wellbeing – Cllr Jonathan Hawkins
- Lead Executive Member for Climate Change and Biodiversity – Cllr Tom Holway
- Lead Executive Member for Council – Cllr Nicky Hopwood

Further information on the workings of the Executive, including latest information on agenda items, can be obtained by contacting Democratic Services on 01803 861105 or by e-mail to [democratic.services@swdevon.gov.uk](mailto:democratic.services@swdevon.gov.uk)

**All items listed in this Forward Plan will be discussed in public at the relevant meeting, unless otherwise indicated with \***



**Forward Plan from January 2022**

Portfolio Area	Report Title and Summary	Lead Member / Officer	Documents to be considered in making decision	Date of Decision	Consultees and means of consultation
Leader	<p><b>Title: Draft Revenue and Capital Budget Proposals 2022/23</b></p> <p><b>Purpose:</b> To recommend to Full Council for adoption a draft Revenue and Capital Budget for 2022/23</p>	Cllr Pearce / Lisa Buckle	Report of Section 151 Officer	27 January 2022	
Leader	<p><b>Title: Housing Crisis – Standing Agenda Item</b></p>	Cllr Pearce / Chris Brook	Report of the Director of Place and Enterprise	27 January 2022	
Climate Change & Biodiversity	<p><b>Title: Enhancing Biodiversity on Council Green Spaces – Detailed Proposals</b></p> <p><b>Purpose:</b> To consider a report that presents the detailed proposals, equipment specification, revenue and capital expenditure to deliver the Biodiversity gain.</p>	Cllr Holway / Chris Brook	Report of the Director of Place and Enterprise	27 January 2022	
Leader	<p><b>Title: Quarter 3 Integrated Performance Management Report</b></p> <p><b>Purpose:</b> To consider the integrated performance management report for the Quarter 3 period of 2021/22.</p>	Cllr Pearce / Neil Hawke	Report of Head of Strategy and Projects	27 January 2022	
Deputy Leader	<p><b>Title: Plymouth and South Devon Freepoint Update</b></p> <p><b>Purpose:</b> To consider a report that set out an update on the Plymouth and South Devon Freepoint Initiative.</p>	Cllr Bastone / Chris Brook	Report of the Place and Enterprise	27 January 2022	
Deputy Leader	<p><b>Title: Regeneration and Investment Strategy</b></p> <p><b>Purpose:</b> To consider a report that presents a draft</p>	Cllr Bastone / Chris Brook	Report of Director of Place and Enterprise	3 March 2022	



Portfolio Area	Report Title and Summary	Lead Member / Officer	Documents to be considered in making decision	Date of Decision	Consultees and means of consultation
	Regeneration and Investment Strategy.				
Environment	<b>Title: Options for Garden Waste Service</b>  <b>Purpose:</b> To receive an options paper on the future of the Garden Waste Service	Cllr Baldry / Steve Mullineaux	Report of the Deputy Chief Executive	3 March 2022	
Leader	<b>Title: Housing Crisis – Standing Agenda Item</b>	Cllr Pearce / Chris Brook	Report of the Director of Place and Enterprise	3 March 2022	
Climate Change & Biodiversity	<b>Title: Climate Change &amp; Biodiversity Action Plan: 6 Month Review</b>  <b>Purpose:</b> in accordance with the Council resolution, to consider the six-month review of the Climate Change & Biodiversity Action Plan	Cllr Holway / Drew Powell	Report of the Director for Governance and Assurance	3 March 2022	
Deputy Leader	<b>Title: Plymouth and South Devon Freeport</b>  <b>Purpose:</b> To consider a report that set out an update on the Plymouth and South Devon Freeport Initiative.	Cllr Bastone / Chris Brook	Report of the Director of Place and Enterprise	3 March 2022	
Council	<b>Title: Revenue Budget Monitoring Report to Month 10</b>  <b>Purpose:</b> To consider a report that presents the Revenue Budget Monitoring Report to Month 10.	Cllr Bastone / Lisa Buckle	Report of Section 151 Officer	3 March 2022	
Council	<b>Title: Capital Programme Monitoring Report to Month 10</b>  <b>Purpose:</b> To consider a report that presents the Capital	Cllr Bastone / Pauline Henstock	Report of Head of Finance	3 March 2022	



Portfolio Area	Report Title and Summary	Lead Member / Officer	Documents to be considered in making decision	Date of Decision	Consultees and means of consultation
	Programme Monitoring Report to Month 10.				
Health & Wellbeing	<b>Title: Leisure Update</b> <b>Purpose:</b> To consider a report that seeks to present a Leisure Update to the Executive.	Cllr Hawkins / Chris Brook	Report of Director of Place and Enterprise	3 March 2022	
Leader	<b>Title: 2022/27 Homelessness Strategy</b> <b>Purpose:</b> To consider a report that sets out the findings of the public consultation exercise and presents the draft 2022/27 Homelessness Strategy for approval.	Cllr Pearce / Issy Blake	Head of Housing, Revenues and Benefits	7 April 2022	
Leader	<b>Title: Quarter 4 Integrated Performance Management Report</b> <b>Purpose:</b> To consider the integrated performance management report for the Quarter 4 period of 2021/22.	Cllr Pearce / Neil Hawke	Report of Head of Strategy and Projects	7 April 2022	
Leader	<b>Title: Housing Crisis – Standing Agenda Item</b>	Cllr Pearce / Chris Brook	Report of the Director of Place and Enterprise	7 April 2022	
Leader	<b>Title: Housing Strategy Year 2 Action Plan</b> <b>Purpose:</b> To consider a report that presents the Housing Strategy Year 2 Action Plan.	Cllr Pearce / Issy Blake	Report of the Head of Housing	7 April 2022	

Report to: **Executive**

Date: **27<sup>th</sup> January 2022**

Title: **Draft Revenue and Capital Budget Proposals for 2022/23 to 2024/25**

Portfolio Area: **Cllr J Pearce – Budget Setting Process**

Wards Affected: **All**

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

Author: **Lisa Buckle** Role: **Corporate Director for Strategic Finance**

Contact: Email: [lisa.buckle@swdevon.gov.uk](mailto:lisa.buckle@swdevon.gov.uk)

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## **RECOMMENDATIONS:**

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

- i) To increase Council Tax for 2022/23 by £5 (Band D of £180.42 for 2022/23 – an increase of 10 pence per week or £5 per year – equates to a 2.85% increase);**
- ii) The financial pressures shown in Appendix A of £1,044,600;**
- iii) The net contributions to/(from) Earmarked Reserves of £561,600 as shown in Appendix D, including the proposed use of £500,000 of New Homes Bonus funding to fund the 2022/23 Revenue Budget as set out in 3.30 of the report and £100,000 from the Business Rates Retention Earmarked Reserve as set out in 3.21 of the report;**
- iv) That £407,557 of the New Homes Bonus grant allocation for 2022/23 is allocated to an Affordable**

**Housing Earmarked Reserve as a one-off contribution for 2022/23 as set out in 3.30 to 3.31.**

- v) The savings of £404,000 as shown in Appendix A; and**
- vi) That it is noted that South Hams District Council will continue to be part of the Devon Business Rates Pool for 2022/23 following the announcement of the Local Government Finance Settlement for 2022/23**
- vii) That the Council should set its total net expenditure for 2022/23 as shown in Appendix B as £10,464,367**
- viii) The proposed Capital Programme Proposals for 2022/23 of £1,665,000 and the proposed financing of the Capital Programme as set out in Appendix E.**
- ix) That Unearmarked Reserves should continue to have a minimum level of £1.5million (as set in the Medium Term Financial Strategy in September 2021), but an operating level of a minimum of £2million.**
- x) That the level of reserves as set out within this report and the assessment of their adequacy and the robustness of budget estimates are noted. This is a requirement of Part 2 of the Local Government Act 2003.**
- xi) To transfer £280,000 from Unearmarked Reserves to a Financial Stability Earmarked Reserve as part of the process of closing the 2021/22 Accounts, to be available for any future financial pressures from future local government funding reforms and any other budget pressures (the predicted year end balance of Unearmarked Reserves at 31.3.22 is £2.28m as set out in 7.8). This would leave an operating level of £2m for unearmarked reserves.**
- xii) To transfer a one-off amount of £200,000 into a Community Composting Earmarked Reserve in 2021/22 as part of the process of closing the 2021/22 Accounts. A scheme is to be set up with a one-off budget of £200,000 in 2022/23 for community composting, aligned to savings in the green waste element of the waste contract in 21/22, as per 3.40 of the report.**

- 1.1 The Council's Medium Term Financial Strategy (MTFS) is based on a financial forecast over a rolling three year timeframe to 2024/25. The Council has chosen a three year timeframe for its MTFS, as this dovetails to the timescales of the Corporate Strategy, 'Better Lives for all'.
- 1.2 The Council, along with other local authorities, has faced unprecedented reductions in Government funding. Between 2009/10 and 2020/21, the Council's Core Government funding has reduced by £4 million. The Council now receives no main Government Grant (Revenue Support Grant) – this has been reduced to zero.
- 1.3 South Hams has continued to work in partnership with West Devon Borough Council which has allowed South Hams to achieve annual savings of £3.9 million and more importantly protect all statutory front line services. Between both Councils the annual shared services savings being achieved are over £6 million per annum. However, the Councils continue to face considerable financial challenges as a result of uncertainty in the wider economy and constraints on public sector spending.
- 1.4 It is important to note that the Medium Term Financial Strategy (MTFS) sets out the budget strategy for the Council for the next three years, with regular reviews (at least annually) and updates when items are further known or are announced by the Government. The MTFS was considered by the Executive on 16<sup>th</sup> September 2021 and this latest budget report has been updated to reflect the announcements in the Local Government Finance Settlement announced on 16<sup>th</sup> December 21.
- 1.5 Covid 19 has caused financial strain for all Councils up and down the country where Councils find themselves being caught in a 'perfect storm'. Councils have to manage both the increased costs of coping with Covid19 and supporting vulnerable people in the community and the loss of key income streams.
- 1.6 The factors affecting the Council's finances are issues affecting the whole Local Government sector. The Council is well-placed to meet the financial challenges arising from Covid19, due to its prudent financial management over previous years.
- 1.7 The key assumptions within this Budget Report are as below, alongside the announcements from the draft Local Government Finance settlement (announced by the Secretary of State for Levelling Up, Housing and Communities by a written statement to Parliament on Local Government Finance on 16<sup>th</sup> December 21). Each of these is described in more detail in Section 3.
  - The finance settlement is for a single year only and there will be further details on proposed funding reforms and consultations in the New Year. Priority in the finance settlement is "stability in the

immediate term”, with a more fundamental review of local government funding starting in 2022

- The business rates baseline reset will be deferred until at least 2023/24 (with no negative Revenue Support Grant in 2022/23)
- It is assumed there will be a phasing in of negative Revenue Support Grant (RSG) in 2023/24 as part of the business rates baseline reset with a transition period over three years, to avoid Local Authorities losing/gaining too much in one go
- Council Tax Referendum limits have been confirmed for District Councils to be the higher of £5 or 1.99% for 2022/23
- New Homes Bonus has been ‘rolled over’ for another year, with legacy payments being honoured.
- A business rates pooling gain of £300,000 has been modelled for 2022/23 with reduced gains for 2023/24 onwards.
- The Council Tax collection rate has been assumed to be 97.5%
- Rural Services Delivery Grant will continue at the same level for 2022/23 (£428,206 for SHDC)
- No permanent reductions to the Council’s income streams (such as ferry income, car parking income etc. as a result of the Covid pandemic) have been built into the Base Budget for 2022/23. This will be regularly monitored over the next few months.
- A 2% pay increase has been modelled from 2022/23 onwards (2% equates to £185,000)

1.8 The report sets out proposals for the Council to achieve a balanced budget for 2022/23, as shown in Appendix B. The Council is currently forecasting a £443,916 budget gap by the following year, 2023/24. The cumulative aggregated Budget Gap by 2024/25 is £1.2million, if no action has been taken in each individual year to close the budget gap annually. The 2023/24 budget gap is largely attributable to the fact that negative RSG (Revenue Support Grant) of £360,000 is predicted to be applied in 23/24, as well as the loss of the New Services Grant of £132,936 (which is only a one-off grant for 22/23).

<b>Budget Gaps</b>	<b>2022/23 £</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>Total Aggregated Budget Gap £</b>
‘New’ Budget Gap each year	Nil	443,916	317,133	761,049
*Cumulative Budget Gap	Nil	443,916	761,049	1,204,965

\* (Cumulative Budget Gap assumes annual new budget gaps have not been addressed)

1.9 The table below shows the summary of changes to the Budget report for 2022/23, following the announcement of the Draft Local Government



Finance Settlement on 16th December. A balanced budget is shown for 2022/23 following the announcement.

	<b>£</b>
<b>Budget gap for 22/23 reported in the Executive report in December 2021 (Draft Revenue Budget Proposals for 2022/23)</b>	<b>28,500</b>
<b>Increase in income or funding modelled</b>	
New 2022/23 Services Grant for 2022/23 of £132,936 (see 3.25) – This is a ‘one-off’ grant for 22/23.	(132,936)
<b>Increase in Lower Tier Services Grant</b> – The December 21 budget report predicted an amount of £41,000 for the LTS Grant. The actual amount has been announced in the finance settlement as £86,501 – an increase of £45,501.	(45,501)
<b>Increase in Council TaxBase</b> – The December 21 budget report estimated the Council TaxBase to be 38,498.32. The final TaxBase for 22/23 has been calculated at 39,139.70 Band D equivalent properties, resulting in an increase of council tax income of £115,718.	(115,718)
<b>Reduction in income modelled or increase in cost pressures</b>	
Reduction in Business Rates income modelled (Reduction from £2.36million to £2.274 million)	85,655
<b>Rough Sleeper outreach worker post</b> – to make this post a permanent post on the establishment, shared with West Devon. Total cost of £40,000 (shdc 60% share £24,000).	24,000
To fund the rough sleeper outreach post from homelessness government grant income annually.	(24,000)
<b>IT Support contracts cost pressure</b> – Add an additional cost pressure for £75,000 for the increased number of users on the network, acquiring remote diagnostics software for the increase in remote working, further IT for Disability Access legislation (monitoring compliance and enhancing access online). There has also been above inflationary cost increases for IT support contracts. This was identified as a cost pressure in the latest budget monitoring report to the Executive on 2.12.21.	75,000
<b>Treasury management investment income cost pressure</b> – Investment income from treasury investments is anticipated to be £80,000 (39%) down against the budgeted target of £203,000 – It is recommended to reduce the budget by this amount. Further options for fixed term deposits will continue to be explored with the Council’s treasury management advisers.	80,000
<b>Joint Local Plan cost pressure</b> – an element of staff costs of the JLP team were previously funded from the	25,000

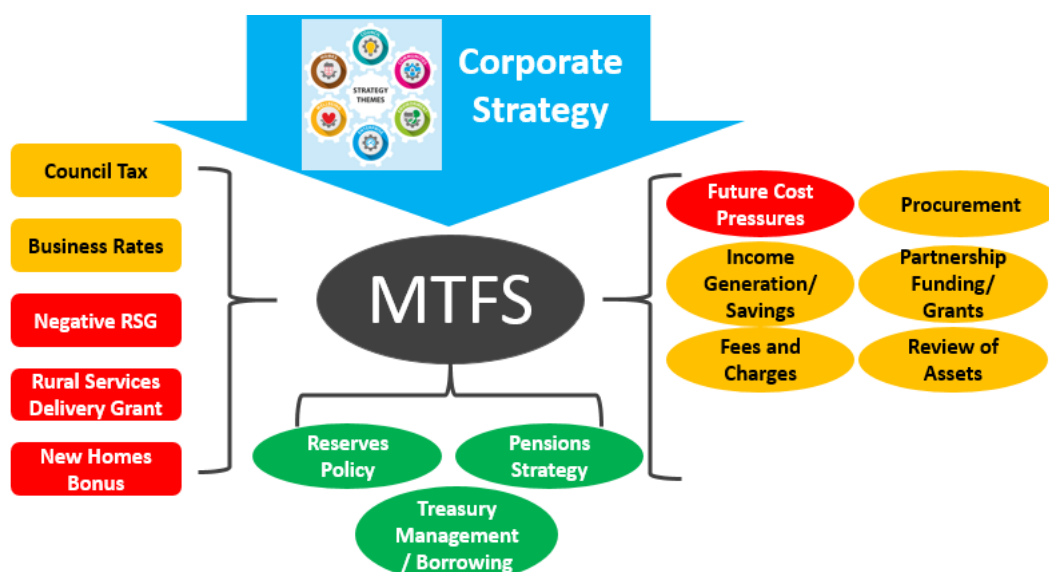
	<b>£</b>
JLP Earmarked Reserve which has now been depleted – recommend to make a contribution to the reserve of £25,000 per annum.	
<b><i>Revised Budget gap for 2022/23 as set out in this report (as at January 2022)</i></b>	<b>Nil – (A balanced budget position is presented)</b>

- 1.10 The Draft Revenue Budget Proposals for 2022/23 were considered by the Joint meeting of the Development Management Committee and Overview and Scrutiny Panel on 13<sup>th</sup> January 2022. The notes of the Joint Informal Meeting of the Development Management and Overview and Scrutiny Committees held via Teams on Thursday, 13 January 2022 are attached at Appendix F. These were considered at the Overview and Scrutiny Panel meeting on 20<sup>th</sup> January 2022 and the formal recommendation to the Executive is an item on this agenda.

## **2 THE COMPONENTS MAKING UP A MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

- 2.1 The Diagram below sets out all of the component parts which constitute the make-up of a Medium Term Financial Strategy. Items in Green denote those elements where the Council has a large degree of control over the setting of policies and strategies. Items in Amber denote those components of the MTFS where the Council has a degree of control. Red items signal components where the Council has hardly any control over funding allocations which are decided by the Government and future cost pressures which can largely be outside of the Council's control or influence.

**2021/22 Net Budget £9.7 million**



2.2 The key assumptions within the Draft Revenue Budget Proposals report for 2022/23 are set out in 1.7.

### OVERALL POSITION – BUDGET GAP

2.3 Financial modelling has been undertaken for the next three years to predict the Council’s financial situation for the short and medium term.

2.4 **Appendix A** to the Medium Term Financial Strategy sets out the Budget Pressures forecast for the next three years and the additional savings and income forecast. **Appendix B** illustrates the overall financial forecast for the forthcoming three years. The Council’s Net Budget is £9.7 million in 2021/22.

2.5 A Summary forecast is shown below of the potential budget situation if all of the budget pressures and the savings and income generation in Appendix A were approved. It also shows the situation if the Council Tax is increased by £5 per annum (shown in Appendix B).

2.6 The report sets out proposals for the Council to achieve a balanced budget for 2022/23, as shown in Appendix B. The Council is currently forecasting a £443,916 budget gap by the following year, 2023/24. The cumulative aggregated Budget Gap by 2024/25 is £1.2million, if no action has been taken in each individual year to close the budget gap annually. The 2023/24 budget gap is largely attributable to the fact that negative RSG (Revenue Support Grant) of £360,000 is predicted to be applied in 23/24, as well as the loss of the New Services Grant of £132,936 (which is only a one-off grant for 22/23).

Budget	2022/23	2023/24	2024/25	Total
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Gaps	£	£	£	Aggregated Budget Gap £
'New' Budget Gap each year	Nil	443,916	317,133	761,049
*Cumulative Budget Gap	Nil	443,916	761,049	1,204,965

\* (Cumulative Budget Gap assumes annual new budget gaps have not been addressed)

### 3 ANNOUNCEMENTS FROM THE DRAFT LOCAL GOVERNMENT FINANCE SETTLEMENT

3.1 On 16<sup>th</sup> December, the Secretary of State for Levelling Up, Housing and Communities made a written statement to Parliament on Local Government Finance. The one year finance settlement for 2022/23 was issued for consultation. The full announcement is set out on the following link (Consultation responses are due by 13th January 2022):

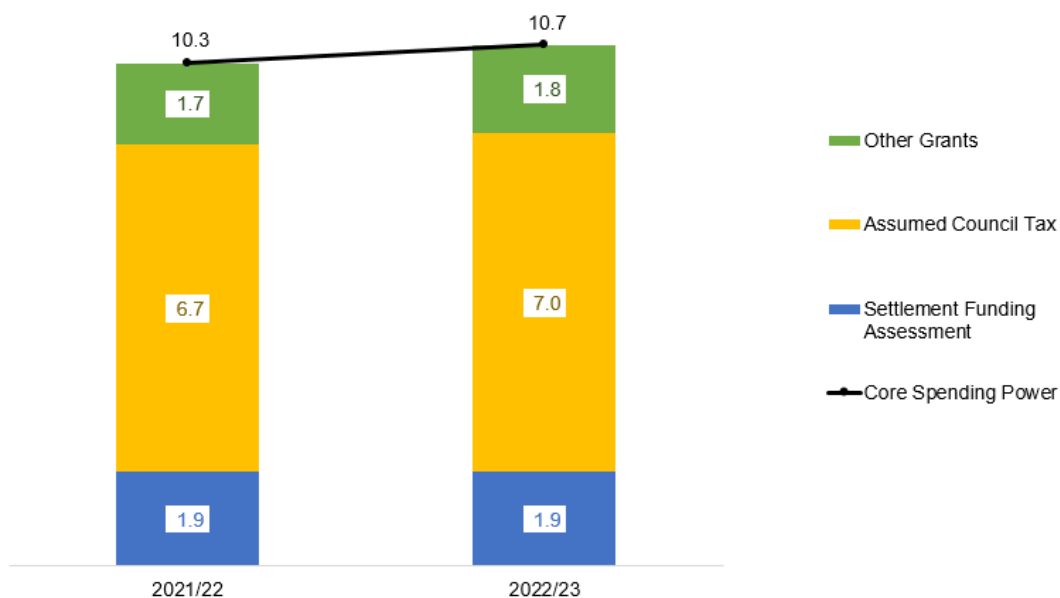
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2022-to-2023>

3.2 The 'Core Spending Power' is a headline figure used by the Government to represent the key revenue resources available to local authorities, including an estimate of actual and potential council tax, as below. The Council now receives no main Government grant (Revenue Support Grant).

3.3 **Core Spending Power (which is a measure of how much extra funding a Council has received for next year) has increased by 3.6% for South Hams for 2022/23.** Core Spending Power is the term the Government use to say how much money Councils have to run their services. On looking at the detail below, it can be seen that the extra funding of 3.6% is mainly coming from assumed Council Tax increases in 2022/23.

3.4 However this calculation of Core Spending Power already assumes that a Council will increase its council tax up to the maximum allowed under the referendum limits for 2022/23 – so for SHDC a £5 council tax increase (10pence per week) for 2022/23 is included within this 3.6% increase in funding. New Homes Bonus is also included in the measure of Core Spending Power in 'Other Grants'. Core Spending Power has increased from £10.3m in 2021/22 to £10.7m in 2022/23 as shown below. Nationally, Core Spending Power has increased by 4.4% (factoring in council tax increases).

South Hams Breakdown of CSP, £m



### Council Tax

3.5 The Council Tax Referendum limits for District Councils for 2022/23 have been announced in the finance settlement as the higher of 1.99% or £5. An increase in council tax of £5 for the next three years has been modelled for council tax purposes. This would equate to a Band D council tax for South Hams of £180.42 in 2022/23 as shown in Appendix B (an increase of £5 for the year (10 pence per week) which equates to a 2.85% increase. The council tax for 2022/23, the SHDC share, will be set at the Council meeting on 10th February 2022. (A 1% increase in council tax generates £69,000 of extra council tax income).

Council agreed on 23 September 21 to set the strategic intention to raise council tax by the maximum allowed in any given year, without triggering a council tax referendum, to endeavour to continue to deliver services. The actual council tax for any given year will be decided by Council in the preceding February.

Council Tax legislation sets out that Council Tax is partly a form of general taxation on a property and partly a tax on the people living in a property. Council Tax funds essential services in an area and the cost of public services is spread across all tax payers in the same way, regardless of which services they use or receive. Council Tax is a form of general taxation rather than a service charge.

- 3.6 The table below shows how an average Band D council bill is made up for South Hams District Council for 2021/22, compared to 2020/21. Of an average Band D Council Tax within the District of £2,090.55, an amount of £175.42 is the element of a council tax bill set by South Hams District Council. Therefore 8pence of every £1 paid (8%) in council tax is received by South Hams District Council to pay for our services. The rest of the council tax bill is set by Devon County Council, the Fire, the Police and Town and Parish Councils to fund the services they provide.

<b>Precepting Authority</b>	<b>Band D 2020/21</b>	<b>Band D 2021/22</b>	<b>£ Increase</b>	<b>% Increase</b>	<b>Date Approved</b>
South Hams District Council	£170.42	£175.42	£5.00	2.93%	11 Feb 2021
Devon County Council Precept	£1,313.73	£1,342.44	£28.71	4.99%	18 Feb 2021
Adult Social Care Precept *	£125.73	£168.84	£43.11		
Devon & Cornwall Police & Crime Commissioner	£221.64	£236.56	£14.92	6.73%	5 Feb 2021
Devon & Somerset Fire & Rescue	£88.24	£90.00	£1.76	1.99%	19 Feb 2021
Average Parishes/Towns	£71.06	£77.29	£6.23	8.77%	
<b>TOTAL</b>	<b>£1,990.82</b>	<b>£2,090.55</b>	<b>£99.73</b>	5.01%	

The largest Parish Precepts are Totnes (£189.13) and Dartmouth (£183.53), with the smallest Precept being Woodleigh (£4.92) for a Band D property. A full list of Town and Parish Precepts for 2021/22 is shown in Appendix G.

- 3.7 A council tax collection rate of 97.5% has been assumed for 2022/23. This may need to be revisited in future budget reports depending on the payment profiles being experienced for next year.
- 3.8 The District Council is responsible for collecting all the Council Tax debt of approximately £78m as South Hams DC is the Billing Authority. After keeping 8% of the council tax collected to run the Council's services, the rest is paid over to Devon County Council, the Police, the Fire and Town and Parish Councils to pay for their services.

- 3.9 On 17th December 2021, the Senior Leadership Team approved the calculation of the Council Tax Base for 2022/23 of 39,139.70. This is an increase of 841.38 Band D equivalent properties in comparison to 2021/22. The increase is attributable to nearly 500 extra properties, a reduction in Council Tax Support eligibility and an increase of 191 Band D equivalents in the TaxBase due to increasing the council tax collection rate from 97% in 21/22 to 97.5% in 22/23 in the 22/23 tax base calculation.
- 3.10 The Government is proposing to set no council tax referendum principles for Town and Parish Councils for 2022/23. There is a new £5 maximum precept increase for the lowest-funded fire authorities (with a 1.99% maximum increase for other fire authorities). Upper Tiers such as DCC can add an additional 1% social care precept (so DCC can increase their council tax Band D by 2.99%). Police will be subject to a £10 referendum limit.

### **Collection Fund Surplus for 2022/23**

- 3.11 On an annual basis, the Council calculates the Collection Fund surplus or deficit on the Collection Fund. The Collection Fund is a Statutory Statement that forms part of the Annual Accounts each year and collates the position in terms of Income from Council Tax (actual amounts of council tax collected from council taxpayers) and the payments made to precepting authorities (DCC, Police, Fire, SHDC) and calculates an annual surplus or deficit after some adjustments for items such as write offs and bad debts. The annual surplus/deficit is distributed on an annual basis to precepting authorities.
- 3.12 Due to the pandemic in 2021/22 a small collection fund deficit was distributed to precepting authorities (SHDC share of the deficit was £30,397). Council Tax collection rates held up well in 2020/21 with 97.81% being collected in South Hams, which was 2.11% higher than the national average of 95.7%. A collection fund surplus of £1.5million has been calculated to be distributed for 2022/23 (with a SHDC share of the collection fund surplus of £181,000).

### **Business Rates and Negative Revenue Support Grant (RSG)**

- 3.13 Ministers will be re-starting the local government funding reforms in the Spring. This means that the Fair Funding Review and the Business Rates Baseline Reset are both going to be under consideration again, for possible implementation in 2023-24.
- 3.14 The business rates baseline reset will be deferred until at least 2023/24 (with no negative Revenue Support Grant in 2022/23). This means the Council wouldn't have to forego some of its business rates income (£360,000) by paying some of it back to Government in the form of 'negative government grant' in 2022/23. Negative RSG is effectively the Council's further predicted funding cuts.

- 3.15 It is anticipated there will be a phasing in of negative RSG as part of the business rates baseline reset in 2023/24 or later, with a transition period over three years, to avoid Local Authorities losing/gaining too much in one go. The modelling assumes negative RSG of £360,000 in 2023/24 and £450,000 in 2024/25. Some of the negative RSG could be offset by growth.
- 3.16 Estimates have been made of the business rates baseline funding levels for 2023/24 onwards and the relative deductions for negative RSG. For example in 2022/23, the £2.27m is the amount the Council retains from its business rates income collected of £29 million (the Council keeps about 8p in every £1 collected of business rates to fund its services).
- 3.17 **Volatility of Business Rates income – Business Rates Retention Reserve**
- 3.18 The Business Rates Retention (BRR) Earmarked Reserve was set up in 2013/2014 to cover any possible funding issues from the accounting arrangements of the localisation of business rates and to smooth the volatility from business rates income over a period of years.
- 3.19 In 2017/18 the Business Rates Retention Reserve had a balance of £4.5million and this has increased to £7.1million at 31.3.2021.
- 3.20 Approximately £2million of this Reserve is needed as a provision for future appeals, write offs and to meet fluctuations in business rates income. As part of the 2018/19 Budget Report to February Council, £3.5million was ringfenced for employment for the creation of local jobs.
- 3.21 Council on 23 September 2021 approved the use of funding from the Business Rates Retention Earmarked Reserve to smooth the volatility in business rates income over the next three years. The volatility is due to the business rates baseline reset anticipated in 2023/24 (this will mean the Council will have negative revenue support grant in 23/24) and the predicted reduction in business rates pooling gains at the same time in 23/24.  
*The table below shows that it is modelled to take £0.1m funding from this reserve in 22/23 and £0.5m in both 23/24 and 24/25. This would reduce the reserve by £1.1million over the next 3 years.*



The table below shows how funding held in the Business Rates Retention Reserve will be retained for the purpose of smoothing out the business rates volatility/negative revenue support grant. Council approved on 23 September 21 that this should not be used for unrelated purposes, other than commitments already made or as part of one-off funding for the Corporate Strategy, for at least for the next three years.

<b>Business Rates Income</b>	<b>2022/23 (£m)</b>	<b>2023/24 (£m)</b>	<b>2024/25 (£m)</b>
		<i>Potential Baseline Reset</i>	
Business Rates Income	2.27	2.30	2.325
Less: Negative Revenue Support Grant (RSG)		(0.36)	(0.45)
Anticipated Pooling Gain	0.300	0.250	0.200
Funding proposed to be taken from the Business Rates Retention Reserve to smooth the volatility in business rates income	0.100	0.500	0.500
<b>Total Business Rates Income</b>	<b>2.67</b>	<b>2.69</b>	<b>2.575</b>

- 3.22 The Council responded to the Government consultation on the Call for Evidence on Business Rates Reform. The 2020/21 collection rate for South Hams for business rates was 91.74%. The national average was 93%.

#### **Devon Business Rates Pool**

- 3.23 At the Executive meeting on 2nd December 2021 (Minute E.67/21), it was recommended to Council to continue to be part of the Devon Business Rates Pool for 2022/23, subject to there being no announcements within the Finance Settlement, which in the opinion of the Section 151 Officer (in consultation with the Leader of the Council and the lead Executive Member for Finance), would change this recommendation. The finance settlement has been announced and further modelling as been undertaken by the Pool to inform the recommendation for South Hams District Council to continue to be part of the Pool for 2022/23. A business rates pooling gain of £300,000 has been modelled for 2022/23 with lower gains for 2023/24 onwards when the baseline reset is scheduled to happen.

#### **Rural Services Delivery Grant**

- 3.24 Rural Services Delivery Grant will continue for 2022/23 onwards at previous levels (£85m nationally – SHDC share of £428,206). The Council will continue to lobby on the basis that the £85m should be increased. This is Government grant to recognise the additional cost of delivering services in rural areas.

### **A new 2022/23 Services Grant**

- 3.25 This is a new one-off grant just for 22/23 and is to partly offset the cost of the 1.25% increase in National Insurance social care levy. It is also to fund general responsibilities. SHDC will receive £132,936 for 2022/23. The cost of the 1.25% increase in National Insurance social care levy is estimated to cost £70,000 per annum.

### **Lower Tier Services Grant**

- 3.26 The Lower Tier Services Grant will be £86,501 for 2022-23 (the December budget report had assumed this would be halved, so this is a higher allocation that has been announced in the draft finance settlement).

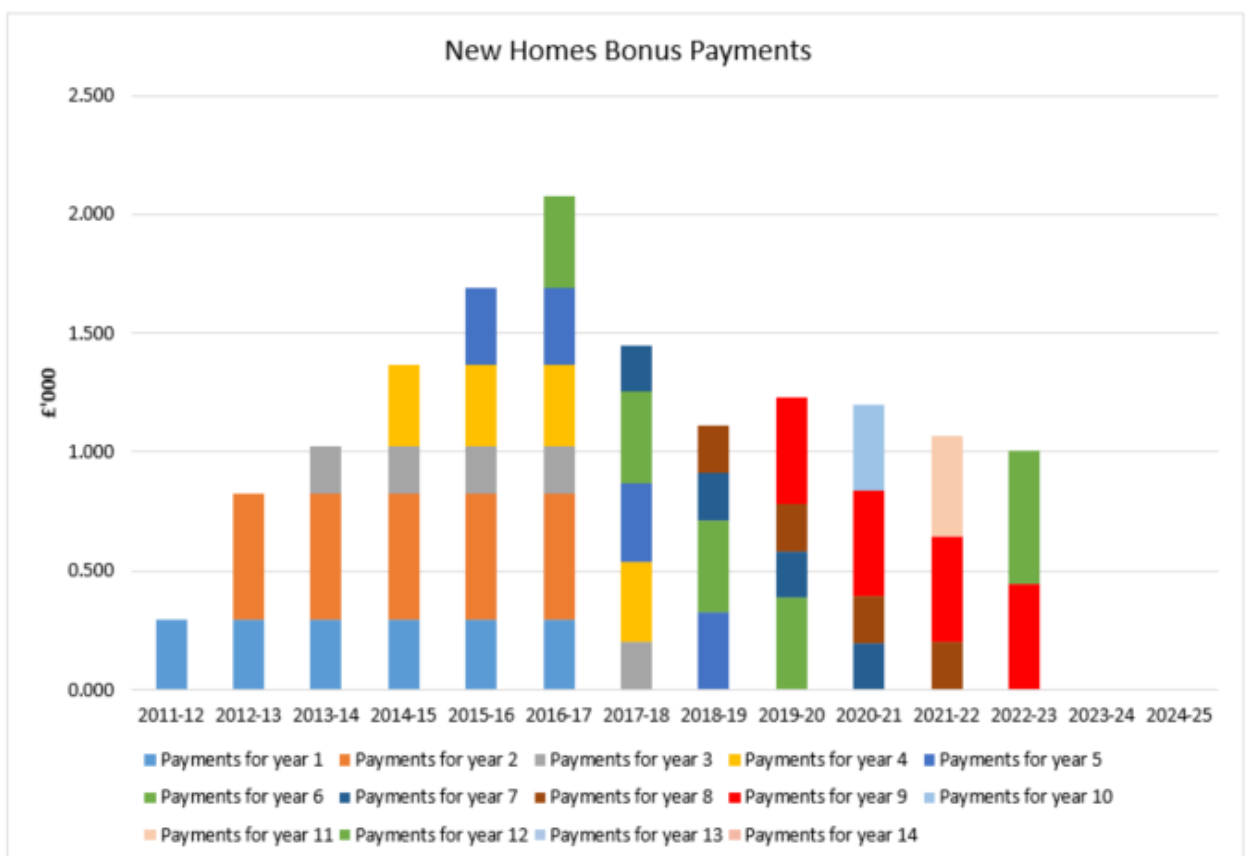
### **New Homes Bonus (NHB)**

- 3.27 The New Homes Bonus (NHB) scheme has been rolled over into 2022-23 for one more year. It had previously been announced by the Government that it was being phased out. A consultation on a replacement scheme for New Homes Bonus is expected in the New Year. It is not known how a replacement scheme will operate.

- 3.28 The Council's provisional allocation of New Homes Bonus payments announced in the draft finance settlement is **an allocation of £1,007,557** for 2022-23. This is made up of an allocation of £562,000 for housing growth for 22/23 (based on the Council Tax Base 1 Form at October 2021) and a further £446,000 of legacy payments from Year 9 (19/20). The £562,000 is based on property additions of 549 Band D Equivalent properties less a baseline of 0.4% (184 properties is deducted). £1,515 per property of NHB is received.

The table below shows the NHB allocations received to date. Up until Year 9, payments were made for 4 years e.g. the £446,000 earned in 19/20 for housing growth has been paid in 19/20, 20/21, 21/22 and 22/23. From years 20/21 onwards, only one year of growth is paid, but the legacy payment from Year 9 (19/20) of £446,000 has been honoured by the Government and will be paid in 22/23.

	2018/19	2019/20	2020/21	2021/22	2022/23
	(£)	(£)	(£)	(£)	(£)
Year 5 (15/16)	328,000				
Year 6 (16/17)	386,000	386,000	-	-	-
Year 7 (17/18)	195,000	195,000	195,000	-	-
Year 8 (18/19)	200,000	200,000	200,000	200,000	-
Year 9 (19/20)		446,000	446,000	446,000	446,000
Year 10 (20/21)			359,000	-	-
Year 11 (21/22)				423,000	-
Year 12 (22/23)					562,000
NHB allocation	<b>£1.109m</b>	<b>£1.227m</b>	<b>£1.2m</b>	<b>£1.069m</b>	<b>£1.008m</b>



- 3.29 The Draft Budget proposals in this report assumes that funding of £0.5million from NHB in 2022/23 to 2024/25 will fund the revenue base budget and that £0.1million of NHB will fund the capital programme in Appendix E in 2022/23. Although the NHB scheme is due to be replaced, it is assumed that a successor scheme will be implemented that will also be based on housing growth.
- 3.30 The table below shows the proposed allocation of New Homes Bonus for 2022/23. It is proposed to allocate £407,557 of the remaining NHB into an affordable housing earmarked reserve as a one-off contribution for 2022/23.

<b>New Homes Bonus (NHB)</b>	<b>Amount (£)</b>
New Homes Bonus 2022/23 allocation	<b>£1,007,557</b>
Current proposed allocation:-	
To fund the Revenue Base Budget	(500,000)
To fund the Capital Programme	(100,000)
A one-off contribution into an Affordable Housing Earmarked Reserve for 2022/23	(407,557)
<b>Amount remaining unallocated</b>	<b>Nil</b>

- 3.31 The £407,557 is additional funding to address the housing crisis and would be allocated by the Executive in response to this. The funding will be used for discrete housing project work, for instance, to bring forward affordable homes.

#### **Other assumptions within the Medium Term Financial Strategy (MTFS)**

- 3.32 A 2% pay increase has been modelled from 2021/22 onwards (2% equates to £185,000). The Medium Term Financial Strategy is not an expression of Council Policy on pay awards, but a means of ensuring an appropriate provision is made as part of the overall financial planning of the Council.
- 3.33 The Consumer Prices Index (CPI) was 4.2% in October 2021. RPI was 6.0%. The budget report includes cost pressures for inflation and increases on goods and services.
- 3.34 The predicted interest rate forecast from our treasury management advisors, Link Services, is that interest rates (Bank Base rate) are predicted to increase to 0.5% in June 2022, 0.75% in March 2023, 1% in March 2024 and 1.25% by March 2025.

### **‘BETTER LIVES FOR ALL’**

- 3.35 ‘Better Lives for all’, the Council’s strategic vision, sets out projects and schemes that the District Council think will enhance and protect the special place and unique economy that makes up South Hams. The Strategy sets out our longer term ambition. To support this ambition, the Council has developed delivery plans which set out the priorities for each of the next three years. This will enable the Council to ensure its resources are aligned to supporting Members’ priorities. The delivery plans have been developed by Lead Members in consultation with officers from across the Council.
- 3.36 The cost pressures identified in the ‘Better Lives for all’ report (Council 23 September 2021) are £110,000 for 2022/23 and 2023/24. This has been built into the cost pressures in Appendix A.

### **OTHER BUDGET ITEMS**

- 3.37 On 24 September 2020, Council considered a report on strategic leisure options. It was agreed to continue with the Fusion contract as being the most appropriate means of supporting health and wellbeing objectives within the District. A report will be presented to the March 2022 meeting of the Executive on Leisure.
- 3.38 The Planning Improvement Plan (Executive 14.10.21) recommended increasing the staffing budget for four planning specialists and two legal specialists (shared with WDBC) by £164,000, to be financed by extra planning income. This has been built into the budget report.
- 3.39 Several other cost pressures have been included within the budget report and these are set out in detail in 1.9 of the Executive Summary. The latest budget monitoring report to the Executive on 2 December 2021 identified some of these cost pressures. These are in summary:-
- Rough Sleeper outreach worker post – to make this a permanent post on the establishment, shdc cost of £24,000, to be funded by homelessness government grant income.
  - IT support contracts cost pressure £75,000
  - Treasury management investment income cost pressure £80,000
  - Joint Local Plan cost pressure for staffing costs £25,000
- 3.40 **Community composting** – The Executive is recommending to Council to transfer a one-off amount of £200,000 into a Community Composting Earmarked Reserve in 2021/22 as part of the process of closing the 2021/22 Accounts. A scheme is to be set up with a one-off budget of £200,000 in 2022/23 for community composting, aligned to savings in the green waste element of the waste contract in 21/22. This community composting initiative is to recompense for the suspension of the garden waste service and is aligned to the Council’s broader ambitions around carbon emissions.

#### **4. Treasury Management and Borrowing Strategy**

- 4.1 The Council has previously taken external treasury management advice on the Council's overall borrowing levels and debt levels. The Council set an Upper Limit on External Borrowing (for all Council services) as part of the Medium Term Financial Strategy of £75 million in 2019 and it is not proposed to change this limit at present. The Council's actual long term borrowing is £14.38m at 31 March 2021.

#### **5 FEES AND CHARGES**

- 5.1 During the 2021/22 Budget setting process (Development Management Committee and Overview and Scrutiny Committee on 14<sup>th</sup> January 2021), Members approved the following:  
'delegated authority be given to the relevant Head of Practice, in consultation with the relevant lead Executive Member, to adjust Fees and Charges within their service area by inflation at suitable periodic intervals, with reports being presented to the Executive as appropriate'. The Head of Finance will co-ordinate this work with the relevant Extended Leadership Team (ELT) leads and the relevant Executive Members.
- 5.2 No permanent reductions to the Council's income streams (such as ferry income, car parking income) as a result of the Covid pandemic, have been built into the Base Budget for 2022/23. The budgeted income targets for these income streams are still the same level as they were in 2019/20 (prior to the pandemic).
- 5.3 This will be regularly monitored over the next few months. The Revenue Budget Monitoring report shows that income from the ferry, car parking and planning is currently above the budgeted target in 2021/22.

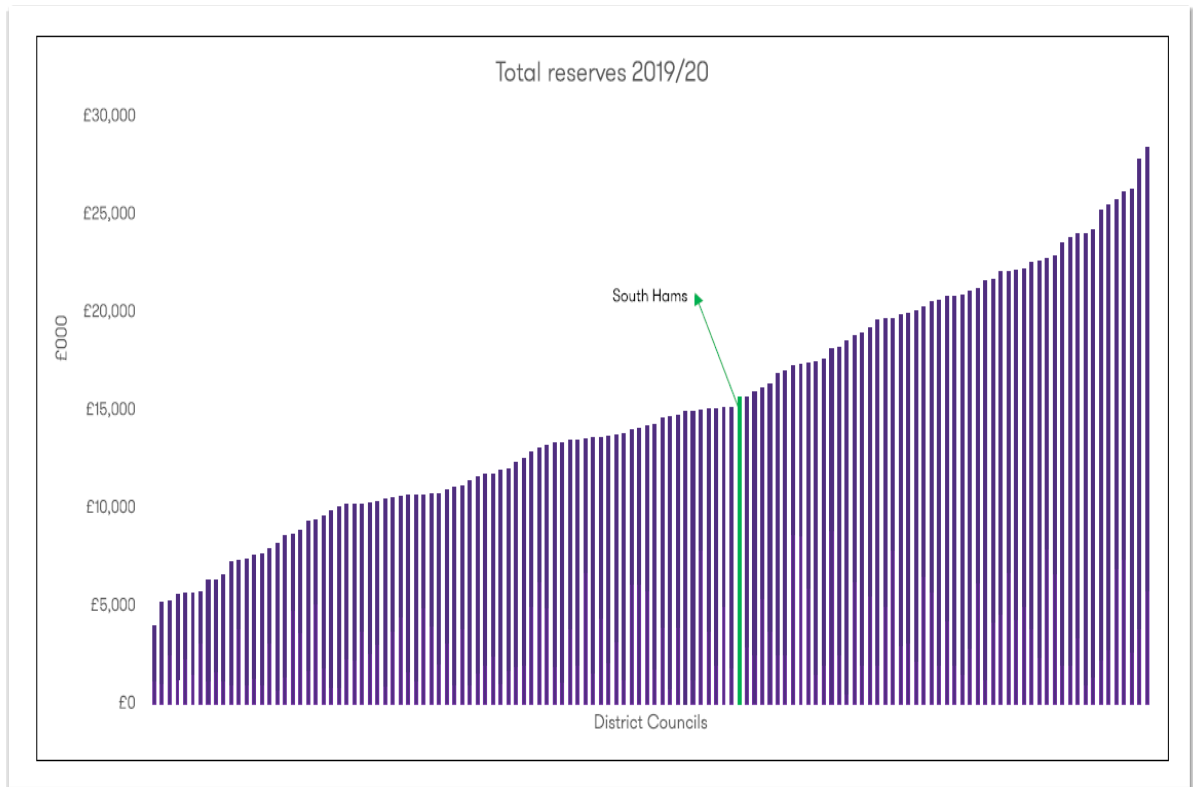
#### **6 CAPITAL PROGRAMME AND PRUDENTIAL BORROWING**

- 6.1 The Capital Programme is set by the Council and may be funded by sale proceeds from the disposal of assets (capital receipts), external grants and contributions, directly from revenue or from borrowing. The Head of Finance invited capital bids from the Extended Leadership Team. The Capital Budget Proposals for 2022/23 are attached in Appendix E.
- 6.2 Capital projects have been assessed against the following criteria:
- Health and Safety compliance
  - Essential to keep operational assets open
  - Fit with the Council's Delivery Plans for 'Better Lives for All'
  - To rationalise service delivery or service improvement
  - To generate income, capital value or to reduce revenue costs
- 6.3 The Draft Capital Budget Proposals for 2022/23 total £1.665 million. The projects are set out in Appendix E alongside the suggested financing proposals of the Capital Programme.

- 6.4 **Investment Property Strategy** – The Council has agreed an Investment Property strategy. To date, Investment Properties have a value of £18.56 million (two properties) in aggregate as at 31.3.2021.
- 6.5 Purchases made within the strategy are capital expenditure. Net Income from investment properties (an ancillary benefit) totals £667,000 per annum.
- 6.6 The Council's Asset Base is £102 million at 31 March 2021. The Council will continually review and challenge its asset base in order to deliver the optimum value for money from the Council's Assets.

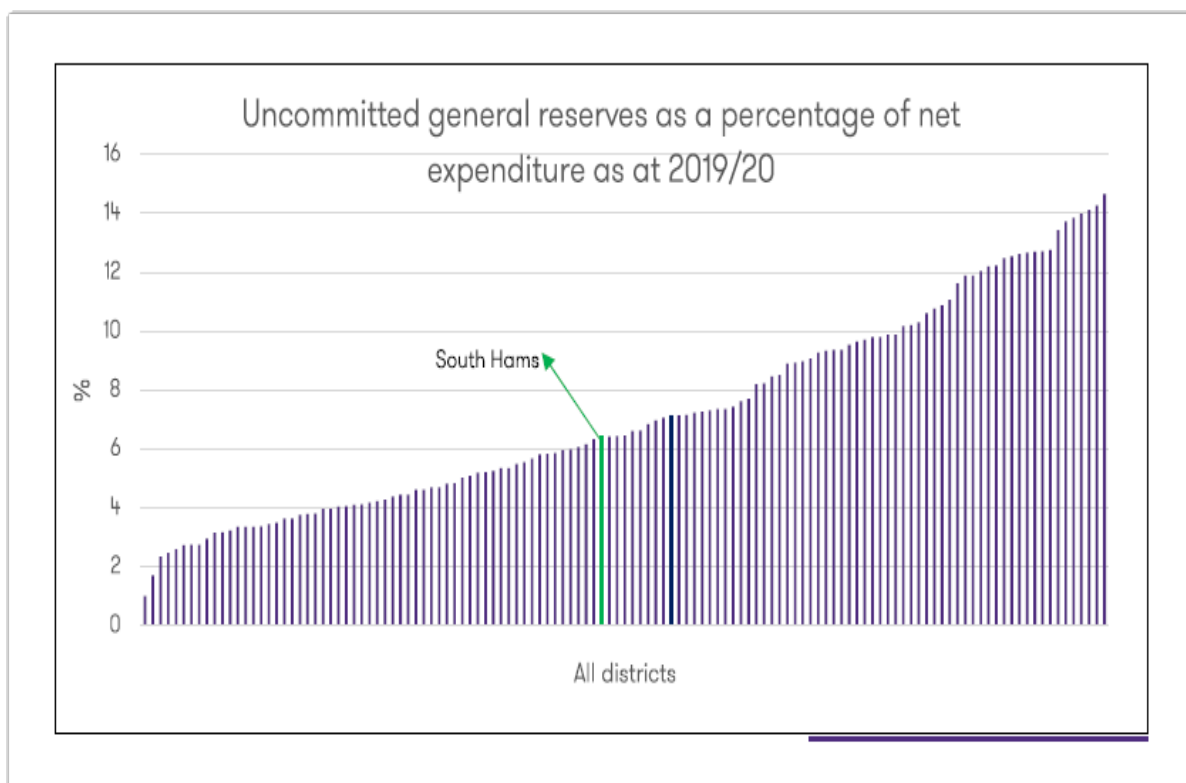
## **7 Earmarked and Unearmarked Reserves Policy**

- 7.1 Unearmarked Reserves have increased by £112,000 in 2020/21 and total £2.122 million at 31 March 2021.
- 7.2 Earmarked Reserves have increased by £7.496 million in 2020/21 and total £21 million at 31 March 2021. This is mainly due to the new Earmarked Reserve set up in 2020/21 to hold the S31 Business Rates compensation grants (£6.28m) which will be released to the Collection Fund to smooth the impact of the Business Rates deficit over the next 3 years. Therefore this is not money which is available for the Council to spend. A schedule of Earmarked Reserves is attached at Appendix C.
- 7.3 Reserve levels will be kept under constant review and will be reviewed throughout the budget setting process to consider commitments against Earmarked Reserves (set out in Appendix C), their unallocated balance and the contributions to/from Earmarked Reserves for 2022/23 (set out in Appendix D) and future years also (the Reserves of Salcombe Harbour are subject to decisions by the Salcombe Harbour Board).
- 7.4 At the Audit Committee meeting on 28<sup>th</sup> October 2021, Grant Thornton presented their Annual Audit report for 2020/21. As part of their annual audit, Grant Thornton have benchmarked the Council's **total reserves** against all other District Councils, based on the 2019/20 Outturn data. The chart below demonstrates that the Council has a reasonable amount of usable reserves to support financial pressures.



7.5 At Council on 11 February 2021, Members have set a minimum balance for Unearmarked Reserves of £1.5 million, based on a risk assessment basis and a sensitivity analysis. Grant Thornton also benchmarked the level of the Council's Unearmarked Reserves against all other District Councils. South Hams is in line with the midpoint as shown below. Unearmarked Reserves are predicted to be £2.28 million at 31<sup>st</sup> March 2022 as shown in Appendix C.





- 7.6 Legislation does not prescribe how much the minimum level of unearmarked reserves should be. The Section 151 Officer is tasked with recommending the minimum level of reserves required as part of the budget setting process having regard to elements of risk in the Council's finances. This was recommended at £1.5million being the minimum level. Section 25 of the Local Government Act 2003 requires the S151 Officer to report on the adequacy of the Council's financial resources on an annual basis. The latest risk assessment and sensitivity analysis on the level of reserves will form part of the report to Council on 10<sup>th</sup> February 22.
- 7.7 The recommendation of the s151 Officer is for the Council to continue to have a minimum level of unearmarked reserves of £1.5million (as set out in the Medium Term Financial Strategy in September 2021), but to have an operating level of a minimum of £2million for unearmarked reserves. The Council should be operating at a level of £0.5m above the minimum level on a day to day basis.
- 7.8 The Council's latest revenue budget monitoring report for Month 7 (end of October) shows a predicted surplus of £157,000 for the 2021/22 year. This would be added to Unearmarked Reserves as per standard accounting practice. The predicted year end balance of Unearmarked Reserves at 31.3.22 is therefore £2.28m.

- 7.9 The Executive is recommending to Council to transfer £280,000 from Unearmarked Reserves to a Financial Stability Earmarked Reserve as part of the process of closing the 2021/22 Accounts, to be available for any future financial pressures from future local government funding reforms and any other budget pressures. This would leave an operating level of £2m in unearmarked reserves. The Council is facing a budget gap of £444,000 in 2023/24 and a further £317,000 in 2024/25 and a financial stability reserve would help to smooth out some of these budget gaps in future years.

## **8 FINANCIAL SUSTAINABILITY AND TIMESCALES**

- 8.1 The local government finance settlement for 2022/23 is essentially a 'one year roll-over' budget for just one year, with a great deal of financial uncertainty to come in future years with funding reforms. The Government is committed to updating the needs and resources that the finance settlement is based on, which means an individual Council's share of the 'cake' (in terms of funding) will be updated and there will be winners and losers in any new funding reform. Below is the statement from the Government announced on 16<sup>th</sup> December:

*'Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources. The data used to assess this has not been updated in a number of years, dating from 2013-14 to a large degree, and even as far back as 2000. Over the coming months, we will work closely with the sector and other stakeholders to update this and to look at the challenges and opportunities facing the sector before consulting on any potential changes.'*

- 8.2 The Council will continue to assess various options for closing the budget gap for 2023/24 onwards, and in the longer term, to achieve long term financial sustainability and further reports will be presented to Members.
- 8.3 Making the best use of our resources and setting a balanced budget annually is within the 'Delivering Quality Services' Delivery Plan of the Council's long term strategic vision, 'Better Lives for All'.

## **9 NEXT STEPS AND PROPOSED WAY FORWARD**

- 9.1 The Medium Term Financial Strategy (Executive 16<sup>th</sup> September 2021) is the starting point for developing a meaningful three year strategy that sets out the strategic intention for different strands of funding available to the Council.
- 9.2 Officers will continue to work with the Executive and the results of this will be incorporated into future Budget reports. An all Member Budget Workshop took place on Thursday 18<sup>th</sup> November. Members requested a Glossary of terms used in Local Government Finance and this is attached in Appendix I.

9.3 The table below shows the budget timetable for the budget meetings for the 2022/23 Budget.

13 January 2022	Joint Development Management Committee and Overview & Scrutiny Panel - To consider draft proposals for the Revenue and Capital Budget for 2022/23.
27 January 2022	Executive – To recommend Final Budget Proposals to Council for 2022/23
<b>7th February 2022 (9am)</b>	<b>Date which Council Procedure Rule 16 applies</b>
10th February 2022	Full Council – To approve Final Budget Proposals for 2022/23 and set the SHDC share of the Council Tax
22 February 2022	Council Tax Resolution Panel – to agree the Council Tax Resolution for 2022/23 (This is SHDC share plus all other precepting authorities share).

**Note 1-** Council Procedure Rule 16 states that ‘Where a member intends to move a motion or amendment in relation to the Budget, the text of that motion or amendment must be put in writing and submitted to the Head of Paid Service by 9am on the third working day before the meeting, in order that officers may have sufficient time to consider and advise the Council of the financial implications of any such motion or amendment’. As per the timetable above, this would need to be submitted by 9am on Monday 7th February 2022.

## 10. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>The Executive is responsible for recommending to Council the budgetary framework and for preparing initial budget proposals.</p> <p>The views of the Joint Development Management Committee and Overview and Scrutiny Panel were sought on the draft budget proposals before the final proposals are presented to Council in February.</p> <p>The preparation of the Budget report is evidence of whether the Council has considered and taken into account all relevant information and proper advice when determining its financial arrangements in accordance with statutory requirements, and in particular, that it will set a lawful budget.</p>
Financial implications to include reference to value for money		<p>The report sets out proposals for the Council to achieve a balanced budget for 2022/23, as shown in Appendix B. The Council is currently forecasting a £443,916 budget gap by the following year, 2023/24. The cumulative aggregated Budget Gap by 2024/25 is £1.2million, if no action has been taken in each individual year to close the budget gap annually</p> <p>The recommendations adopted and the annual budget setting process will ensure the Council has arrangements in place to secure economy, efficiency and effectiveness in its use of resources.</p> <p>As part of Grant Thornton’s external audit of the Statement of Accounts for 2020/2021, they have concluded that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.</p>
Risk		<p>Each of the budget options taken forward by Members will consider the risks of the option.</p>
Supporting Corporate Strategy		<p>The cost pressures identified in the ‘Better Lives for all’ report (Council 23 September 2021) are £110,000 for 2022/23 and 2023/24. This has been built into the cost pressures in Appendix A.</p>

Consultation and Engagement Strategy		External consultation on the Council's Budget Proposals will be undertaken prior to the Budget being agreed by Council in February 2022. The Budget supports all of the Thematic Delivery Plans within the Council's strategic vision, 'Better Lives for all'. There was a public consultation on the Plan during the Summer.
Climate Change - Carbon / Biodiversity Impact		<p>The Council declared a Climate Change and Biodiversity Emergency on 25 July 2019 and the potential for this to have significant financial implications for the Council was highlighted.</p> <p>A Climate Change Action Plan was presented to Council in December 2019. Following this report, a strategy will be implemented as to how the Council could finance the items within the Action Plan, whether that is from external grant sources or some funding from the Council's own resources. The Council has Earmarked £400,000 in a Climate Change Earmarked Reserve as part of the 2020/21 Budget, with a further £200,000 being agreed as part of the 2021/22 Budget Process.</p> <p>The Executive is recommending to Council to transfer a one- off amount of £200,000 into a Community Composting Earmarked Reserve in 2021/22 as part of the process of closing the 2021/22 Accounts.</p>
Comprehensive Impact Assessment Implications		
Equality and Diversity		Equality Impact Assessments are completed for the budget proposals.
Safeguarding		None directly arising from this report.
Community Safety, Crime and Disorder		None directly arising from this report.
Health, Safety and Wellbeing		None directly arising from this report.
Other implications		None directly arising from this report.

## **Supporting Information**

### **Appendices:**

- Appendix A – Budget pressures and savings
- Appendix B – Modelling of the Budget Position
- Appendix C - Schedule of Earmarked Reserves
- Appendix D – Contributions to/from Earmarked Reserves
- Appendix E – Capital Programme Proposals for 2022/23
- Appendix F – Notes of the Joint Informal Meeting of the Development Management and Overview and Scrutiny Committees held via Teams on Thursday, 13 January 2022
- Appendix G - Town and Parish Precepts for 2021/22
- Appendix H – Revenue Budget Summary 2022-23
- Appendix I – Glossary of Terms in Local Government Finance

### **Background Papers:**

- Members' Budget Workshop presentation slides – dated Thursday 18<sup>th</sup> November 2021

**BUDGET PROPOSALS 2022/23**  
**(This shows the changes to the existing Base Budget)**

**APPENDIX A**

	<b>BASE 2021/22</b>	<b>Yr1 2022/23</b>	<b>Yr2 2023/24</b>	<b>Yr3 2024/25</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>BUDGET PRESSURES</b>				
Inflation and increases on goods and services	90,000	110,000	110,000	110,000
Triennial Pension revaluation (increase in Pension Employer primary rate contributions)			150,000	0
Salaries - provision for pay award at 2% (£185,000) from 2022/23 onwards, total pay of £9.5m	123,000	185,000	185,000	185,000
Increase the staffing budget for four planning specialists and two legal specialists (shared with West Devon Borough Council), to be financed by extra planning income - Planning Improvement Plan (Executive 14.10.21)	0	164,000	0	0
Better Lives for All strategy - Council 23 September 2021 - £110,000 cost pressures for 22/23 and 23/24	0	110,000	0	(110,000)
Waste collection, recycling and cleansing contract (estimate of around 3%)	130,000	130,000	130,000	130,000
National Living Wage and National Insurance (social care levy of 1.25% and NLW increases)	70,000	140,000	140,000	140,000
IT Support contracts - increased number of users on the network, increase in remote working, Disability Access legislation and above inflationary increases on support contracts		75,000		
Reduce the income budget for treasury management investment income		80,000		
Rough sleeper outreach worker (SHDC share of the cost is 60%), to be funded from Government Homelessness grant		24,000		
Community composting groups		10,000		
Salcombe Harbour recharges to the Council for staff time - increase in time charged in days for beach and water safety, car park management, inspections and fish quay and slipway work		16,600		
Localities service - seasonal staffing posts - Executive report 28.1.2021	25,000			
Depot annualised costs - Waste collection, recycling and cleansing contract	60,761			
Devon aligned service for waste	175,000			
Implementation costs for Devon aligned service for waste (Reversal of one-off cost) This is additional staffing support for implementation such as roadshows, communications and customer services support.	(125,000)			
Housing Benefit overpayment recoveries (to reduce income target to Nil in 21/22)	145,000			
SLT/ELT Restructure - redundancy/pension strain costs			(25,000)	
Partnership funding (increase in the base budget - as 5.1 of the report)	3,000			
<b>TOTAL BUDGET PRESSURES</b>	<b>696,761</b>	<b>1,044,600</b>	<b>690,000</b>	<b>455,000</b>
 <b>Changes to contributions to Earmarked Reserves</b>				
Reduce the contribution from the New Homes Bonus Reserve to fund the Revenue Base Budget (assumes a contribution of £0.746m in 2021/22 and £0.5m in 22/23 onwards)	(181,857)	246,000	0	0
Dartmouth Ferry - increase annual contribution to reserve			30,000	30,000
Contribution from Business Rates Retention reserve to smooth the volatility in business rates income from the baseline reset and the loss of a pooling gain (This would use £0.1m of the Reserve in 22/23, £0.5m in 23/24 and £0.5m in 24/25)		(100,000)	(400,000)	0
Contribution to Joint Local Plan Earmarked Reserve		25,000		
Contribution from Homelessness Reserve (to fund rough sleeper outreach worker)		(24,000)		
Transformation Project (T18) - Approved at 11 December 2014 Council <i>Contribution to Strategic Change Reserve to meet pension strain costs</i>	30,000			
Funding from the Economic Regeneration (Business Rates Pilot Gain) Earmarked Reserve (one-off in 2020-21)	127,000			
Repairs and Maintenance Reserve - increase annual contribution in 2023-24	80,000		25,000	
Cease making a contribution to the Planning Earmarked Reserve in 2020-21	50,000			
Funding from the Business Rates Retention Earmarked Reserve (one-off 20-21)	343,000			
<b>Total changes in contributions to Earmarked Reserves (as per Appendix D)</b>	<b>448,143</b>	<b>147,000</b>	<b>(345,000)</b>	<b>30,000</b>

**BUDGET PROPOSALS 2022/23**  
**(This shows the changes to the existing Base Budget)**

**APPENDIX A**

**SAVINGS AND INCOME GENERATION IDENTIFIED**

	<b>BASE 2021/22</b>	<b>Yr 1 2022/23</b>	<b>Yr 2 2023/24</b>	<b>Yr 3 2024/25</b>
Savings from re-procurement of contracts (e.g. leisure contract)		0	TBA	TBA
IT FIT Project - software savings		(70,000)	(10,000)	
Efficiencies gained from IT and digital communications		(20,000)	(100,000)	
Employment Estates - additional rental income	(10,000)	(80,000)	(40,000)	
Implement e-billing for Council Tax	(2,100)			
Extra recycling income		(70,000)		
Extra planning income (to fund four planning specialists and two legal specialists) - Planning Improvement plan - Executive 14.10.21		(164,000)		
Procurement of waste collection, recycling and cleansing contract (Note - The employer's pension costs of £290,000, the depot annualised costs of £22,200 and the increase to the Vehicle Earmarked Reserve of £60,000 are deducted from this figure to show the total net annual saving as per the report to Council on 6th December 2018)	(129,672)			
Public Conveniences - Pay on Entry, contributions and transfer to Parish Council/ closure 1.9.2019 where agreement has not been reached for transfer - Includes rate relief from 2021 - Savings as set out in the Executive report 22nd November 2018. Figures have been updated to reflect the proposals set out within the Public Conveniences update report to the Executive on 19th December 2019	(54,537)			
Council Tax Support Grant -Reduction by 50% per annum over two years	(37,000)			
Cancellation of the IEG4 Contract & implementation of the Northgate Citizen access portal	(12,000)			
Review of fees and charges - boat storage fees (£2,000) and Street Naming and Numbering (£1,500)	(3,500)			
3rd tranche of COVID funding received from the Government (one-off in 20-21)	121,000			
Cease the 2020-21 annual contribution towards building up a budget for future years for the Follaton Roof and Follaton Lift (one-off in 20-21)	80,000			
Use of New Burdens Government grant funding received for the administration of the Business Rates Grants (one-off in 20-21)	170,000			
<b>TOTAL SAVINGS AND INCOME GENERATION</b>	<b>122,191</b>	<b>(404,000)</b>	<b>(150,000)</b>	<b>0</b>

Figures shown in Grey are those which have changed since the Draft Budget Proposals report in December 2021



Line	<b>Appendix B - Assumes Council Tax is increased by the higher of £5 or 1.99% each year</b>	<b>BASE</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>
No.	Modelling for the financial years 2022/23 onwards	<b>2021/22 £</b>	<b>2022/23 £</b>	<b>2023/24 £</b>	<b>2024/25 £</b>
1	Base budget brought forward	9,410,672	9,676,767	10,464,367	10,215,451
2	Budget pressures (as per Appendix A)	696,761	1,044,600	690,000	455,000
	One -off budget shortfall identified for 2020-21 (as per Amended Budget report)	(1,313,000)			
3	Savings already identified (as per Appendix A)	122,191	(404,000)	(150,000)	0
4	Changes in contributions to Earmarked Reserves (App A)	448,143	147,000	(345,000)	30,000
6	Funding from Unearmarked Reserves (Amended Budget)	312,000			
7	<b>Projected Net Expenditure:</b>	<b>9,676,767</b>	<b>10,464,367</b>	<b>10,659,367</b>	<b>10,700,451</b>
	<b>Funded By:-</b> (See Note 1 below regarding New Homes Bonus funding)				
8	<b>Council Tax income</b> - Modelling a £5 increase in 2022/23 onwards	6,718,291	7,061,585	7,331,451	7,605,318
9	Collection Fund Surplus/(Deficit in 2021/22)	(30,397)	181,000	150,000	150,000
10	Localised Business Rates (estimate of business rates resources received in the year)	2,353,520	2,274,139	2,300,000	2,325,000
11	Negative Revenue Support Grant (RSG) Adjustment - Change to Baseline Need from 23/24 onwards	0		(360,000)	(450,000)
12	Business Rates Pooling Gain	125,000	300,000	250,000	200,000
13	Rural Services Delivery Grant	428,206	428,206	437,000	446,000
14	Lower Tier Services Grant	82,147	86,501	107,000	107,000
15	Services Grant for 2022/23 (one-off)	0	132,936	0	0
16	<b>Total Projected Funding Sources</b>	<b>9,676,767</b>	<b>10,464,367</b>	<b>10,215,451</b>	<b>10,383,318</b>
	<b>Budget Gap per year</b>				
17	(Projected Expenditure line 7 - Projected Funding line 16)	<b>0</b>	<b>0</b>	<b>443,916</b>	<b>317,133</b>
	<b>Actual Predicted Cumulative Budget Gap</b>	<b>0</b>	<b>0</b>	<b>443,916</b>	<b>761,049</b>
	<b>Aggregated Budget Gap (if no action is taken in each individual year to close the budget gap annually)</b>	<b>0</b>	<b>0</b>	<b>443,916</b>	<b>1,204,965</b>
	<b>Modelling Assumptions:</b>				
	Council Tax (Band D) (Modelling the higher of £5 or a 1.99% increase)	175.42	180.42	185.42	190.42
	Council Tax Base (Assumes an increase in Band D Equivalent properties of 400 per annum)	38,298.32	39,139.70	39,539.70	39,939.70

**Note 1 - New Homes Bonus Funding**

The modelling for 2022/23 onwards includes a contribution of £500,000 from New Homes Bonus to fund the Base Budget.

Although the NHB scheme is due to be replaced in 2023/24, it is assumed that a successor scheme will be implemented that will also be based on housing growth.

Figures shown in Grey are those which have changed since the Draft Budget Proposals report for 2022/23 to the Executive on 2nd December 2021

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RESERVES - PROJECTED BALANCES (EXCLUDES SALCOMBE HARBOUR)						APPENDIX C
	Cost Centre	Opening balance 01.04.2021 £000s	Additions to Reserve 2021/22 £000s	Predicted Spend 2021/22 £000s	Projected balance 31.03.2022 £000s	Comments
<b>EARMARKED RESERVES</b>						
<b>Specific Reserves - General Fund</b>						
Affordable Housing	S0822	(668)		240	(428)	Funding of Capital Programme commitments and £36k set up costs of the Community Benefit Society, Wholly Owned Company (E.78/19). There is a £350,000 commitment for St Anns Chapel (Council report of 25.11.21)
Beach Safety	S0839	(14)			(14)	
Capital Programme	S0820	(181)	(182)	363	0	Capital Programme commitments
Community Housing Fund	S0854	(194)		149	(45)	Community Housing schemes
Community Parks and Open Spaces	S0826	(49)	(17)	4	(62)	
COVID-19	S0815	(100)	(381)		(481)	This is a new reserve set up in 2020/21 to protect against future COVID losses. The current balance of £481k comprises of the 4th and 5th tranches of the COVID-19 LA Support Grant (£100k and £381k respectively) - Executive 17/12/20 and 28/01/21
Dartmouth Ferry Repairs & Renewals	S0830	(428)	(117)		(545)	
District Elections	S0838	(10)	(10)		(20)	
Economic Initiatives	S0831	(23)			(23)	
Economic Regeneration (Business Rates pilot gain 2018/19)	S0858	(49)		38	(11)	The commitments relate to £15k for the Tour of Britain and £23k for the Ivybridge Regeneration project (Executive 18th June 2020).
Emergency Climate Change Projects	S0852	(400)	(200)	400	(200)	The set up of this reserve was approved by Executive on 6/2/20 20 E74/19, funded by a £400k contribution from the New Homes Bonus Reserve. As per the Executive report on 22nd October 2020, £20,000 was to be utilised to support the delivery of the Green Homes Grant scheme. At Council on 17 December 2020 the 'Climate Change and Biodiversity Strategy and Action Plan update', proposed initiatives for the remaining £380,000. In addition a further £200k will be contributed to this reserve this year as part of the 2021/22 Budget to support the Climate Change Action Plan. Funding was identified from The Business Rates Retention Reserve, New Homes Bonus and withdrawing the 2021/22 contribution to the Planning Earmarked Reserve.
Environmental Health Initiatives	S0857	(20)			(20)	
Grounds Maintenance	S0901	(104)			(104)	A new reserve set up in 2020/21 to hold the Grounds Maintenance in year surpluses to be reinvested back into the service (Executive 18/6/20)
Homelessness Prevention	S0851	(166)		59	(107)	This reserve has been created following underspends on Homelessness Prevention Costs in previous years. The commitment includes funding carried forward from 2020/21 in respect of the Housing Vulnerability Officer (£24k). This is a 2 year temporary post funded by grant from Devon County Council. Corporate Strategy, delivery of needs analysis for affordable housing £30k
ICT Development	S0836	(82)	(50)	32	(100)	Commitments include £27k towards the Future IT Procurement, Council 13/2/20 E75/19
Land and Development	S0829	(104)	(7)	91	(20)	The commitment of £25k has been earmarked for Follaton House Arboretum and a further £66k as matched funding towards the Urban Tree Programme (details in the Executive Capital Monitoring Report on this agenda, subject to council approval)
Leisure Services	S0858	(51)		8	(43)	
Maintenance, Management and Risk Management Reserve (MMRM)	S0861	(37)	(29)		(66)	This reserve was set up in 2019/20 to manage the ongoing maintenance costs of the Council's Investment Property. The contributions to the reserve equate to 10% of the rental income, this is anticipated to be £29,000 in 2021/22.
Marine Infrastructure	S0828	(326)	(58)	200	(184)	£200k has been committed towards the Harbour Depot, Batson Creek, Salcombe E.74/20
Members Sustainable Community Locality	S0846	(35)			(35)	This reserve holds the unspent balances.
New Homes Bonus	S0804	(1,803)	(1,068)	1,940	(931)	The NHB allocation for 21/22 is £1.068m. Commitments include £764k contribution to the base revenue budget and £200k towards the Recovery and Renewal Plan and Climate Change Action Plan approved as part of the 21/22 Budget (Council 11/2/21). In addition there are commitments from previous years for the Capital Programme budget 2018/19 & 2019/20. The remaining balance includes £235,016 unallocated from the 2020/21 New Homes Bonus and £122,274 from the 2021/22 New Homes Bonus with its future use to be decided when more details are known about the Spending Review and following a Government consultation document on a replacement scheme for NHB which is anticipated to be in 2022.
On-Street Parking	S0834	(44)			(44)	
Pay & Display Equipment Renewals	S0833	(165)	(21)		(186)	This reserve provides for the periodic replacement of Pay & Display machines.
Pension Fund Strain Payments	S0810	(109)	(99)		(208)	This reserve is used to fund pension strain costs
Planning Policy & Major Developments	S0840	(217)		4	(213)	This reserve is for all planning matters and is also to meet appeal costs.
Play Area Renewals Reserve	S0867	0	(93)		(93)	This is a new reserve set up in 2021/22 to hold the anticipated underspend on the Play Parks capital budget of £93,500. This reserve will be used for replacement play area equipment (Executive 22/10/20 - E.26/20)
Recovery and Renewal Plan	S0864	0	(500)	200	(300)	This is a new reserve set up as part of the 2021/22 Budget to support the costs of the Recovery and Renewal Plan. The £500k contribution is funded by reassigning the proposed contribution to the Planning Earmarked Reserve in 2021/22 (£50k) and a transfer from the Business Rates Retention Earmarked Reserve (£450k) - Council 11/2/21
Repairs & Maintenance	S0827	(231)	(80)	30	(281)	The commitment of £30k relates to the cost of refit furniture for the Council Chamber.

Revenue Grants	S0821	(1,101)		181	(920)	This reserve comprises of government grants received for specific initiatives or new burdens and are held in the reserve for accounting purposes. The annual contribution of £49k from this reserve relates to the funding of three housing posts which were made permanent in the 2020/21 budget process and are funded from the Flexible Homelessness Support Grant. In addition a further £130k has been earmarked for the new Audio Visual system in the Council Chamber. This will be funded from the Government new burdens funding received for the administration of Business Grants which was transferred to this reserve in 2020/21.
Salary Savings	S0863	(120)		120	0	This is a new reserve set up to hold salary savings from 2020/21 to be ringfenced to support salary costs in 2021/22. (Executive 11/3/21). Some work had to be postponed in 2020/21 due to the extra work pressures of the pandemic and this work will need to be carried out in 2021/22 to maintain and enhance service delivery and address recommendations from internal audit reports.
Section 106 Deposits	S0842	(38)			(38)	This reserve comprises deposits with no repayment conditions - created as a result of IFRS
Section 106 Monitoring	S0929	(149)	(18)	23	(144)	This reserve funds the cost of an officer to oversee the administration of S106 deposits and how they are spent
Section 106 Technical Support	S0862	(34)		24	(10)	To meet the salary costs of a S106 technical support officer.
Support Services Trading	S0856	(72)		16	(56)	This reserve was created from external work carried out in other Councils e.g. HR work with Councils also embarking on a Transformation Programme.
Sustainable Waste Management	S0837	(246)	(25)	80	(191)	This reserve was created for one-off waste management costs. Due to the delay in the implementation of the Devon Aligned Service an underspend of £80,000 was transferred to the Sustainable Waste Management reserve in 2020/21 to reflect the fact that the majority of the implementation costs will now be in 2021/22 rather than 2020/21 due to the pandemic. (Executive 11/3/21).
Vehicles & Plant Renewals	S0832	(143)	(550)	293	(400)	Earmarked for the Fleet Replacement Programme as part of the Waste Contract. An annual contribution of £550k is made to this reserve.
<b>Sub Total excluding the Business Rates Reserves</b>		<b>(7,513)</b>	<b>(3,505)</b>	<b>4,495</b>	<b>(6,523)</b>	
Business Rates Retention	S0824	(7,103)		778	(6,325)	This relates to a timing issue on the accounting adjustments required for the localisation of business rates. This reserve also deals with any volatility in Business Rate income e.g. due to appeals. Commitments mainly relate to (a) £3.5m ringfenced for Employment for the creation of local jobs (Council Feb 2018) (b) on 31 October 2019 the Executive recommended to Council to use up to £200k to fund the cost of extending the lease of the starter units at Langage from 21 years to 125 years (this was approved by Council), funded from this reserve and (c) £450k of funding for the Recovery and Renewal Plan and Climate Change Action Plan, approved by Council on 11/2/21. Corporate Strategy £100k for enhancing coastal areas
S.31 Compensation Grant (Business Rates)	S0866	(6,283)		6,044	(239)	This is a new reserve set up to hold the business rates S31 grants received in 2020/21 to offset the business rate reliefs given to businesses during lockdown. Under current Collection Fund accounting rules, the S31 grants received in 2020/21 will not be discharged against the Collection Fund deficit until 2021/22 onwards.
<b>TOTAL EARMARKED RESERVES</b>		<b>(20,899)</b>	<b>(3,505)</b>	<b>11,317</b>	<b>(13,087)</b>	
<b>TOTAL UNEARMARKED RESERVES (General Fund Balance)</b>		<b>(2,122)</b>	<b>(157)</b>		<b>(2,279)</b>	This Unearmarked Reserve has a minimum balance of £1.5million (set by Members as part of the budget process). The predicted surplus for 2021/22 of £157,000 (as set out in the last budget monitoring report to the Executive in December 21) would be added to this Unearmarked Reserve as per standard accounting practice. The predicted year end balance of Unearmarked Reserves at 31.3.22 is £2.28m. This report sets out a proposal that the Executive recommend to Council to transfer £280,000 from Unearmarked Reserves into a Financial Stability Earmarked Reserve as part of closing the 2021/22 Accounts, to be available for any future financial pressures from future funding reforms and any other budget pressures.
<b>TOTAL REVENUE RESERVES (EARMARKED AND UNEARMARKED RESERVES)</b>		<b>(23,021)</b>	<b>(3,662)</b>	<b>11,317</b>	<b>(15,366)</b>	

## ANALYSIS OF CONTRIBUTIONS TO/(FROM) EARMARKED RESERVES

Budget 2021/22			Estimate 2022/23		Estimate 2023/24	
To £	(From) £		To £	(From) £	To £	(From) £
181,600		Capital Programme	181,600		181,600	
16,900		Community Parks & Open Spaces	16,900		16,900	
10,000		District Elections	10,000		10,000	
117,000		Ferry major repairs & renewals	117,000		147,000	
	(746,000)	New Homes Bonus (replacement scheme in 23/24 onwards)		(500,000)		(500,000)
	(48,700)	Flexible Homelessness Gov Grant		(72,700)		(72,700)
	0	Business Rates Retention Reserve		(100,000)		(500,000)
20,800		Pay & Display Equipment	20,800		20,800	
99,000		Pension Fund Strain Payments	99,000		99,000	
80,000		Repairs and maintenance	80,000		105,000	
550,000		Vehicles & Plant Renewals	550,000		550,000	
7,000		Land and Development Reserve	7,000		7,000	
50,000		IT Development Reserve	50,000		50,000	
25,000		Sustainable Waste Management	25,000		25,000	
50,000		Planning Policy and Major Developments	50,000		50,000	
0		Joint Local Plan (to part fund salaries of the JLP team)	25,000		25,000	
2,000		Interest from Reserves	2,000		2,000	
1,209,300	(794,700)	<b>TOTALS</b>	1,234,300	(672,700)	1,289,300	(1,072,700)
<b>414,600</b>		<b>GRAND TOTAL</b>	<b>561,600</b>		<b>216,600</b>	

The change in contributions to Earmarked Reserves is the difference between £561,600 in 22/23 and £414,600 in 21/22, being a change of £147,000 in contributions to Earmarked Reserves shown in Appendix A for 2022/23.



Proposed Capital Projects 2022/23					
Priority Criteria					
Statutory Obligations	1		Compliance, H&S, DDA		
	2		Essential to keep Operational Assets open		
Strategic Plan	3		Fit with the Council's Delivery Plans for 'Better Lives for all'		
Good Asset Management	4		Rationalise service delivery or service improvement		
	5		Generate income, capital value or reduce revenue costs		
Service	Site	Project	Lead officer	Proposed 2022/23 £'000	Priority code / notes
HQ	Follaton House	Refurbishment of roof to old house and replacement guttering	ST	50	1,2,3
	Follaton House	Replacement Lifts	ST	30	1,2,3
Assets	SHDC Coastal Assets Repairs	Annual planned programme based on marine survey (Note there is already a £431,010 capital budget in 21/22 for coastal asset repairs, of which £331,010 is profiled to be spent in 2022/23). An extra £100,000 would give some extra funding to this budget, prior to a new bid for 2023/24.	LW/DF	100	1, 3

IT	IT Server Room	Hardware to upgrade the Council's Disaster Recovery capability (This cost is shared with WDBC - £55K is SHDC's 50% share)	MW	55	1,2,3,4
Commercial Services		Waste Fleet Replacement (already approved as part of Council Minute 41/18, Council 6.12.2018)	SM	550	1,2,3,4
Private Sector Renewals (inc Disabled Facility Grants)		A similar allocation for 2022-23 to the 2021-22 allocation of £879,569 has been assumed	IL	880	1, 3
<b>Total</b>				<b>1,665</b>	

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TO BE FINANCED BY:-			
Revenue Grants Earmarked Reserve (New Burdens funding for the administration of the Covid Business Grants)		80	
New Homes Bonus funding (from the 2022/23 allocation) - to fund coastal repairs capital budget		100	
Revenue contribution from the Vehicles and Plant Earmarked Reserve (see Appendix		550	
Contribution from the IT Earmarked Reserve (to fund an upgrade to IT hardware)		55	
Better Care funding (Government grant scheme)		880	



<b>Total financing for the Capital Programme</b>	1,665	
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**Notes of the Joint Informal Meeting of the Development Management and Overview and Scrutiny Committees held via Teams on Thursday, 13 January 2022**

<b>Committee Members in attendance:</b>			
<b>* Denotes attendance</b>		<b>∅ Denotes apology for absence</b>	
*	Cllr V Abbott	*	Cllr J McKay
∅	Cllr L Austen	*	Cllr O'Callaghan
*	Cllr J P Birch (Chairman)	*	Cllr G Pannell
*	Cllr J Brazil	*	Cllr J T Pennington
*	Cllr D Brown	*	Cllr K Pringle
*	Cllr M Chown	*	Cllr H Reeve
*	Cllr R J Foss	∅	Cllr J Rose
*	Cllr J M Hodgson	*	Cllr R Rowe
*	Cllr T R Holway	*	Cllr P C Smerdon (Vice Chairman)
∅	Cllr S Jackson	*	Cllr B Spencer
*	Cllr K Kemp	*	Cllr B Taylor
*	Cllr M Long	*	Cllr D Thomas

**1. Draft Revenue and Capital Budget Proposals for 2022/23 to 2024/25**

The Joint Meeting gave informal consideration to the draft Revenue and Capital Budget Proposals for 2022/23 to 2024/25 prior to their onward formal consideration by:

- The Overview and Scrutiny Committee Meeting to be held on 20 January 2022;
- The Executive Meeting to be held on 27 January 2022; and
- The Full Council Meeting to be held on 10 February 2022.

The Section 151 Officer took Members through a paper that set out the proposals page by page and responded to questions.

Upon the conclusion of her introduction, Members were invited to discuss the Proposals during which the following recommendation was put forward:

*'That the ten recommendations ((i) to (x)) that were set out in the paper are supported by the Joint Meeting.'*

At this point, the following four part amendment was put forward to the meeting:

1. *Recognising that the Council has declared both a Climate Change and Biodiversity Emergency and Housing Emergency the Executive be urged to give priority to the development and execution of projects in respect of both in 2022/23;*
2. *The sum of £3.5 million allocated out of the Business Retention Reserve to employment in 2018/19 remains unspent. It is proposed that out of this sum £1.0 million be reallocated to the proposed Affordable Housing Reserve Fund and £250,000 be reallocated to the Climate Change & Biodiversity Reserve;*

3. *Recognising the poor waste service provided to residents by FCC, the Council's waste collection contractor. it is proposed that council taxpayers be given a financial credit for the deductions recovered from FCC when the Council comes to consider its budget for 2023/24 onwards; and*
4. *The proposals set out at items i) to x) of the recommendations of the report be noted.*

In discussion, reference was made to:

- (a) part 3 of the amendment. In the event of this part being put forward for further consideration by the Overview and Scrutiny Committee on 20 January, then it was recognised that the lawfulness of such a proposal would need to be considered further;
- (b) the provision of financial credits to Council Taxpayers. Some Members expressed their opposition to this proposal and expressed the view that the Council should look to reinvest in initiatives such as Community Composting Schemes;
- (c) a lack of detail to support part 2 of the amendment; and
- (d) the ten recommendations that were set out in the papers already ensuring a balanced budget. As a result, a Member questioned the merits of amending what was already a set of balanced budget proposals for 2022/23.

In light of the differing views expressed, it was agreed that three separate votes would be undertaken on the amendment (parts 1 and 2 combined, part 3 and part 4). In so doing, parts 1, 2 and 4 were agreed by a majority of Members and part 3 was not.

It was therefore:

### **RECOMMENDED**

That the following proposals be put forward to the Overview and Scrutiny Committee meeting to be held on 20 January 2022 for further consideration:

1. That, recognising that the Council has declared both a Climate Change and Biodiversity Emergency and Housing Emergency, the Executive be urged to give priority to the development and execution of projects in respect of both in 2022/23;
2. That the sum of £3.5 million allocated out of the Business Retention Reserve to employment in 2018/19 remains unspent. It is proposed that out of this sum £1.0 million be reallocated to the proposed Affordable Housing Reserve Fund and £250,000 be reallocated to the Climate Change & Biodiversity Reserve; and
3. That the following ten proposals be noted:
  - i) *The proposed increase in Council Tax for 2022/23 of £5 (Band D of £180.42 for 2022/23 – an increase of 10 pence per week or £5 per year – equates to a 2.85% increase);*

- ii) *The financial pressures shown in Appendix A of the informal agenda paper amounting to £1,044,600;*
- iii) *The net contributions to/(from) Earmarked Reserves of £561,600 as shown in Appendix D of the informal agenda paper, including the proposed use of £500,000 of New Homes Bonus funding to fund the 2022/23 Revenue Budget as set out in 3.30 of the report and £100,000 from the Business Rates Retention Earmarked Reserve as set out in 3.21 of the informal agenda paper;*
- iv) *That £407,557 of the New Homes Bonus grant allocation for 2022/23 is allocated to an Affordable Housing Earmarked Reserve as a one-of contribution for 2022/23 as set out in 3.30 to 3.31 of the informal agenda paper;*
- v) *The savings of £404,000 as shown in Appendix A of the informal agenda paper;*
- vi) *That South Hams District Council continues to be part of the Devon Business Rates Pool for 2022/23;*
- vii) *The proposed Capital Programme Proposals for 2022/23 of £1,665,000 and the proposed financing of the Capital Programme as set out in Appendix E of the informal agenda paper;*
- viii) *That Unearmarked Reserves should continue to have a minimum level of £1.5million (as set in the Medium Term Financial Strategy in September 2021), but an operating level of a minimum of £2million;*
- ix) *That the Executive recommend to Council to transfer £280,000 from Unearmarked Reserves to a Financial Stability Earmarked Reserve as part of the process of closing the 2021/22 Accounts, to be available for any future financial pressures from future local government funding reforms and any other budget pressures (the predicted year-end balance of Unearmarked Reserves at 31.3.22 is £2.28m as set out in 7.8). (This would leave an operating level of £2m for Unearmarked Reserves); and*
- x) *That the Executive recommend to Council to transfer a one-off amount of £200,000 into a Community Composting Earmarked Reserve in 2021/22 as part of the process of closing the 2021/22 Accounts. A scheme is to be set up with a one-off budget of £200,000 in 2022/23 for community composting, aligned to savings in the green waste element of the waste contract in 2021/22, as per 3.40 of the informal agenda paper.*

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COMPARISON OF PARISH/TOWN PRECEPTS IN 2020/21 AND 2021/22

Parish/Town	2020/21	2021/22	2020/21	2021/22	Increase/	Increase/
	Parish	Parish	Parish	Parish	(Decrease)	(Decrease)
	Precept	Precept	Band D council tax	Band D council tax	Band D council tax	Band D council tax
	£	£	£	£	£	%
Ashprington	9,295	10,186	36.75	40.57	3.82	10%
Aveton Gifford	25,500	25,500	64.85	66.10	1.25	2%
Berry Pomeroy	12,422	12,467	30.87	30.58	(0.29)	(1%)
Bickleigh	86,675	87,775	66.65	66.83	0.18	0%
Bigbury	18,000	18,500	42.22	44.24	2.02	5%
Blackawton	16,283	16,500	44.07	42.96	(1.11)	(3%)
Brixton	33,651	34,000	45.00	40.76	(4.24)	(9%)
Buckfastleigh West	5,683	5,683	48.72	49.70	0.98	2%
Buckland-Tout-Saints	4,845	4,841	44.09	44.34	0.25	1%
Charleton	8,450	8,700	30.60	31.33	0.73	2%
Chivelstone	5,711	5,750	30.25	30.88	0.63	2%
Churchstow	9,739	10,780	39.88	45.16	5.28	13%
Cornwood	20,425	21,015	49.67	51.36	1.69	3%
Cornworthy	7,750	7,500	41.19	40.18	(1.01)	(2%)
Dartington	29,521	30,200	36.69	37.50	0.81	2%
Dartmouth	359,604	490,000	131.83	183.53	51.70	39%
Dean Prior	4,500	4,500	56.65	57.73	1.08	2%
Diptford	9,600	13,100	38.34	50.19	11.85	31%
Dittisham	11,919	12,000	34.76	35.76	1.00	3%
East Allington	17,500	19,000	54.17	60.22	6.05	11%
East Portlemouth	7,600	7,900	42.71	44.61	1.90	4%
Ermington	24,108	19,440	63.65	51.14	(12.51)	(20%)
Frogmore & Sherford	8,000	8,500	35.61	38.12	2.51	7%
Halwell & Moreleigh	9,600	9,400	45.76	43.72	(2.04)	(4%)
Harberton	16,282	18,930	30.94	36.69	5.75	19%
Harford	990	990	27.36	27.18	(0.18)	(1%)
Holbeton	12,422	14,375	40.85	46.67	5.82	14%
Holne	6,851	6,735	50.59	50.59	0.00	0%
Ivybridge	502,412	502,412	130.23	131.13	0.90	1%
Kingsbridge	175,000	175,000	80.70	82.08	1.38	2%
Kingston	9,000	10,450	44.02	52.05	8.03	18%
Kingswear	43,207	43,207	55.21	56.39	1.18	2%
Littlehempston	3,389	3,457	31.96	33.26	1.30	4%
Loddiswell	31,120	34,232	68.00	74.36	6.36	9%
Malborough	29,563	31,780	61.57	66.17	4.60	7%
Marldon	19,334	26,154	21.98	30.22	8.24	37%
Modbury	35,298	47,000	46.18	60.26	14.08	30%
Newton & Noss	58,587	66,806	51.18	57.88	6.70	13%
North Huish	3,984	4,000	18.34	18.83	0.49	3%
Rattery	6,912	7,000	32.60	33.20	0.60	2%
Ringmore	5,750	6,350	46.87	52.27	5.40	12%
Salcombe	92,775	92,550	47.98	48.74	0.76	2%
Shaugh Prior	12,852	12,852	43.75	44.66	0.91	2%
Slapton	10,645	14,713	39.19	55.45	16.26	41%

COMPARISON OF PARISH/TOWN PRECEPTS IN 2020/21 AND 2021/22

Parish/Town	2020/21	2021/22	2020/21	2021/22	Increase/	Increase/
	Parish	Parish	Parish	Parish	(Decrease)	(Decrease)
	Precept	Precept	Band D council tax	Band D council tax	Band D council tax	Band D council tax
	£	£	£	£	£	%
South Brent	73,215	76,750	74.07	78.41	4.34	6%
South Huish	17,238	17,698	38.45	40.37	1.92	5%
South Milton	4,433	4,557	17.50	18.37	0.87	5%
South Pool	6,200	6,120	51.82	52.24	0.42	1%
Sparkwell	10,300	11,873	21.81	25.11	3.30	15%
Staverton	18,097	19,025	51.80	54.00	2.20	4%
Stoke Fleming	20,443	22,261	34.00	37.50	3.50	10%
Stoke Gabriel	34,744	35,000	48.37	48.16	(0.21)	0%
Stokenham	42,540	44,650	39.18	41.81	2.63	7%
Strete	13,000	13,130	44.75	45.78	1.03	2%
Thurlestone	25,000	30,000	33.08	39.80	6.72	20%
Totnes	535,280	545,986	181.61	189.13	7.52	4%
Ugborough	25,475	26,570	30.86	30.86	0.00	0%
Wembury	31,500	33,000	21.39	22.67	1.28	6%
West Alvington	8,615	16,888	31.74	63.48	31.74	100%
Woodleigh	525	528	4.96	4.92	(0.04)	(1%)
Yealmpton	47,000	54,000	49.13	57.26	8.13	17%
<b>Total</b>	<b>2,736,359</b>	<b>2,960,266</b>				



**South Hams District Council**  
**Draft Base Revenue Budget for the Financial Year 2022/23**

**APPENDIX H**

		(1)	(2)	(1)+(2)= 2a	(3)	(4)	(5)	(2a)+(3)+(4)+(5)
<b>Service Group</b>		<b>21/22 Base Net Budget</b>	<b>21/22 Virements</b>	<b>21/22 Revised Net Budget</b>	<b>22/23 Pressures/ (Savings)</b>	<b>22/23 Budget Preparation Virements</b>	<b>22/23 Salary Estimate Virements</b>	<b>22/23 Final Base Budget</b>
		<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>
a)	Customer Service & Delivery	7,417,472	0	7,417,472	524,700	0	(23,400)	7,918,772
b)	Place & Enterprise	(1,561,079)	0	(1,561,079)	42,700	15,300	22,700	(1,480,379)
c)	Governance & Assurance	4,819,574	0	4,819,574	73,200	(15,300)	25,700	4,903,174
d)	Strategic Finance	519,200	0	519,200	0	0	(25,000)	494,200
<b>Total</b>		<b>11,195,167</b>	<b>0</b>	<b>11,195,167</b>	<b>640,600</b>	<b>0</b>	<b>0</b>	<b>11,835,767</b>
Contributions to/(from) Earmarked Reserves		414,600						561,600
Contributions to/(from) U earmarked Reserves		0						0
Reversal of Depreciation		(1,933,000)						(1,933,000)
<b>Net Budget Total</b>		<b>9,676,767</b>						<b>10,464,367</b>
<b>Funded by:</b>								
Localised Business Rates		2,353,520						2,274,139
Business Rates Pooling Gain		125,000						300,000
Council Tax (modelling an increase of £5 in 22/23)		6,718,291						7,061,585
Collection Fund Surplus/(Deficit)		(30,397)						181,000
Rural Services Delivery Grant		428,206						428,206
Lower Tier Services Grant		82,147						86,501
Services Grant (one off 22/23)		0						132,936
<b>Total</b>		<b>9,676,767</b>						<b>10,464,367</b>

		(1)	(2)	(1)+(2)= 2a	(3)	(4)	(5)	(2a)+(3)+(4)+(5)
<b>a) Customer Service &amp; Delivery</b>		<b>21/22 Base Net Budget</b>	<b>21/22 Virements</b>	<b>21/22 Revised Net Budget</b>	<b>22/23 Pressures/ (Savings)</b>	<b>22/23 Budget Preparation Virements</b>	<b>22/23 Salary Estimate Virements</b>	<b>22/23 Final Base Budget</b>
		<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>	<b>£'s</b>
S1010	Customer Contact Centre	298,500	0	298,500	15,200	0	13,400	327,100
S1020	Planning Applications and Advice	(809,100)	0	(809,100)	(164,000)	0	0	(973,100)
S1040	Local Land Charges	(143,000)	0	(143,000)	0	0	0	(143,000)
S1304	Grounds Maintenance	511,685	0	511,685	12,300	0	1,500	525,485
S1501	General Health	11,000	0	11,000	0	0	0	11,000
S1503	Public Health	(31,023)	0	(31,023)	0	0	0	(31,023)
S1531	Licensing	(188,900)	0	(188,900)	300	0	0	(188,600)
S1533	Pest Control	13,500	0	13,500	6,500	0	0	20,000
S1534	Pollution Control	(4,100)	0	(4,100)	0	0	0	(4,100)
S1535	Food Safety	2,750	0	2,750	0	0	0	2,750
S1536	Health & Safety at Work	9,900	0	9,900	0	0	0	9,900
S1544	Community Safety	5,600	0	5,600	0	0	0	5,600
S1545	Emergency Planning	9,600	0	9,600	0	0	0	9,600

S1550	Housing Standards	4,350	0	4,350	0	0	0	4,350
S1551	Homelessness	82,710	0	82,710	0	0	0	82,710
S1552	Housing Advice	3,000	0	3,000	0	0	0	3,000
S1555	Private Sector Housing Renewal	0	0	0	0	0	0	0
S1565	Housing Benefit Payments	158,000	0	158,000	0	0	0	158,000
S1568	Housing Benefit Administration	(181,900)	0	(181,900)	0	0	0	(181,900)
S1571	Council Tax Collection	(386,600)	0	(386,600)	0	0	0	(386,600)
S1574	Council Tax Support	(84,000)	0	(84,000)	0	0	0	(84,000)
S1998	Case Management Customer Service & Delivery	2,266,300	0	2,266,300	127,800	0	(32,700)	2,361,400
S1999	Specialists Customer Service & Delivery	2,077,800	0	2,077,800	205,700	0	34,400	2,317,900
S2734	Pannier Markets	(89,970)	0	(89,970)	0	0	0	(89,970)
S4001	Senior Leadership Team	289,100	0	289,100	14,000	0	1,700	304,800
S4002	Extended Leadership Team	620,500	0	620,500	25,100	0	4,600	650,200
S4004	Corporate Training & Occupational Health	38,900	0	38,900	0	0	0	38,900
S4005	Case Management Service Based Training	25,800	0	25,800	0	0	0	25,800
S4015	Specialists Service Based Training	29,500	0	29,500	0	0	0	29,500
S4041	Internal Audit	68,700	0	68,700	3,000	0	0	71,700
S4082	Landline Telephones	39,700	0	39,700	0	0	0	39,700
S4084	ICT Support Contracts	536,347	0	536,347	11,400	0	0	547,747
S4085	Mobile Phones	19,000	0	19,000	0	0	0	19,000
S4086	ICT Hardware Replacement	36,600	0	36,600	0	0	0	36,600
S4087	Photocopiers/MFD's	33,900	0	33,900	0	0	0	33,900
S4100	Specialists Human Resources CoP	101,900	0	101,900	4,900	0	(1,200)	105,600
S4101	Specialists Legal CoP	142,200	0	142,200	62,800	0	(1,600)	203,400
S4102	Specialists Design CoP	50,400	0	50,400	3,000	0	(10,700)	42,700
S4103	Specialists Finance CoP	205,000	0	205,000	10,000	0	(6,200)	208,800
S4104	Specialists ICT CoP	250,800	0	250,800	16,900	0	(23,500)	244,200
S4150	Case Management Support Services	386,700	0	386,700	(5,900)	0	(1,600)	379,200
S4155	Case Management Digital Mail Room	74,000	0	74,000	5,400	0	1,600	81,000
S4160	Corporate Management	149,600	0	149,600	10,000	0	0	159,600
S4185	Specialists Strategy & Projects	71,100	0	71,100	74,900	0	(16,700)	129,300
S4196	ICT Customer Support	63,100	0	63,100	5,400	0	13,600	82,100
S4199	Central Service Overheads	74,100	0	74,100	0	0	0	74,100
S6040	Borrowing Costs	777,423	0	777,423	0	0	0	777,423
S6050	Interest & Investment Income	(203,000)	0	(203,000)	80,000	0	0	(123,000)
		7,417,472	0	7,417,472	524,700	0	(23,400)	7,918,772

		(1)	(2)	(1)+(2)= 2a	(3)	(4)	(5)	(2a)+(3)+(4)+(5)
b)	Place & Enterprise	21/22 Base Net Budget	21/22 Virements	21/22 Revised Net Budget	22/23 Pressures/ (Savings)	22/23 Budget Preparation Virements	22/23 Salary Estimate Virements	22/23 Final Base Budget
		£'s	£'s	£'s	£'s	£'s	£'s	£'s
S1030	Economic Development	(700)	0	(700)	20,000	5,000	0	24,300
S1060	Community Development	135,400	0	135,400	0	0	0	135,400
S1070	Environmental Initiatives	46,300	0	46,300	0	0	0	46,300
S1104	Land & Investment Properties	(917,510)	0	(917,510)	0	0	0	(917,510)
S1165	Follaton House Offices	249,379	0	249,379	9,500	0	400	259,279
S1301	Community Parks & Open Spaces	154,980	0	154,980	4,900	0	0	159,880
S1305	Cemeteries & Burials	21,270	0	21,270	0	0	0	21,270
S1306	Countryside Recreation	500	0	500	0	0	0	500
S1309	Tree Maintenance	42,000	0	42,000	0	0	0	42,000
S1311	Outdoor Sports & Recreation	166,630	0	166,630	0	0	0	166,630

S1365	Flood Defence & Land Drainage	20,380	0	20,380	0	0	0	20,380
S1367	Coast Protection	19,050	0	19,050	0	10,300	0	29,350
S1400	Employment Estates	(398,670)	0	(398,670)	(63,800)	0	0	(462,470)
S1558	Housing Strategy	2,800	0	2,800	0	0	0	2,800
S2002	Beach & Water Safety	34,550	0	34,550	5,600	0	0	40,150
S2005	Salcombe Harbour	0	0	0	0	0	0	0
S2010	Dartmouth Lower Ferry	46,690	0	46,690	21,900	0	7,800	76,390
S2030	Totnes Depot	26,440	0	26,440	0	0	0	26,440
S2043	Ivybridge Depot	26,865	0	26,865	0	0	0	26,865
S2044	Torr Quarry Depot	5,200	0	5,200	0	0	0	5,200
S2101	Car & Boat Parking	(1,700,760)	0	(1,700,760)	15,600	0	11,400	(1,673,760)
S2310	Dog Warden Service	5,000	0	5,000	0	0	0	5,000
S2400	Public Conveniences	447,827	0	447,827	13,800	0	0	461,627
S2841	Repairs & Maintenance	0	0	0	15,200	0	3,100	18,300
S2884	Supervisors Vehicles	5,300	0	5,300	0	0	0	5,300
		(1,561,079)	0	(1,561,079)	42,700	15,300	22,700	(1,480,379)

(1) (2) (1)+(2)= 2a (3) (4) (5) (2a)+(3)+(4)+(5)

c)	Governance & Assurance	21/22 Base Net Budget	21/22 Virements	21/22 Revised Net Budget	22/23 Pressures/ (Savings)	22/23 Budget Preparation Virements	22/23 Salary Estimate Virements	22/23 Final Base Budget
		£'s	£'s	£'s	£'s	£'s	£'s	£'s
S1310	Leisure Centres	(176,300)	0	(176,300)	0	0	0	(176,300)
S2017	Street and Beach Cleaning	1,144,445	0	1,144,445	35,100	0	0	1,179,545
S2701	Waste & Recycling Collection Contract	2,902,635	0	2,902,635	16,700	40,300	0	2,959,635
S2713	Trade Waste Services	(38,000)	0	(38,000)	10,400	0	0	(27,600)
S2716	Food Waste Services	(3,400)	0	(3,400)	0	0	0	(3,400)
S3001	Electoral Registration	141,100	0	141,100	3,900	0	5,300	150,300
S3030	Staff Forum	5,000	0	5,000	0	0	0	5,000
S3041	Communications & Media	38,530	0	38,530	2,300	0	6,000	46,830
S3050	Democratic Representation & Management	311,754	0	311,754	0	0	0	311,754
S3051	Member Support & Democratic Services	102,500	0	102,500	4,800	0	14,400	121,700
S4200	Insurance	329,040	0	329,040	0	(55,600)	0	273,440
S4511	Building Control Services	62,270	0	62,270	0	0	0	62,270
		4,819,574	0	4,819,574	73,200	(15,300)	25,700	4,903,174

(1) (2) (1)+(2)= 2a (3) (4) (5) (2a)+(3)+(4)+(5)

d)	Strategic Finance	21/22 Base Net Budget	21/22 Virements	21/22 Revised Net Budget	22/23 Pressures/ (Savings)	22/23 Budget Preparation Virements	22/23 Salary Estimate Virements	22/23 Final Base Budget
		£'s	£'s	£'s	£'s	£'s	£'s	£'s
S4009	Non Distributed Costs	519,200	0	519,200	0	0	(25,000)	494,200
S4010	Inflation/Pension Provision	0	0	0	0	0	0	0
S4011	Steady State Review	0	0	0	0	0	0	0
S4175	COVID-19 Government Tranche Funding	0	0	0	0	0	0	0
S6021	Council Tax Support Grant	0	0	0	0	0	0	0
		519,200	0	519,200	0	0	(25,000)	494,200

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## Glossary of terms – Local Government Budgeting

**Balances** - the cash which the authority uses in the normal course of its business to aid cash management and meet contingencies not otherwise provided for. These are also known as Reserves.

**Base Budget** - the budget from the previous year is taken forward to create the initial budget for the next year before inflation and other adjustments such as budget pressures and savings are added/deducted.

**Billing Authorities** - the tier of local authority who are responsible for the billing and collection of 'Council Tax' and 'Business Rates' in its local area. In two-tier areas this is the District Council. SHDC is a Billing Authority.

**Budget** - The Council's aims and policies set out in financial terms, against which performance is measured. Both capital and revenue budgets are prepared each financial year.

**Budget Gap** - where the estimated expenditure is higher than the estimated income in a budget, there is said to be a 'budget gap'. A **Cumulative Budget Gap** assumes annual new budget gaps have not been addressed and is used purely for modelling the overall budget position.

**Business Rates – National Non-Domestic Rates ('NNDR')** – the tax raised on non-domestic properties, based each year on a 'Business Rates Multiplier' applied to an assessment of the value of the property. This is the means by which local businesses contribute to the cost of local services. The level of business rates is set by the Government. Business rates are collected by District Councils (such as SHDC) and a proportion is paid over to Central Government, with the remainder retained locally and shared between the District Councils and the County Council. SHDC is also part of a Business Rates pool so business rates are pooled with all Devon Councils.

**Business Rates Baseline Funding Level** – the amount of 'Business Rates' income the Government believes a local authority needs to deliver local services. This is the Council's share of the 'Business Rates' income.

**Business Rates Reset** – this is the mechanism used by Government to redistribute the 'Business Rates' growth retained by some councils back into the Business Rates system. This could have a significant impact on the business rates retained by the District Council. The Business Rates Reset has been delayed twice and the current budget modelling has assumed that it will be delayed until at least 2023/24. Whilst this change is not confirmed by the Government, a reset based on the current tax base would appear very unlikely.

**Business Rates Retention** - the system under which the Council is able to keep a proportion of the 'Business Rates' raised in any year in excess of a baseline measure.

**Business Rates Tariff** - a local authority must pay a levy (tariff) if its individual 'Business Rates Baseline' is greater than its baseline funding level. Conversely a local authority will receive a **Business Rates Top-Up** if its baseline funding level is greater than its 'Business Rates Baseline'. District Councils such as SHDC are normally 'Tariff Authorities' and County Councils such as DCC are 'Top-Up' Authorities.

**Business Rates Multiplier** - the annual amount established by central government used in the calculation of the 'Business Rates' bill. This amount is multiplied by the businesses rateable value to derive the size of the 'Business Rates' bill for the year. For 2022-23 the small business multiplier will remain at 49.9pence.

**Business Rates Pool** - an agreement between neighbouring councils to add together to combine their 'Business Rates' activities in a pool. This is designed to maximise the ability for councils to retain 'Business Rates' locally. South Hams District Council is part of the Devon Business Rates Pool. It is recommended that South Hams District Council continues to be part of the Devonwide Business Rates Pool for 2022/23. A 'Business Rates' pooling gain of £300,000 has been modelled for 2022/23 with lower gains predicted for 23/24 and 24/25.

**Capital Expenditure** - expenditure either on the acquisition of a fixed asset (e.g. land, buildings, vehicles), or expenditure which adds to and not merely maintains the value of an existing fixed asset.

**Capital Financing** - the Council's arrangement for meeting the cost of 'Capital Expenditure' covering grants, 'Capital Receipts' and charges to revenue over the period that will benefit from the expenditure. Capital Financing includes borrowing to fund the Capital Programme, made up of principal repayments and interest (similar to a mortgage). Borrowing can only be used to fund capital expenditure, borrowing cannot fund revenue expenditure.

**Capital Programme** – this provides details on the planned expenditure on capital projects over a period of years, and the resources available to fund those schemes.

**Capital Receipts** - the proceeds of sale from the disposal of assets such as land and buildings. They can be used to finance new capital expenditure, but not revenue.

**Capping** - Government power to limit an authority's budget requirement and hence the 'Council Tax' that it sets. This terminology has been superseded by council tax referendum criteria.

**CIPFA** - The Chartered Institute of Public Finance and Accountancy - the accountancy body primarily concerned with public services that issues guidance on accounts preparation for local authorities.

**Collection Fund** - a separate, statutory, account maintained by 'Billing Authorities' such as SHDC into which 'Council Tax' receipts are paid, and from which 'Precepting Authorities' are paid. A Collection Fund is also maintained for the collection and re-distribution of 'Business Rates'.

**Core Spending Power** – this is the term the Government use to say how much money Councils have to run their services. It's a headline figure used by the Government to represent the key revenue resources available to local authorities, including an estimate of actual and potential 'Council Tax'.

**Council Tax** - a local tax on domestic properties set by local authorities and based on the value of the property within eight bands, A to H. The 'Council Tax' value of each band is expressed as a proportion of band D.

**Council Tax Base** - the number of properties in a local authority area from which it is estimated 'Council Tax' will be collected, expressed as the number of equivalent band D properties using pre-set ratios. The tax base can increased by building new homes as well as by increasing the 'Council Tax' Band D amount itself.

**Council Tax/Collection Fund Surplus or Deficit** - a surplus/deficit arising from either more or less 'Council Tax' being collected than expected by District Councils. This would be as a consequence of variations in collection rate or variations to the estimated increase in the number of properties. The annual surplus/deficit is distributed on an annual basis to 'Precepting Authorities'.

**Council Tax Requirement** - the amount of funding required to be raised from 'Council Tax' to meet the expenditure plans of the authority after taking into account all other funding sources such as business rates income.

**Earmarked Reserves** – these are amounts of money which have been set aside for a specific purpose to meet future spending plans or contingencies.

**Fees and Charges** - income raised by charging users of services directly for services used e.g. ferry income, car parking income.

**General Fund** the council's main revenue account which includes day to day income and expenditure on the provision of services.

**General Fund Balance** – also known as '**Unearmarked Reserves**' - the surplus or deficit on the 'General Fund' at a particular date arising from all transactions up to that date, showing the ability of the Council to fund future revenue expenditure (surplus) or the requirement to make savings or raise additional income (deficit). At Council on 11 February 2021, Members have set a minimum balance for Unearmarked Reserves of £1.5 million, based on a risk assessment basis and a sensitivity analysis.

**Gross Expenditure** - the total cost of providing services before the deduction of government grants or other income.

**Local Government Finance Settlement** - the annual announcement by Government of the amount of grant funding to be provided for the forthcoming year. The provisional settlement is usually announced in mid-December, with a final settlement confirmed in mid to late January. A three year multi-year spending review is anticipated for 2022/23 to 2024/25.

**Lower Tier Authorities** - Shire District Councils in a two-tier area, who act as 'Billing Authorities' such as South Hams District Council.

**Lower Tier Services Grant** - this is a new grant introduced in 2021/22 provided specifically to lower tier authorities. The grant has been continued for 2022/23.

**Medium Term Financial Strategy (MTFS)** - this sets out the budget strategy for the Council for the next three years. The Council has chosen a three year timeframe for its MTFS, as this dovetails to the timescales of the Corporate Strategy, 'Better Lives for all'. The Council will then be able to rely on this to inform future decisions.

**Negative RSG – Negative Revenue Support Grant** – This is effectively negative government grant, the Council's further predicted funding cuts. The Council would have to make a payment to Government of some of its business rates income, hence the term 'negative'. The latest budget modelling assumes negative RSG of £360,000 in 2023/24 and £450,000 in 2024/25. Some of the negative RSG could be offset by growth.

**Net Expenditure** - the cost of providing a service after the deduction of specific government grants and other sources of income but excluding the use of reserves.

**NNDR** – National Non-Domestic Rates – see **Business Rates**

**New Homes Bonus** - The New Homes Bonus (NHB) scheme was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. The aim of the NHB was to provide a financial incentive to reward and encourage local authorities to help facilitate housing growth. The Council receives 80% of the average national council tax for each property growth over the baseline, this equates to £1,515 per property. The NHB is being phased-out and a new scheme will be consulted on in the New Year. Although the NHB scheme is due to be replaced, it is assumed in the latest budget modelling that a successor scheme will be implemented that will also be based on housing growth.

**Precept** – the levy made by 'Precepting Authorities' including the County Council on 'Billing Authorities' (South Hams District Council), requiring it to collect the required income from Council Tax payers on their behalf.

**Precepting Authorities** – these bodies do not collect 'Council Tax' directly but instruct 'Billing Authorities' such as SHDC to do it on their behalf. For South Hams District Council the Major Precepting Authorities for 'Council Tax' are Devon County Council, Devon & Cornwall Police & Crime Commissioner and Devon & Somerset Fire Authority. The Local Precepting Authorities are Town and Parish Councils.



**Prudential Code** - this is a code of practice agreed between Government and CIPFA that regulates local council capital spending and financing. The Code allows local authorities to set their own borrowing limits based upon affordability, sustainability and prudence.

**PWLB - Public Works Loans Board** - a statutory body operating within the United Kingdom Debt Management Office, which is an Executive Agency of HM Treasury. Its function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

**Reserves** - amounts of money put aside to meet certain categories of expenditure. Reserves can be 'Earmarked' and 'Unearmarked'.

**Revenue Expenditure** - comprises the day to day costs associated with running the Council's services and financing the Council's outstanding debt. The costs such as staff salaries, contract expenditure and general running expenses (heat, light and utilities) are financed from income.

**Revenue Support Grant (RSG)** - the main grant paid to councils by the Government. The amount of this grant has been severely reduced since 2010 and the Council no longer receives any RSG. Between 2009/10 and 2020/21, the Council's Core Government funding has reduced by £4 million. The Council now receives no main Government Grant (Revenue Support Grant) – see **Negative Revenue Support Grant**.

**Rural Services Delivery Grant** - This is Government grant introduced to recognise the additional cost of delivering services in rural areas. Rural Services Delivery Grant will continue for 2022/23 at previous levels (£85m nationally – South Hams District Council share of £428,206)

**Settlement Funding Assessment (SFA)** - this is essentially the 'Business Rates Baseline' and is the amount of money the Council retains from its share of the 'Business Rates' income. In the 'Medium Term Financial Strategy' it has been assumed that the Settlement Funding Assessment (SFA) will increase in line with inflation.

**Section 151 Officer (S151 Officer)** – the responsible financial officer. Every council, by law will designate an individual officer as having legal responsibility over providing effective financial management and advice across the Council. The post holder must be a qualified member of one of the main accountancy bodies in the UK. This is currently Lisa Buckle.

**Unearmarked Reserves** – see **General Fund Balance**

**Upper Tier Authorities** – in two-tier areas, this is the County Council (This is Devon County Council in the SHDC area).

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Report to: **Executive**

Date: **27<sup>th</sup> January 2021**

Title: **Housing Crisis Update Report**

Portfolio Area: **Cllr Judy Pearce - Homes**

Wards Affected: **all**

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

Date next steps can be taken: The report is for noting purposes.

Author: **Isabel Blake** Role: **Head of Housing**

Contact: **01822 813551 email: Isabel.blake@swdevon.gov.uk**

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**RECOMMENDATION:**

**That the Executive notes the work undertaken to address the Housing Crisis and update set out in the report.**

**That the Executive approves the draft Homeless Strategy 2022-2027 for public consultation and stakeholder engagement.**

**1. Executive summary**

- 1.1 In September 2021, the Council declared a Housing Crisis, and set out a range of activity it would be undertaking to tackle the issue. The Leader of the Council and Portfolio Holder for Homes has requested that a standing item is included on the Leaders Executive Forward Plan to provide regular updates to the Executive and all Members.
- 1.2 This report will seek to inform Members of the following ongoing projects actions linked to the Housing Crisis and Housing Strategy:
  - i. Property Purchases under the Housing First funding programme
  - ii. Progress on the Homeless Strategy following All-Member consultation sessions

- iii. The Annual Rough Sleeper Count and arrangements for the outreach worker
- iv. An update on St Anns Chapel Housing Scheme
- v. An update on the SHDC owned brownfield site at Rope Walk Kingsbridge
- vi. A summary of new schemes completed in the last quarter.

## **2. Background**

### **2.1 Property Purchase for Housing First**

- 2.2 A 1-bedroom flat within the new development at Sherford has been reserved and exchange is anticipated in early February (subject to contract). The purchase price is £150,000 and the property is currently under construction with completion anticipated for Summer 2022.
- 2.3 This is the first of 4 approved properties to be purchased to deliver a housing first scheme for people who have, or are at high risk of, rough sleeping.
- 2.4 The property is a new build and as such, will meet all current building regulations and be ready for immediate occupation on completion. Furthermore, it is well connected to public transport and other essential amenities.
- 2.5 Progress in procuring the three further properties is challenging due to current market conditions. The Head of Housing is in dialogue with the programme lead at Department for Levelling Up and Communities (DLUC) who is aware of the difficulty in securing the 4 properties by the end of this financial year. This is not unique to the South Hams. The Council will most likely require and therefore request an extension of time to spend the funding.
- 2.6 These homes must be a good fit and the type and location of each property is specified to ensure a good sustainable match for intended residents.

### **2.7 Progress on the Homeless Strategy**

- 2.8 Attached to this report is the draft homeless strategy 2022-2027(appendix 1) which, if the Executive agrees we will commence public and stakeholder consultation from the 2<sup>nd</sup> of Feb. Following this a final draft will be presented to members in the early spring with adoption from April 2022
- 2.9 Following the executive report of the 2<sup>nd</sup> December 2021, there was an all member workshop on the 6<sup>th</sup> January which detailed the approach to the strategy
- 2.10 The proposed drivers for the strategy are:
  - Prevent
  - Relieve

- Sustain
- Provide

2.11 The different types of customers have been identified as;

- Rough Sleepers
- Single & Couples Households
- Families
- People with additional needs

West Devon Members will be asked to approve public consultation at their hub meeting on the 1<sup>st</sup> of February and after this as it is a joint strategy it is anticipated we will commence public consultation and stakeholder engagement.

### **Annual Rough Sleeper Count & Outreach update**

- 2.12 Every year all Local Authorities are required to submit a 'snapshot' estimated figure on the number of rough sleepers in the local area during a specified night between 1st October and 30th November 2021.
- 2.13 The Council submitted an estimate based on the number of people believed to be sleeping rough on the night of Monday, 8<sup>th</sup> November. It also conducted a 'snapshot' count in Totnes as the main hotspot for people sleeping rough.
- 2.14 The Council submits an estimate as the most accurate way of arriving at a number because the large geographic area of South Hams makes an actual count unrealistic. Instead, the Council works with partnership agencies such as the Police, Rough Sleeper Drop-In centres and Park Rangers to collate a figure based on verified sightings of rough sleepers or individuals we have very strong reason to believe were rough sleeping on the specified night.
- 2.15 The definition of a rough sleeper, for the purpose of the Government's estimate is as follows:
- People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments). People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or "bashes").*
- 2.16 This year the Council's estimate was 2 people sleeping rough in the area. While this is an increase on last year's count of 1 this is still a significant decrease to the years prior to the current intensive approach to ending rough sleeping when the numbers could reach as many as 14.

2.17 The information gathered through this process helps the Council to ensure it gets the most accurate figure possible to report back to the Department for Levelling Up, Housing and Communities and helps the Council to design future services.

2.18 The Council is currently in the process of bidding to retain these current vital services and will be looking to add to this in phase of bidding with the addition on an HMO for people who have a history or risk of rough sleeping, but have completed the Leap Pad programme.

**2.19 St Anns Chapel Housing Development**

2.20 On 25<sup>th</sup> November 2021, the Council approved the St Anns Chapel Housing Development, namely construction of the 8 Affordable Homes, 3 Open Market Units and 2 serviced plots (“the Project”), at a total project cost of £4.2 million.

2.21 Further to this decision, work is progressing to bring the project forward. This work includes:

- preparing the necessary application to Homes England for required grant funding,
- seeking approval of the Affordable Housing Scheme in accordance with the Section 106 Agreement with an increased number of Affordable Rental Units,
- discharging all pre-construction planning conditions,
- liaison with stakeholders and local community and
- Making all necessary contract awards necessary for the delivery of the Project.

2.22 Currently, it is anticipated work will commence on site in spring 2022.

**2.23 Brownfield site at Rope Walk Kingsbridge**

2.24 The Council owns a brownfield site which was formerly a Devon County day centre and was purchased with a view to development aligned to the Joint Local Plan (JLP) allocation for the site.

2.25 There is a housing need in Kingsbridge and the availability of private rented accommodation that is affordable is in extremely short supply (there was 1 x 2-bed property available on the 22<sup>nd</sup> December in the whole of Kingsbridge). Devon Home Choice currently has the following households registered for social housing in the TQ7 1 postcode

	1 bed	2 bed	3 bed	4+ bed	Totals
Band A	0	0	0	0	0
Band B	7	4	2	1	14
Band C	1	3	7	4	15
Band D	38	6	4	1	49

Band E	36	16	8	2	62
Totals	82	29	21	8	140

- 2.26 The recent development at Applegate Park received on average 71 applications per property.
- 2.27 Officers are engaged in discussions with the local Members and the Town Council to ensure the vision for bringing forward this site is aligned.
- 2.28 Viability, programme, site & planning constraints and any design are yet to be considered.
- 2.29 The final proposal and business case will be subject to both Executive and Council approval.
- 2.30 **New Schemes Quarter 3 2021/22**
- 2.31 There have been 47 affordable properties completed this quarter including:
- 11 units of supported accommodation at Dartington,
  - 3 affordable rented and 3 shared ownership at Newton Ferrers,
  - 5 affordable rented and 4 shared ownership in Kingsbridge and
  - 21 shared ownership properties in Dartmouth.
- 2.32 Much has been made around challenging the affordability of shared ownership, and whilst the price of a majority share may be out of the reach of a number of people, shares start from 30%.
- 2.33 What this means is someone who wants to own their own home can start small and purchase incrementally, stair casing upwards to full ownership.
- 2.34 The changes to shared ownership, particularly over repair responsibility have meant this is now a viable option for a number of people who simply cannot afford to buy on the open market. In the past, some of these buyers would have chosen affordable rented tenures, adding to the pressure on the limited supply.
- 2.35 An example of recent properties sold or currently in conveyancing in the district are:

Scheme	% sold	Mortgage	Deposit	Rent (monthly)	Service charge (monthly)
Sherford 2 bed	50%	£105,000	£54,500	£290.38	£22.00

Sherford 2 bed	25%	£52,500	£10,000	£435.50	£22.00
Parsonage Farm – 1 bed	50%	£105,000	£52,500	£224.30	£26.50
Parsonage Farm – 1 bed	25%	£52,500	£42,500	£112.15	£26.50
Venn Farm – 3 bed	35%	£93,499	£4,501	£242.55	£47.50
Wrangaton 3 bed	40%	£104,500	£7,500	£277.20	£29.00
Wrangaton 3 bed	40%	£108,000	£6,000	£277.20	£29.00

### 3. Outcomes/outputs

- 3.1 These reports will be presented to the Executive at each of its meetings to ensure the opportunity for Members to be appraised of the work to date in tackling the housing crisis.
- 3.2 If agreed, public consultation can commence in early February of the draft Homeless Strategy.

### 4. Proposed Way Forward

That the Executive notes the update and continues to receive as a standing item on its agenda.

That the Executive also approve the draft Homeless Strategy for public consultation.

### 5. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		As the report is for noting, there are no legal implications arising from this report.
Financial implications to include reference to value for money		The first property purchase is for £150,000 as set out in Section 2.1.  On 25 <sup>th</sup> November 2021, the Council approved the St Anns Chapel Housing Development, namely construction of the 8 Affordable Homes, 3 Open



		Market Units and 2 serviced plots ("the Project"), at a total project cost of £4.2 million.  Other financial implications are as set out in the report.
Risk		There is a risk that the funding for the 4 units of accommodation for housing first will not be spent by the 31 <sup>st</sup> March 2022 because of the challenges in the housing market and the need to consider very specific accommodation and geographic areas. We continue to monitor this and are in regular contact with the Government specialist advisor.
Supporting Better Homes better Lives		Homes & Community Wellbeing
Consultation and Engagement Undertaken or Proposed		Public consultation as previously agreed in relation to the Homeless Strategy 2022-2027 <ul style="list-style-type: none"> <li>• Using the Council's website and Survey Monkey</li> <li>• A stakeholders strategy consultation event</li> <li>• Consultation with targeted service users and groups</li> </ul>
Climate Change - Carbon / Biodiversity Impact		<ul style="list-style-type: none"> <li>• No direct impact</li> </ul>
<b>Comprehensive Impact Assessment Implications</b>		
Equality and Diversity		The new homeless strategy will be subject to an equality impact assessment
Safeguarding		No direct impacts
Community Safety, Crime and Disorder		No direct impacts
Health, Safety and Wellbeing		
Other implications		

**Supporting Information**

**Appendices:**

Appendix 1 – Draft Homeless Strategy 2022-2027

**Background Papers:**

None

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### **FOREWORD**

## 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.

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.

## 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. The key themes for the South Hams and West Devon Housing strategy 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.

### **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 2<sup>nd</sup> 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)

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

In the years 2016- 2021, 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)





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

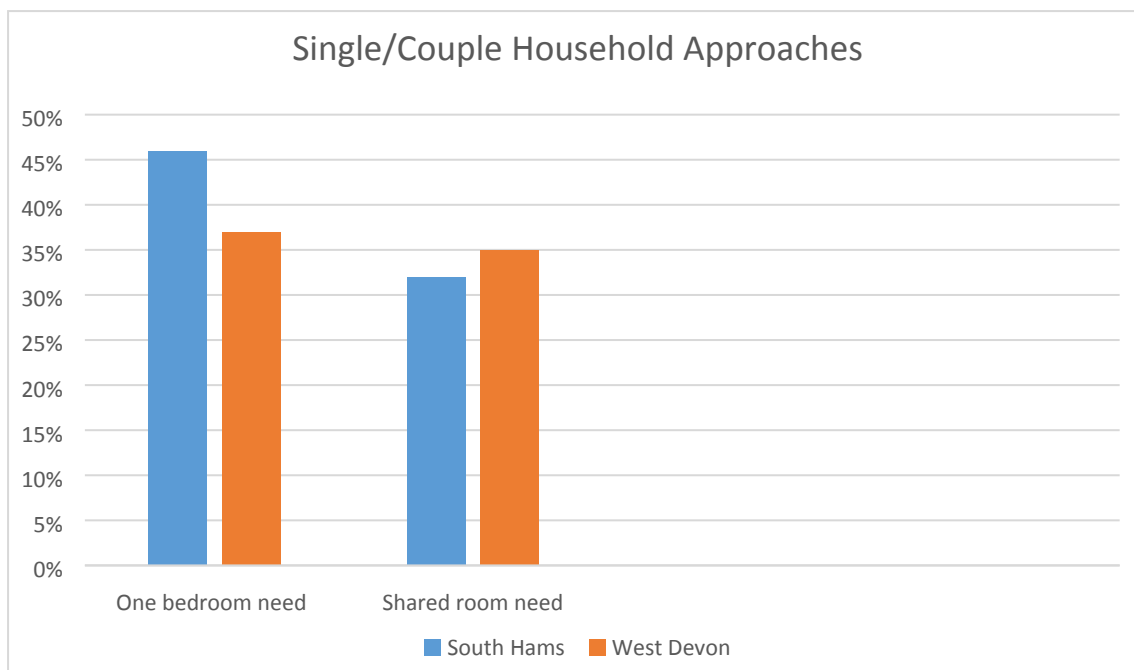
### **Key priority groups**

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.

- 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.

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 the people in 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.

## **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.

## **Group 3 Additional Needs**

*Many single 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 South Hams and 50% in West Devon. 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.

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**

*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)*

#### **Rough Sleepers**

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:

<b>Issue</b>	<b>Rough Sleepers</b>	<b>General Population</b>
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 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 themes:

- 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"> <li>• Implemented a new bespoke housing system which enables cross examination of data collected from homeless applicants.</li> <li>• 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.</li> </ul>
Monitor the impact of welfare reform, and ensure that this informs future strategic priorities	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Support service provision increased to address the changing needs of those on low incomes in the face of the pandemic and furlough schemes.</li> </ul>
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"> <li>• Targeted partnership working practices with social landlords to ensure tenants with rent arrears are identified at an early stage and supported and homelessness prevented.</li> <li>• Bespoke financial advice service in place to ensure customers receive tailored advice and are supported to access services</li> <li>• Tenants incentive Scheme revised and regularly promoted to ensure best use of existing stock</li> </ul>



Ensure partnerships with other agencies demonstrate value for money	<ul style="list-style-type: none"> <li>• Ongoing review with DCC regarding the supported Living contract.</li> <li>• Joint bid with TDC to secure funds for rough sleepers and 3 joint posts to ensure best Value for money</li> </ul>
Ensure access to good quality financial advice to help tackle poverty, poor quality housing and homelessness	<ul style="list-style-type: none"> <li>• Procured a new contract with Homemaker to deliver Income Maximisation, budgeting, benefits and debt advice</li> <li>• Extended the contract to 5 days a week in response to the Covid Impact on people's finances.</li> </ul>

### **Priority 2: Access to Services**

Objectives	Outcomes
Offer advice and assistance in a range of formats, so the customer can choose how they communicate with their Council	<ul style="list-style-type: none"> <li>• Implemented bespoke online portal account system to facilitate communication and document sharing.</li> <li>• Expanded offer of telephone assessment services to ensure customers in remote locations are not required to travel to access services.</li> <li>• Updated and maintained web pages to ensure information is available in plain English and includes links to additional support resources</li> <li>• 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.</li> </ul>
Ensure our most vulnerable customers are able to access advice services effectively	<ul style="list-style-type: none"> <li>• Developed close relationships with support services to ensure vulnerable customers are able to access support with making homeless applications.</li> <li>• Communication software technology ensure that calls and assessments with customers can include support workers or family members in the same call.</li> </ul>
Work with partners to ensure that we are able to offer services at the time and place our customers need them most	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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</li> </ul>

	information to be sourced from a wide range of places and to ensure excellent referral routes where additional support and advice is needed.
Readily and regularly consult with our customers and stakeholders to make sure we get our services right	<ul style="list-style-type: none"> <li>• Regularly attending community groups including Caring Town, The Hub and ROOF.</li> <li>• Consult yearly with stakeholders on the progress of the strategy and the future needs for local housing.</li> <li>• Introduced a G&amp;T Forum to engage with the Traveller communities to find out their needs and we can do to meet these.</li> </ul>

### **Priority 3: Access to Housing**

Objectives	Outcomes
Increase the supply, standard and options for people who face homelessness within our area	<ul style="list-style-type: none"> <li>• Increased promotion and communications program to support the recruitment of local landlords to the Seamoor property scheme.</li> <li>• 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.</li> <li>• Established Disabled Adaptation Panel which has been instrumental in securing the most appropriate housing options for those in need of adapted housing for XX households</li> <li>• Developed a bespoke website to advertise rented accommodation options through SeaMoor and part ownership housing options available locally.</li> <li>• Appointed a project officer to</li> <li>• 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.</li> </ul>
Develop innovative options for our Rough Sleeper Community	<ul style="list-style-type: none"> <li>• Joint bid with TDC to secure Outreach workers, personal budgets and housing first options.</li> <li>• Successfully implemented the TAS worker to help support rough sleepers with moving on</li> <li>• Successfully bid for funding for an additional support worker for the Leap Pad project</li> </ul>

	<ul style="list-style-type: none"> <li>• Successfully bid for £250K toward the purchase of 4 units of Leap Pad accommodation.</li> <li>• Improved communication and partnership working with Local Charities and 3<sup>rd</sup> sector organisations to ensure that a holistic approach is taken to meeting Rough Sleepers support and engagement needs.</li> </ul>
Continue the downward use of temporary accommodation for homeless households	<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"> <li>• 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</li> <li>• Funding ended for these roles in 2020</li> <li>• 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: <ul style="list-style-type: none"> <li>○ Delays in building development due to lockdown measures</li> <li>○ Reduction in movement across the social and private housing sector due to a stay in evictions and a limitation on movements.</li> <li>○ Demand for holiday accommodation in the district has led to an increase in use of rental accommodation for holiday use.</li> </ul> </li> </ul>

#### Priority 4: Health and Wellbeing

Objectives	Outcomes
Work in partnership with our voluntary and statutory sectors to holistically address people's needs as fully as possible.	<ul style="list-style-type: none"> <li>• Appointed a dedicated Vulnerable Person's Officer and</li> <li>• 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.</li> </ul>
Ensure we adequately protect and safeguard the most vulnerable members of our community	<ul style="list-style-type: none"> <li>• Reviewed internal Safeguarding procedures and rolled out training to ensure safeguarding is 'Everyone's responsibility'</li> <li>• Developed good working relationships with Hospital discharge coordinators, prison release</li> </ul>

	<p>officers, probation, domestic abuse, adult and children's social work and mental health.</p> <ul style="list-style-type: none"> <li>• Engaged closely with children's services and contributed to the development of joint working protocols to ensure quality joint working.</li> <li>• Seconded a senior specialist on behalf of all Devon 2<sup>nd</sup> Tier local authorities to deliver targeted training and support to the Children's services' MASH team over the period of one year.</li> </ul>
<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"> <li>• Hospital discharge coordinators,</li> <li>• prison release officers,</li> <li>• probation,</li> <li>• domestic abuse support services,</li> <li>• Adult and children's social work</li> <li>• Mental health social care,</li> <li>• Police</li> <li>• Registered providers</li> </ul>

#### 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"> <li>• Introduced monthly rough sleeper counts/estimates</li> <li>• Introduced a next working day response to reports of people sleeping rough wherever possible.</li> </ul>
<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>	<ul style="list-style-type: none"> <li>• Introduced TAS worker</li> <li>• Introduced Outreach workers</li> <li>• Introduced specialist Drug and Alcohol Outreach workers</li> <li>• Introduced a multiagency hub, m</li> </ul>
<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</p>	<ul style="list-style-type: none"> <li>• Introduced the Leap Pad (Housing First) accommodation model</li> <li>• Worked with Private Landlords to encourage them to accept tenants with a history of chaotic behaviour and rough sleeping</li> </ul>

<p>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"> <li>• 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</li> <li>•</li> </ul>
<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>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

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Report to: **Executive**

Date: **27<sup>th</sup> January 2022**

Title: **Quarter 3 Integrated Performance Management Report**

Portfolio Area: **Cllr Judy Pearce  
Leader of the Council**

Wards Affected: **All**

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

Date next steps can be taken:

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

Contact: **01803 861323** [Neil.Hawke@swdevon.gov.uk](mailto:Neil.Hawke@swdevon.gov.uk)

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## **RECOMMENDATION**

**That the Executive note the progress the Council has made in delivering against the Year 1 Better Lives for All Thematic Delivery Plan, the programmes financial performance and the current strategic risk profile of the Council.**

### **1. Executive summary**

- 1.1 In September 2021, the Council adopted its Better Lives for All Strategy, Thematic Delivery Plans and Performance Management Framework.
- 1.2 This report sets out the first Integrated Performance Management report of the new framework, covering progress in Quarter 3 (October 2021 to December 2021).
- 1.3 Good progress has been made across all themes within the plan and the significant majority of actions are on track to deliver as planned.

### **2. Proposed Way Forward**

- 2.1 The Quarter 3 Integrated Performance Management Report is set out at Appendix A to this report. Implementing quarterly reporting of delivering against our corporate ambitions is a

- positive step in enabling Executive to consider our overall progress and increasing transparency for our communities.
- 2.2 It is the first such report considered by the Executive however it does not currently include reporting on Key Performance Indicators.
  - 2.3 Work is underway to develop new, more customer focused Key Performance Indicators to replace the current indicators. The proposed revised suite of measures will be set out in the Quarter 4 2022 report and, if agreed, will become the new KPI's for monitoring our performance from 1<sup>st</sup> April 2022.
  - 2.4 Executive members are asked to consider the performance against Thematic Delivery Plans as set out in Appendix A.

### 3. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance		<p>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.</p> <p>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.</p>
Financial implications to include reference to value for money		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		This report sets out the current strategic risk profile of the Council.
Supporting Better Homes better Lives		All
Consultation and Engagement Undertaken or Proposed		This report provides our communities with a clear overview of how we are performing against our ambitions for South Hams
Climate Change - Carbon / Biodiversity Impact		<ul style="list-style-type: none"> <li>• No direct impact</li> </ul>



Comprehensive Impact Assessment Implications		
Equality and Diversity		No direct impacts
Safeguarding		No direct impacts
Community Safety, Crime and Disorder		No direct impacts
Health, Safety and Wellbeing		No direct impacts
Other implications		No direct impacts

**Supporting Information**

**Appendices:**

Appendix A – Q3 Integrated Performance Management Report

**Background Papers:**

None

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South Hams  
District Council

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# Integrated Performance Management Report

Quarter 3

October 2021 – December 2021



*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 104



210 'trees for bees' planted at Follaton Arboretum by Parklife on behalf of the District Council (Dec 2021)

Visit [www.southhams.gov.uk/better-lives-for-all](http://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

It has been an incredibly busy few months, but I am pleased that we have begun to make good progress in achieving against our strategic priorities



Better Lives for All (our vision and strategy for the area) has six priority themes which combined, will make a positive difference to the lives of our residents. The aim of this report is to provide you with reassurance that we are doing what we say we will!

Underpinning our themes we have a number of specific actions, measures and targets that we will achieve. Overall, and despite many challenges including ongoing response to the pandemic and issues with our Waste and Recycling contracted service, we have made good progress against this years actions.

We continue to manage risks arising as a result of the ongoing Covid-19 Pandemic and others that may, if left unchecked, prevent us from delivering on our plans, and I am reassured to see that the overall risk profile of the Council has not increased this quarter.

The following pages set out our performance for the period October – December 2021 and on the whole set out a positive position for the Council as we approach a new financial year

Cllr Judy Pearce  
Leader South Hams District Council

## During this reporting period we have:-



Launched a new marketing campaign to encourage people to shop local and visit local attractions

Been successful in securing £250,000 towards urban tree planting in the District



Launched a Climate Change Project Crowdfund Platform– making funds available to projects

Secured £250,000 for provision of 4 flats for our Housing First homelessness support scheme



South Hams  
District Council



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# Section 1 – Performance on a page

## Status of specific actions in Better Lives for All Delivery Plan



This Period

Last period

*Not Applicable as first report*

0 10 20 30 40 50

■ On Track 
 ■ Slight Delay 
 ■ Significant Issues 
 ■ Not due to start

Page 106  
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.

## Spend against approved strategy budget 2021/22



Agreed Strategy Projects Funding 2021/22	£249,000
Spend to Date	£108,291
Forecast to year end	£181,584
Forecast Variance	(£67,416)

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. £62,000 will be carried forward to 2022/23 (these posts were reserve funded so no impact to Council bottom line).

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

This Period

Last period

*Will follow in Q4 Report*

0 2 4 6 8 10

■ On Target 
 ■ Slightly Off Target 
 ■ Off Target 
 ■ Not due to report

## 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.

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	<b>37</b>	<b>82%</b>	NA/ First report
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	<b>7</b>	<b>16%</b>	NA/ First report
	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	-	-	NA/ First report
	This activity is not yet due to start in the current year	<b>1</b>	<b>2%</b>	NA/ First report
Totals		<b>45</b>	<b>100%</b>	





Sound 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:-

- Reviewed our grant funding scheme and made amendments in order to provide funding to groups that are supporting others respond to the climate and biodiversity crisis – due to launch in February 2022
- Successfully bid for funding from the Urban Tree Challenge Fund project – enabling 300 trees planted across 15 sites in early 2022 and a further 300 following in 2023 at another 15 sites
- Carried out a consultation and analysis of responses in respect of increasing biodiversity on Council land – with over 1,000 responses being received
- Completed carbon literacy training for the Senior and Extended Leadership Teams and other key officers to embed the importance of our response to the climate emergency across the Council.



**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	<b>2</b>	<b>1</b> (AM1.2)	<b>1</b> (AM1.1)		
Working towards net zero	<b>4</b>	<b>1</b> (AM1.6)	<b>2</b> (AM1.4 & 1.5)		<b>1</b> (AM1.3)

### Key Risks / Issues

- AM1.1 (EV Conversion of our fleet) – It now looks unlikely that we will be able to install the charging infrastructure at the depots by end of March however a plan is being revised so that we can still deliver within the three year delivery plan window.
- AM1.4 (Grant and Crowdfunding)- Devon County Council have advised that they are likely to withdraw from Crowdfunding from April. This means we may need to source an alternative platform for provision of the Crowdfund climate fund. Work is in progress and will mean that the scheme can continue relatively unaffected from a customer perspective.
- AM1.5 (Installation of EV Charging Points) – since publishing the recent update to O&S, a meeting has been held with the contractor for the Mayors Avenue installations. Work is due to commence w/c 24<sup>th</sup> January to install the equipment and then Western Power will need to do the trenching works for the connection – this can take anywhere between 8-12 weeks depending on their other commitments and so there is slight slippage to this plan but we continue to work closely with contractors.

### Focus for next Quarter

- Scoping of the Electric Vehicle Project and commence recruitment of officer to lead this work
- Roll out new direct grant scheme in February 2022 which will seek applicants to provide community engagement activity
- Preparatory work for a funding bid to On-street residential charge point scheme (ORCS) for a further 4 car parks







Our communities and the voluntary sector have all continued to work together on supporting each other through the ongoing pandemic. While our teams continue to support this effort, I am pleased that we have continued to make good progress in delivering our plans for 2021/22 including:-

- A continuing increase in Leisure Centre participation – currently at 85% usage levels which is above the national average
- Discussions commenced with South Hams CVS about how we may be able to work together with increased impact to our communities in the future
- Work continuing on building of Dartmouth Health and Wellbeing Hub
- Begun the scoping of a Rural Poverty Pilot – using the Devon Joint Strategic Needs Assessment as the starting point
- Developed a new draft Playing Pitch Strategy and consulted our residents and community groups – with the results being considered in January 2022.



**Cllr Jonathan Hawkins**  
 Lead Member for strengthening community wellbeing



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	<b>4</b>	<b>4</b>			
Improving Open Space, Sport and Recreation	<b>1</b>	<b>1</b>			
Support the voluntary sector	<b>1</b>	<b>1</b>			

### Key Risks / Issues

- While our leisure centre provision has seen a continuing increase in participation levels, there is a risk that current Covid-19 impacts result in a reduction in participation over the coming months. We'll continue to work with our provider to monitor these impacts. An update report from Fusion Leisure will be considered by Executive in March 2022.

### Focus for next Quarter

- Development of detailed plans for Rural Poverty Pilot with partners
- Hold a scoping session with South Hams CVS and other voluntary sector groups to identify areas where the District Council can support better outcomes – likely to be held February 2022
- Launch a £50,000 one-off voluntary sector grant scheme for groups supporting Health and Wellbeing within the District





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:-

- Secured £250,000 from the Department for Levelling up and Communities to purchase 4 flats for our Housing First homelessness support scheme. One flat has already progressed to exchange of contracts.
- Supported delivery of 11 units of supported accommodation in Dartington, 3 affordable rented and 3 shared ownership properties in Newton Ferrers, 5 affordable rented and 4 shared ownership in Kingsbridge and 21 shared ownership properties in Dartmouth
- Undertaken housing needs surveys in Kingswear, Thurlestone and Bittaford (awaiting the results)
- Commenced a research piece on the impact of short term rentals on local housing.
- Council's application to the Private Rented Sector Minimum Energy Efficiency Standard (MEES) Compliance and Enforcement Competition was successful and we (SHDC and WDBC combined) received a grant allocation of £44,331



**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	<b>3</b>	<b>3</b>			
Housing for People	<b>4</b>	<b>3</b>	<b>1</b> (IH1.6)		

### Key Risks / Issues

- IH1.6 - The £250,000 awarded by DLUC has a 'spend by' date of 31/03/2022. Given that the period we are currently in sees a slowing in the housing market, sourcing the remaining three flats has been difficult. We are mitigating this by discussing an extension to the funding and are optimistic that this will be agreed. As a result, we have currently rated action IH1.6 (Homelessness Strategy Delivery) as Amber.

### Focus for next Quarter

- Commence planning for next housing needs surveys that will be undertaken in 2022
- Continue with research in to impact of short term rentals on local housing
- Obtain agreement from DLUC on extension to funding in order to source 3 more properties



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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:-

- Working with Plymouth and Devon Councils to submit The Freezone outline business case – a demonstration that we continue to commit to levelling up the regional economy.
- Using EU funding (Welcome Back Fund), we have launched a #myplace marketing campaign – a co-ordinated online, print and programme of vacant shop window dressing in our towns in addition to funding radio advertising, printed media adverts and town centre banners for Kingsbridge as part of their Christmas campaign
- Launched a Community Recovery Grant Scheme with a key focus on supporting existing business growth and development in the District. 205 applications were received and are now being assessed.



**Cllr Hilary Bastone**

Lead Member  
for stimulating  
a thriving  
economy



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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
Promote South Hams Coastal and Visitor Economy	<b>3</b>	<b>2</b>	<b>1</b> (TE1.3)		
Supporting Towns & Businesses	<b>6</b>	<b>6</b>			
Strategic Employment & Infrastructure	<b>3</b>	<b>3</b>			

### 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 31<sup>st</sup> March important that we spend the time to develop with partners.
- The processing of Government business grants has taken a considerable resource over the past 18 months. We are now responding to the new grants launched in response to the Omicron variant and this could slightly slow progress on other areas. We will look to allocate resource from a range of services to ensuring these grants are processed quickly and efficiently so support reaches those businesses that need it while continuing to deliver on our priorities.

### Focus for next Quarter

- Delivering on additional Government Business Grants as announced in December 2021 – Omicron impacts
- Support the submission of the full business case for the Freezone
- Continue to roll out our #myplace campaign to encourage people to shop local



South Hams  
District Council



*Better lives for all*



Although still early in to the new delivery plan, this reporting period has seen us make positive steps to achieving our first year actions. Highlights for this period include:-

- Together with Kingsbridge Town Council, we have secured £250,000 for urban tree planting – enabling us to plant 300 trees across 15 sites in early 2022 and a further 300 in 2023 at another 15 sites
- Recruited a team of Broadband Champions to be community ambassadors for improved broadband by sharing updates and information about what's happening in local neighbourhoods –and encouraging residents to register for their interest in faster broadband
- We've commenced the process of recruiting a dedicated officer to take forward the work of reviewing and refreshing Conservation Area Appraisals, the role profile and job description has been drafted with the post due to be advertised early in the next quarter
- Works have completed on the delivery of 70 metres of urgent coastal remedial works at Beesands and to address the accelerated erosion that has occurred at the northern extent of the village green.



**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	<b>5</b>	<b>5</b>			
Celebrate and protect our heritage	<b>2</b>	<b>2</b>			

Key Risks / Issues

### Focus for next Quarter

- Continue to deliver against the Planning Service Improvement Plan
- Continued works to deliver the new Salcombe Harbour Depot
- Advertise, interview and induct Officer overseeing the Conservation Area Appraisals
- Commence delivery of our plans for urban tree planting



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:-

- Implemented technology to allow our customer services team to quickly see all contact from a customer quickly – enabling them to provide a better service and to update customers on their case
- Started the process of setting clear objectives for all staff aligned to our new priorities
- Adopted an improvement plan for our Planning Service – focusing on enabling the team to process applications quicker
- Carried out all of the preparation for a balanced budget for 2022/23
- Significantly progressed our refurb of the Council Chamber including new technology







**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	<b>2</b>	<b>1</b>	<b>1</b> (QS1.1)		
Being Inclusive & Accessible	<b>2</b>	<b>2</b>			
Making the best use of our resources	<b>3</b>	<b>2</b>	<b>1</b> (QS1.5)		

### Key Risks / Issues

- QS1.1 - There have been delays to the go-live of our new planning portal and back office system. We have mitigated this by extending the current contract with our current provider by 12 months. This has been funded from the project contingency budget.
- 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.

### Focus for next Quarter

- Develop a customer engagement activity to seek views of customers to help shape our future Customer Access Strategy – with outline strategy principles being considered by Executive in March 2022
- Seeking agreement from Council on the 2022/23 budget
- Finalising new KPI's for managing service performance for April 2022
- Launch new Council Chamber and hold first formal meeting



# 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.

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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	£3118.50	£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	£89,172	£150,278	Primarily delays in on-boarding economy officer posts
Built & Natural Environment	£28,000	£0	£8,000	We have not yet appointed the Conservation Area Appraisal support Officer and therefore there will be an underspend of c. £20,000 (depending on how soon the successful candidate can start). This funding can c/f to 2022/23 due to being reserve funding. Nature Mapping contribution (£5k – invoice yet to be received)
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.

Some underspends will occur 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*



The following section sets 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.

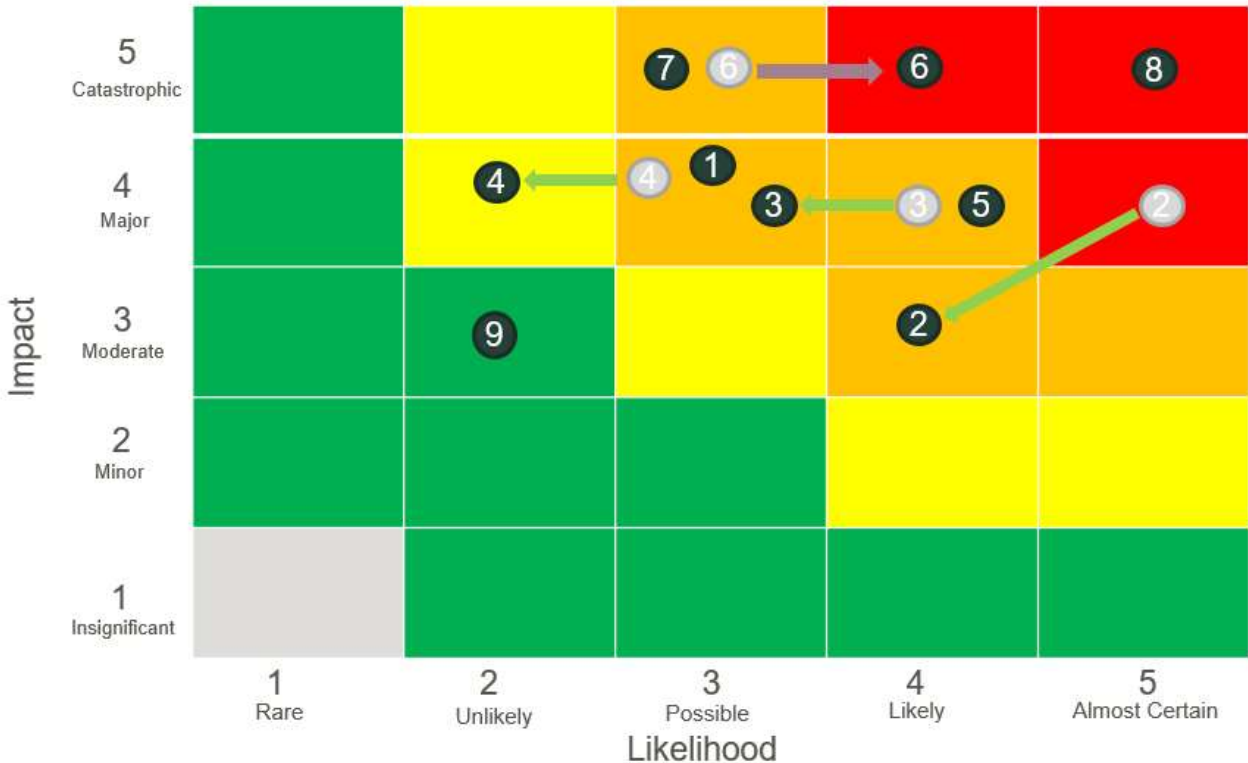
*We are currently reviewing the KPI's with a revised set being considered by the Executive alongside the Q4 Integrated Performance Management Report in April 2022*



# Section 5 - Strategic Risks January 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:	Business Continuity
-------------	---------------------

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.
-------------------	--

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. We are also entering a period where extreme weather events increase the risk of a business continuity event triggering.
-------------------------------------	---

Risk Scoring	Likelihood of risk occurring		4 (Likely)	<p><b><u>What are we doing to reduce the risk?</u></b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Agile working further reduces reliance on two office buildings.</li> <li>Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident.</li> <li>Business Continuity plans have been updated - priority areas - ICT Networking - Payroll &amp; Creditors Payments; other plans need to be made more robust – further work underway for the new year</li> </ul>
	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 (November 2021)	<p>While we still find ourselves in the 'response' phase of the pandemic however focus is now changing to refining our broader business continuity plans to cover other scenarios.</p> <p>Our ability to work online is fundamental to our ongoing delivery of services and this is therefore a key focus for our Business Continuity Planning. We are aware of rising incidents of cyber attacks on local authorities and are monitoring their learning closely in order to refine our own response plans. Where cyber attacks on those have been successful (i.e. not prevented by their systems and processes) they have been without core operating systems for many months and with the cost of recovery being in the several millions of pounds. As a result of this learning we have increased the financial impact score to 5.</p> <p>Additionally, our contracted waste collection services continue to be under significant pressure triggered in part by the national HGV driver shortage which could be compounded as we enter the typical flu season and also the added covid-19 infection and isolation risk.</p> <p>We have commissioned external advice to support us in updating our ICT Business Continuity Plans with this work aiming to complete in January 2022. Following this we can update our other service business continuity plans.</p> <p>A group of core officers will be recommending a dedicated work stream to reduce this risk to acceptable levels</p>
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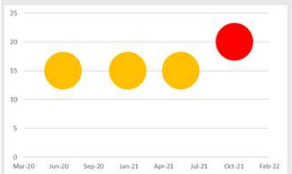
## Overall Scoring

**Risk Score (Current)**



Likelihood 4 x Impact 5

**Risk Score History**



**Risk Direction**



**Risk Title: Delivery of Waste and Recycling Service**

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.

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.

Risk Scoring	Likelihood of risk occurring		5 (Almost Certain)
	Impact	Financial	4 (Major)
		Service Quality	5(Catastrophic)
		Reputation	5 (Catastrophic)
		Legal / Regulatory	4 (Major)
		Health and Safety	3 (Moderate)
		Morale / Staffing	4 (Major)

- What are we doing to reduce the risk?**
1. We have paused the rollout of the full Devon aligned recycling service for 22,500 properties in order to stabilise the existing service.
  2. Continuous, focused dialogue between the Council and our contractor (FCC Environment).
  3. FCC Environment have submitted a recovery plan to deliver the full contracted services to contractually specified levels.
  4. South Hams staff supporting FCC on the ground where required and particularly with the management of the service.
  5. Enabling more focus on delivery of statutory services (household recycling and non-recyclable waste) by suspending the garden waste collection service. Contractor has been asked for a plan to restart this by 31<sup>st</sup> March 2022 (or sooner).

Current Update (November 2021)

Issues with the new service continue to be experienced at the time of this update. The Council is working with FCC Environment to resolve ongoing issues.

The Executive continue to meet regularly with FCC Senior Management. The Council continues to use contractual mechanisms to improve service performance.

The contractor has proved incapable of rectifying the issues with collection by the end of July 2021 as previously updated in the risk register.

To alleviate the pressure on the service, the decision has been taken to temporarily suspend garden waste collections, enabling the contractor to focus available resources on collection of waste and household recycling. The Executive have asked that FCC provide a detailed plan to the Council by 31<sup>st</sup> December 2021 for resuming the service by 31<sup>st</sup> March 2022 (or sooner)

FCC have attended Overview and Scrutiny and regular updates continue to be provided by the Lead Member to the Executive on a regular basis.

**Overall Scoring**

**Risk Score (Current)**








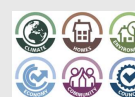





**25**

Likelihood 5 x Impact 5



**Risk Direction**

# Next Scheduled Updates

January	February	March	April	May	June
 <p>27<sup>th</sup> Jan Quarter 3 Integrated Performance Management Report (Oct/Nov/Dec)</p> <p><b>Exec</b></p>			 <p>12<sup>th</sup> April Quarter 4 Integrated Performance Management Report (Jan- March)</p> <p><b>Exec</b></p>		 <p>Annual Report of Achievements 2021/22</p> <p><b>Exec</b></p>
		<p><b>Audit</b> Better Lives for All Strategic Risk Update</p>			
 <p>20<sup>th</sup> Jan <b>Climate</b> Thematic Update</p> <p><b>O&amp;S</b></p>		 <p>17<sup>th</sup> March <b>Community</b> Thematic Update</p> <p><b>O&amp;S</b></p>	 <p>22 April <b>Homes</b> Thematic Update</p> <p><b>O&amp;S</b></p>		 <p><b>Council Services</b> Thematic Update &amp; KPI Performance</p> <p><b>O&amp;S</b></p>
July	August	September	October	November	December
 <p>Quarter 1 Integrated Performance Management Report (Apr- Jun)</p> <p><b>Exec</b></p>	<p>Lead Member &amp; Lead Officer- Refine 2022/23 Delivery Plans </p>			 <p>Quarter 2 Integrated Performance Management Report (Jul- Sept)</p> <p><b>Exec</b></p>	
		<p><b>Audit</b> Better Lives for All Strategic Risk Update</p>			
 <p><b>Economy</b> Thematic Update</p> <p><b>O&amp;S</b></p>		 <p><b>Built Env'</b> Thematic Update</p> <p><b>O&amp;S</b></p>		<p>KPI Performance</p>	 <p><b>Climate</b> Thematic Update</p> <p><b>O&amp;S</b></p>

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Report to: **Executive**  
Date: **27<sup>th</sup> January 2022**  
Title: **Enhancing Biodiversity on Council green spaces – Detailed proposals**  
Portfolio Area: **Climate Change and Biodiversity**

**Cllr Holway**

Wards Affected: **All**

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

Date next steps can be taken: **After call in period for Executive**

Author: **Chris Brook** Role: **Director – Place and Enterprise**

Contact: **Chris.Brook@swdevon.gov.uk**

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## **Recommendations:**

### **That the Executive:**

1. Endorse the new specification for management of Council owned green spaces (as based on cutting schedule in Appendix 1 and the new proposed Grounds Maintenance layer).
2. Approve up to £36,000 from the earmarked Climate Change and Biodiversity reserve for equipment required to manage Council greenspaces in a more biodiverse manner.
3. Approve up to £10,000 from the earmarked Climate Change and Biodiversity reserve towards wildflower seed to create new wildflower areas.
4. Delegate authority to the Senior Specialist for Natural Resources and Green Infrastructure, in consultation with the Grounds Maintenance Operations Manager, to make minor revisions to the proposed Grounds Maintenance layer and cutting schedule in response to local demand, or if experience and learning dictate, that doing so would assist delivering improved biodiversity outcomes.

## **1. Executive summary**

- 1.1 Further to the Council's declared target of increasing the biodiversity value of its land by 10% by 2025 and reports to Executive in July and October 2021, through public consultation our residents have overwhelmingly demonstrated their support for the principle of increasing biodiversity and wildlife value at Council green spaces, by relaxing cutting regimes, leaving areas of long grass, and introducing new areas of wildflower and tree planting.
- 1.2 In response to this support, officers have proposed a new Grounds Maintenance layer reflecting how the aspirations could translate at Council green spaces on a site by site basis. This has been circulated to Members, Town and Parish Councils with an invitation for comment.
- 2.1 This report presents the detailed proposals, equipment specification, revenue and capital expenditure to deliver the increase in biodiversity value on Council green spaces. The proposed approach could deliver in excess of 36% Biodiversity Net Gain across Council green spaces by 2025 (delivering AM1.6 of the Better Lives for All Thematic Delivery Plan and Id.3.3 of the Climate Change and Biodiversity Action Plan).
- 1.3 The equipment required to deliver the proposed new management schedule is summarised in para 5.6, and would cost £36,000, which would be funded from the earmarked Climate Change and Biodiversity Reserve.
- 1.4 The proposed new management schedule is considered likely to be cost neutral in terms of staffing. It is proposed to trial the extension of seasonal summer posts into shoulder months whilst the new arrangement is rolled out, with the approach kept under review. There is an anticipated cost of £5,500 per year for disposal of grass cuttings, which can be met for the next three years from income secured through external grant funding, after which the cost will be absorbed into the service budget.
- 1.5 Responding to the requests of Members at previous meetings of the Executive, the report also provides an update on various current tree planting initiatives and the reduction of glyphosate use.

## **2. Proposed green space layer and cutting schedule**

- 2.2 The proposed green space layer is available at <https://maps.swdevon.gov.uk/wm/Map.aspx?MapName=SHWD> (by turning on the '*Proposed GM Updated*' map feature). The mapped proposed green space layer takes into account 'grass' areas. It is noted that within these grass areas are playing pitches and other sites at which there is no realistic scope of changing the management approach. Non-grass areas of Council owned green space including woodland, hedgerows and shrubs have been excluded from the layer and calculations. There are seven types of maintenance approaches proposed within the layer for 'grass' areas.

- 2.3 Generally the proposal has been well received in those Towns and Parishes in which the District Council own green space – these comments are summarised in Appendix 1. Where the Parish Council did not support proposals (and where the Ward Member agrees with the Parish Council’s view) changes have and will be made to the proposed layer. Comments are still awaited from a couple of Parish Councils in which the District Council own green space. The layer will continue to be kept under review, and fine-tuned as required, either introducing more green space into biodiverse management, or the contrary.
- 2.4 Of c.54ha of green space, the breakdown of the seven maintenance approaches is broadly as follows:

<b>Type</b>	<b>Area</b>	<b>Approach</b>
Regular amenity cut	19ha	Generally a fortnightly cut as per existing regime
Edged long grass cut and collect	10.5ha	Annual/biannual cut and collection of cuttings, and a more regularly cut 1m edge/framing strip
New Wildflower	2.5ha	Newly created wildflower area with appropriate cut and collect regime
New Tree planting	2.2ha	Cut and collect as far as is practicable
Verge cut and collect	5ha	Three/four cut per annum initially – with the expectation that this reduces fertility and vigour of grass growth and within a couple of years this can reduce to two cuts per annum
Verge cut and drop	6ha	Continuation of an existing GM approach – typically four cuts per annum with drop (where impractical or of little benefit to collect)
Informal	7ha	Typically areas of bramble that may require cutting every 2 <sup>nd</sup> or 3 <sup>rd</sup> year
<b>TOTAL</b>	<b>54ha</b>	

- 2.5 In addition to newly created wildflower areas, the ‘edged long grass cut and collect’ and the ‘verge cut and collect’ approaches will also provide favourable conditions for wildflower in some cases where there is an existing wildflower seedbank at a site.
- 2.6 Closed churchyards maintained by the District Council have been excluded from the mapped layer, given that a generalised approach is unlikely to either work or be well received. These sites will be reviewed in 2022 on a case by case basis with Ward Members, Parish and Church Councils to consider opportunities to adjust maintenance schedules both to standardise the approach more efficient whilst seeking opportunities to benefit biodiversity. It is noted that the Council is obliged to maintain closed churchyards upon request, but receives no funding for this additional service.
- 2.7 The associated cutting schedules for each maintenance approach are summarised in Appendix 2.
- 2.8 The proposed approach could deliver in excess of 36% Biodiversity Net Gain across Council owned ‘grass’ areas included within the mapped proposed green space layer by 2025. A summary of this calculation is given in Appendix 3.

### **3. Tree planting**

- 3.1 The tree planting shown on the proposals layer reflects that for which officers have currently secured funding.
- 3.2 A successful bid for £250,000 to the Forestry Commission's Urban Tree Challenge Fund will result in planting at over 30 urban parks, green spaces and verges (of which 25 are District Council owned). The funds contribute to planting of over 600 substantial standards (typically 2-4.5 metres in height when planted) during the 21/22 and 22/23 seasons, and includes revenue funding for 3 years to establish the trees, covering Grounds Maintenance staff costs to undertake regular watering and checks of each tree.
- 3.3 Through the Emergency Tree Fund (Woodland Trust funding, administered by Devon County Council) planting of 1,450 whips (40-60cm height trees) will be undertaken at five District Council owned sites, primarily at parks and countryside sites, and includes funding for 5 years to cover initial maintenance to establish the trees.
- 3.4 A modest amount of planting will also be undertaking at woodland edge sites in Woolwell this planting season under the auspices of the Plymouth and South Devon Community Forest.
- 3.5 Further opportunities for tree planting on Council green spaces will be sought in future years, including through the Emergency Tree Fund, Community Forest, and other grant schemes, with officers encouraging communities to identify further planting sites on Council green spaces.

#### **4. Chemical use**

- 4.1 When considering previous reports on enhancing biodiversity at Council green spaces, Executive Members have queried the use of Glyphosate, and asked for information about its use by the Council.
- 4.2 The Council has moved away from use of Glyphosate in recent years and currently does not use the chemical except for control of Japanese Knotweed. Recently this move has also extended to ceasing use of Glyphosate as part of any contracts with local Town or Parish Councils.
- 4.3 Whilst more labour intensive, where required the Council does undertake some physical removal of weeds (hoeing), and has trialled use of acetic acid on general weeds (to limited effect). However, no feasible alternative is considered available currently to enable the Council to cease use of Glyphosate on Japanese Knotweed. Alternatives typically being more costly, impractical, and of limited effectiveness – these including foamstream, acetic acid/vinegar, hot water, burning. Effectiveness is key, given the duty incumbent upon the Council (or any other landowner) to prevent spread of Japanese Knotweed from its land.
- 4.4 Officers will continue to monitor alternative options for treating Japanese Knotweed that may enable the Council to cease use of Glyphosate. Use of electric current has shown some early promise (albeit not as effective as Glyphosate), however it is currently prohibitively costly and has constraints on its practical use.



- 4.5 It is noted that the use of Glyphosate by the Council is by trained individuals, using the chemical in a targeted manner and in quantities far lower than might typically be used in an unregulated domestic situation with excessive and non-targeted application. The Council's use is typically around 1 litre per year (compared to 40-50 litres before moves were made to reduce use). It is hoped to further quantities of use, by introducing direct stem injection into Japanese Knotweed.

## 5. Equipment

- 5.1 To deliver the proposed Grounds Maintenance approach, new equipment will be required to prepare sites, collect and transport cuttings. To work, the approach needs to be mechanised as far as possible, reducing operative time (e.g. avoiding time intensive activities such as raking cuttings).
- 5.2 There are various pieces of equipment that can deliver the desired outcome, but they differ significantly in terms of cost, and have relative pros and cons.
- 5.3 To give further confidence in approach, officers have discussed the recommended equipment with other Local Authorities who have experience of a more biodiversity minded approach to verge and green space management (namely Dorset Council, South Somerset District and Plymouth City Councils) to seek second opinions, as well as consulting national practical guidance (namely Plantlife's 'Managing grassland road verges').
- 5.4 Notwithstanding that there is variance in approach by these Councils, they agree that the equipment proposed is suitable for intended purpose, and that the proposed approach to cut and collect with removal of arisings is broadly consistent with their own approaches.
- 5.5 A summary of equipment used by these other Local Authorities is available in Appendix 4 including their comments on pros and cons of their approach relative to our proposal. Officers have been mindful of alternative approaches in recommending equipment as expressed in Appendix 4.
- 5.6 The equipment proposed for purchase is summarised below:

Equipment	Cost	Purpose	Benefit
<b>Tractor mounted stone burier</b>	£11,000	Enables cultivation, stone burying, levelling, rolling and seeding in one pass	Useful for burying nutrient rich topsoil/turf, preparing and seeding wildflower areas
			

<p><b>Cut and collect flail for compact tractor</b></p>	<p>£10,000</p>	<p>Cuts long grass cleanly, collecting material on the same pass. Has a hydraulic high-tip arm to empty into a trailer. Can also scarify</p>	<p>Can cut and collect long grass, is considered suitable for use in wet conditions without blocking, and is a comparatively cheap option</p>
			
<p><b>Tipping dump trailer</b></p>	<p>£15,000</p>	<p>To receive collected cuttings to be transported to the green waste composting site</p>	<p>For towing with the standard tractor. Can hold a large amount of material reducing frequency of trips to composting site</p>
			

5.7 It is also noted that as existing Grounds Maintenance equipment reaches the end of its usable life, each piece will be reviewed to consider whether there is a suitable replacement which might also be as effective at cutting and collecting long grass as it is cutting and collecting short amenity grass (noting some of the other pieces of equipment referenced in Appendix 4).

## 6. Staffing and revenue

- 6.1 The Grounds Maintenance Operations Manager considers that the proposals can be achieved within the existing Grounds Maintenance staff numbers. This is on the basis that there will be less visits to some sites with a reduced cutting frequency but this will be offset by these visits taking longer due to collection of cuttings.
- 6.2 There will be an annual review of staffing levels and the most appropriate way of matching staffing to the Grounds Maintenance schedule and seasonal pressures as the new schedule is rolled out. It is anticipated that a sensible approach

may be to extend the season for seasonal posts into the shoulder months, or to reduce the number of seasonal posts instead turning them into year-round staff to reflect the reduced cutting in the summer months, but additional work in the shoulder months.

- 6.3 The incorporation of a cut and collect approach will generate significant amounts of cuttings which need to be removed to a green waste disposal site at an estimated £5,500 per year cost. In the first 3 years, this cost will be met from secured external income to the service. After this 3 year period, and based on the experience of other Local Authorities, it is anticipated that the amount of green waste cuttings will reduce as the fertility (and vigour) of grass is reduced, and the cost will be subsequently be absorbed by the service to remain revenue neutral.

## **7. External Grounds Maintenance contracts and other operational considerations**

- 7.1 Officers have sought feedback from Town and Parish Councils with respect to their appetite for buying into a more biodiversity focussed District Council Grounds Maintenance service for management of their own land (i.e. cut, collect and disposal of arisings). The response has been mixed. Some do not currently anticipate changing their approach to cutting specification in future contract retendering. Others are looking to change their specification to be more biodiversity focussed and include cut and collect. Others own limited land, and are already undertaking biodiversity focused management, including using local volunteer resource.
- 7.2 A summary of Town and Parish Council responses is included in Appendix 5.
- 7.3 A number of recommendations from the 2020 South Somerset review of the Grounds Maintenance service have been undertaken and completed. Others are in progress, with some recommendations not being taken forward, or remaining aspirations. It is noted that the redirection of the Operations Team Leader to cover pressures in the Waste service has had some temporary impact on progress of the recommendations. The Grounds Maintenance service has struggled with staffing levels through the 2020 summer season due to Covid 19, and the 2021 summer seasons with operatives diverted to waste, and long term sickness within the team. Nonetheless income secured from external contracts in 2020/21 totalled £43,000.
- 7.4 Currently, a new Grounds Maintenance Operations Manager and Chargehand are being recruited, and one Chargehand is expected to return to work after long term sickness. Accordingly, in the context of adjusting to the roll out and delivery of the schedule, it is unlikely that there will be capacity to secure any additional external work in 2022.

## **8. Communications**

- 8.1 As noted in the July Executive report, the importance of sustained positive and informative communications via social

media, press releases, and on-site signage continues to be recognised.

- 8.2 Alongside effective implementation (including for example, regular framing cuts of long grass), effective communication and signage will convey the Council’s intended management to residents as well as managing their expectations. It remains inevitable that the approach will not be supported by all, however has in part been mitigated by consulting Town and Parish Councils, and removing proposals where the local Parish Council are not supportive.

## 9. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address						
Legal/Governance		<p>The Council has a general power under the Local Government Act 1972 to maintain land that it owns either for the purpose of its functions or the benefit, improvement or development of the Council’s area.</p> <p>The Council also has a duty to have regard to conserving biodiversity as part of its policy and decision making under the Natural Environment and Rural Communities Act 2006.</p>						
Financial implications to include reference to value for money		<p>£36,000 is required for proposed equipment from the earmarked Climate Change and Biodiversity reserve</p> <p>For the next 3 years, the green waste arising costs will be met through income from external funding. Subsequently costs will be absorbed by the service.</p>						
Risk		<p>A politically binding target of 10% net increase in biodiversity has been adopted by the Council. Inaction to meet the Council’s biodiversity target will undermine the Council’s credibility to deliver on this and other commitments.</p> <p>Risks to delivery of proposals and mitigation include:</p> <table border="1" data-bbox="722 1686 1497 2033"> <thead> <tr> <th data-bbox="722 1686 1038 1720">Risk</th> <th data-bbox="1038 1686 1497 1720">Mitigation</th> </tr> </thead> <tbody> <tr> <td data-bbox="722 1720 1038 1865">A new GM Operations Manager and Chargehand are currently being recruited</td> <td data-bbox="1038 1720 1497 1865">Close liaison between Assets Specialist, the new GM Operations Manager and the Operations Team Leader will be needed to establish a strong working relationship.</td> </tr> <tr> <td data-bbox="722 1865 1038 2033">Capacity – planting in 2021/22 season for Urban Tree Challenge Fund</td> <td data-bbox="1038 1865 1497 2033">With new staff joining, and the need to plant UTCF trees, it is accepted that no new wildlife areas would be prepared in spring 2022, the first of these would be deferred to autumn 2022. It is</td> </tr> </tbody> </table>	Risk	Mitigation	A new GM Operations Manager and Chargehand are currently being recruited	Close liaison between Assets Specialist, the new GM Operations Manager and the Operations Team Leader will be needed to establish a strong working relationship.	Capacity – planting in 2021/22 season for Urban Tree Challenge Fund	With new staff joining, and the need to plant UTCF trees, it is accepted that no new wildlife areas would be prepared in spring 2022, the first of these would be deferred to autumn 2022. It is
Risk	Mitigation							
A new GM Operations Manager and Chargehand are currently being recruited	Close liaison between Assets Specialist, the new GM Operations Manager and the Operations Team Leader will be needed to establish a strong working relationship.							
Capacity – planting in 2021/22 season for Urban Tree Challenge Fund	With new staff joining, and the need to plant UTCF trees, it is accepted that no new wildlife areas would be prepared in spring 2022, the first of these would be deferred to autumn 2022. It is							

			also noted that the UTCF revenue funds will cover a new member of staff to undertake maintenance of trees.
		A period of adjustment whilst operatives and managers become accustomed with delivering the new site maintenance and habitat creation schedule.	GM operatives will be introduced to the new schedule, empowered to deliver it, and a close dialogue will be maintained between operatives and managers. It is accepted that all will learn through the experience.
		Ensuring the GM team operates at full capacity will be important to the successful delivery of the schedule	Any vacant posts will be filled immediately, and dialogue will be maintained to seek opportunities to flex where necessary on cutting timings if capacity is temporarily reduced.
		Managing public expectations	See section 8 – namely via communications and signage. Also, keeping the public onsite with framing cuts and paths as appropriate to avoid perceived neglect.
		New wildflower areas not performing	Notwithstanding the lead-in on flowering of perennial wildflowers, the success or otherwise of such sites will be kept under review, and the approach will be changed if or as required.
Supporting Corporate Strategy		Climate Change and Biodiversity – delivering AM1.6 (A 10% increase in biodiversity on Council land)	
Climate Change - Carbon / Biodiversity Impact		The proposed approach could deliver in excess of 36% Biodiversity Net Gain across Council green spaces by 2025 (and ultimately 45% when taking into account tree planting). A summary of this calculation is given in Appendix 3. This delivering AM1.6 (A 10% increase in biodiversity on Council land) of the Better Lives for All Thematic Delivery Plan.	
Comprehensive Impact Assessment Implications			
Equality and Diversity		No implications	
Safeguarding		No implications	
Community Safety, Crime and Disorder		No implications	
Health, Safety and Wellbeing		No implications	
Other implications		None at this stage	

**Supporting Information**  
**Appendices:**

- 1 – Summary of Town and Parish Council comments on proposed layer**
- 2 – Summary of cutting schedule for each maintenance approach**
- 3 – Summary of Biodiversity Net Gain from proposals**
- 4 – Equipment used by other LPAs**
- 5 – Potential for 'biodiverse approach' and equipment to be of use in tendering for future Town and Parish Council contracts**

**Background Papers:**

None

## Appendix 1

### Summary of responses from Members, Town and Parish Council on the proposed layer

	SHDC owned green space in town/parish	Summary of comments	Action taken/required by SHDC
Ivybridge TC	Y	Support proposals for tree planting, orchard and wildflower areas. Stressed need for cutting paths/edges regularly to reinforce that wilder areas are positive management and not forgotten. Noted a couple of mapping tweaks to reflect existing flower areas. Suggested there should be ongoing review of the schedule, especially of wildflower areas, both in case of local disquiet or a local desire for expansion.	Make it clear that the proposals are flexible and will be held under review, particularly wildflower areas (noting the establishment period for wildflower). Tweaks made to map (in vicinity to Cole La)
Totnes TC	Y	Support and welcome moves to enhance biodiversity. Note that if excessive complaint is received particular site proposals could be reviewed. Note from their experience that small areas of wildflower can be more difficult to manage than expected, and can get mixed responses, but they are persevering at present.	As above – particularly contentious (or unsuccessful) wildflower areas can be kept under review and management approach changed if necessary.
Kingsbridge TC	Y	Support proposals with no suggested amendments.	
Salcombe TC	Y	Do not support any changes to existing schedule in Salcombe.  Noted the old hockey pitch needs to be added to the layer	Removed proposed cut and collect alongside Batson Creek road reverting these areas back to 'amenity/regular cut grass' – there were no other proposed changes in Salcombe.  Old hockey pitch added to the layer.
Modbury PC	Y	Support proposed management of green spaces	
Wembury PC	N	Whilst SHDC no longer own green spaces within Wembury, WPC support the moves to enhance biodiversity on SHDC green spaces elsewhere in the District.  WPC have been introducing such measures themselves in the Wembury Recreation Ground and WPC verges sites in the last couple of years. These moves have been generally welcomed by the local residents and WPC have had lots of compliments about the improvements and changes.	
Kingswear PC	Y	No comment on proposals. Advise that they already leave areas within their cemetery and churchyard uncut during part of the year to allow wildflowers to grow.	
Stokenham PC	Y	Generally supportive. Noted that bramble/gorse should not be allowed to become overgrown at the northern end of Beesands.	Monitor and prevent encroachment of scrub at northern end of Beesands.
Malborough PC	Y	Do not support changing areas to wildflower, consider they would not be managed appropriately and would become a dog fouling area. Perceived as a cost cutting exercise.	Wildflower areas removed from proposals and retained as regularly cut amenity grass.

		Ask that the existing cutting regime is maintained.	
West Alvington PC	N	No comment	
South Milton PC	N	No comment	
South Huish PC	Y	Proposal acceptable	
Strete PC	N	No comment	
Harberton PC	N	Indicated support for the aim to enhance biodiversity on SHDC green spaces elsewhere	
Brixton PC	Y	BPC as part of its Environment Action Plan is looking to improve biodiversity at green spaces in Brixton strategically and regardless of land ownership (including DCC, SHDC, Livewest and Brixton Feoffee Trust sites). This includes decreasing the size of areas cut regularly.	Work with BPC to agree approach that is consistent with aspirations
Loddiswell PC	N	100% on board with proposed rewilding projects and are have their own parish rewilding group looking to enhance areas in their parish.	
Chivelstone PC	N	Were interested to see the results of the public survey as they are also trying to enhance biodiversity of their green spaces. Would welcome any signage we could provide for their own areas that they are enhancing.	Share any signage in due course with CPC.
Slapton PC	Y	No enhancement measures proposed. SPC indicated a desire to plant trees and sow wildflower in verges in the parish	
Ermington PC	Y	No comment	
Newton and Noss PC	N	Clerk anticipates the PC would be supportive of proposals elsewhere, but not being considered until a 13 <sup>th</sup> Jan meeting	
South Brent PC	Y	SBPC have arranged cutting of SHDC sites (for a fee) for the last 20 years. SHDC are currently in discussions with SBPC about future arrangements including cutting schedule. At site meetings, a change from proposed wildflower at Higher Green to tree planting has been favoured.	Change proposed wildflower at Higher Green to tree planting. Discuss with neighbours.
Cllr Lance Austen (Ivybridge W)		Supports proposals for wildflower and tree planting. Suggested some tweaks to layers to reflect scheduled tree planting.	Include tree planting at Barn Close play area Amend Woodlands Park mapping to reflect scheduled tree planting.
Cllr Nicky Hopwood (Woolwell)		Suggested some changes to proposals. Removing wildflower proposal from Cann Wood View. Including wildflower at Meadowbrook. Noting that there may be an alternative future use for the area proposed as wildflower adjacent to the Community Centre (e.g. recreation)	Make changes to layer, including more accurately indicating tree planting (to be scaled back from original mapping, particularly at the site to the south of Warren Park)
Bickleigh PC	Y	On the BPC agenda for consideration on 27 <sup>th</sup> January	
Blackawton PC		No comment	
South Pool	N	Noted that SHDC do not own land in South Pool	
Sparkwell PC	N	Noted that there are no SHDC owned/managed green spaces in the Parish	
Dartmouth TC	Y	Cllrs are due to consider - awaiting comment	
Dartington PC	Y	DPC supports the proposed GM schedule as it relates to Dartington especially SHDC's attempts to increase	



		biodiversity. The Council is supportive of further measures to increase biodiversity on the land maintained by SHDC to enable it to deliver more than 10% Biodiversity Net Gain, and plant trees wherever possible. The Council also supports a regular amenity cut of the grass area around Gidley's Meadow play area in the parish where play equipment and benches have been installed.	
Ugborough PC	N	Noted that there are no green space proposals affecting Ugborough.  Noted a desire to see the churchyard continued to be cut regularly.	None required – churchyard management will be reviewed later in 2022

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## APPENDIX 2 - Summary of cutting schedule for each maintenance approach

The current grass cutting schedule includes:

- 'High quality' grass – weekly cut in summer (with x2 winter cut)
- Amenity grass – Cut every 2 to 3 weeks (with x2 winter cut) – no collection of cuttings
- Verges – x4 summer cuts - no collection of cuttings
- Pitches – weekly cut during season – no collection of cuttings
- Informal/Biodiversity – cut as required – bramble/rough grassland

The proposed grass cutting schedule is as follows:

Approach	Operation	Proposed cutting schedule	Notes
<b>Regular amenity cut</b>	Short grass  Suitable for recreation areas (play areas, kickabout areas, pitches), and where short grass is required for aesthetic purposes	Cut weekly-fortnightly during season for pitches (if needed)  Elsewhere, cut every 2 weeks during summer (flexible - more regularly if needed or reduced if a particularly dry period)  2 x winter cut if necessary	Areas with bulbs left until after June/6 weeks after flowering
<b>Edged long grass cut and collect</b>	Grass left to grow long to favour longer growing flowering species.  Suitable for areas around edges of sites where no recreation use/benefit	Annual (Aug) or biannual (spring and late summer/early autumn) cut and collection of arisings  A more regularly (4 weekly) cut 1m edge/framing strip  Paths cut through on 4 weekly basis as/if required	Removal of arisings will gradually reduce fertility and amount of arisings  May require some scarifying and sowing of yellow-rattle
<b>Newly sown wildflower areas</b>	Areas subject to turning of top soil, levelling, rolling and wildflower seeded. Preference for perennial where possible, with use of annual only where instant colour is required	<u>1<sup>st</sup> year establishment</u>  If seed mix includes cornfield annuals/yellow rattle, cut from late June/mid-July cutting to c.3 inches, removing cuttings, and repeat cuts to height of c.3 inches in first year whenever growth approaches 6 inches, roughly every 2 months  If seed mix does not include cornfield annuals/yellow rattle, but is all perennial, then cut from spring to c.3 inches whenever growth approaches 6 inches in height (removing arisings), roughly every 2 months  <u>Subsequent years</u>  Spring cut (Feb-early April)  Late summer/early autumn cut (mid July-end Sept)	Regular cutting in the first year is necessary to control the flush of annual weeds, and to encourage perennial flowers and grasses to make good root development  Seed is allowed to set, and once cut, arisings are collected and removed

<b>New tree planting</b>	<p>Includes standards and smaller whips</p> <p>Standards will have protection (typically mesh cages), with whips having spiral guards.</p> <p>Trees will be mulched, and cutting should not be undertaken near to the base of the tree to avoid damage and soil compaction.</p> <p>Protection, staking, ties, etc will be maintained as required</p>	<p>Areas around whip planting will generally be left as long grass – as far as possible cut as per 'edged long grass cut and collect' with regularly cut paths through the whip planting as/if appropriate.</p> <p>Planting of standards will typically be in areas where a relaxed cutting regime is to be implemented. In some cases new tree planting may be within regularly cut amenity grass, however a suitable buffer will be left around the base of trees to avoid damage.</p> <p>In the case of new orchard planting, efforts will be made to sow appropriate wildflower mixes below trees, managed as cut and collect.</p>	<p>Management of grass below trees will be case by case according to the aspirations for the site or part of the site.</p>
<b>Verge cut and collect</b>	<p>Will benefit quick and longer growing wildflowers, particularly once fertility if reduced</p>	<p>Four cuts per annum initially</p> <p>Aiming to reduce to 2 cuts after 2 or 3 years</p>	<p>Experience of other Local Authorities is that fertility and vigour of grass growth reduces significantly within a couple of years such that the number of cuts can reduce</p>
<b>Verge cut and drop</b>	<p>Continuation of an existing extensive GM layer approach</p>	<p>Typically four cuts per annum with no collection of arisings</p>	<p>Often strimmed verges or banks, where it is impractical (due to width or gradient) or of little benefit to collect arisings.</p>
<b>Informal</b>	<p>Continuation of existing GM layer approach (and incorporation of other GM layers such as 'biodiversity')</p>	<p>Typically areas of bramble that requires cutting from between a 1 to 3 year frequency</p>	<p>These areas are cut as required and commonly to prevent encroachment or 'scrubbing up'</p>

### Appendix 3 - Summary of Biodiversity Net Gain from proposals

Whilst the approach to Grounds Maintenance can be changed to target improving biodiversity in response to the Biodiversity Emergency, measuring any improvement is not straightforward. Any measurement is effectively a proxy and indicative at best.

The current best available tool is considered to be the **Defra Biodiversity Metric 3.0 calculator**.

This tool has recently been introduced to assist Local Planning Authorities with assessing development proposals in the planning process, to evidence that a proposed development is delivering a net gain for biodiversity – this typically taking account of habitat lost to development, and new habitat created or enhanced onsite or offsite.

In the case of the Council greenspaces the tool has been used as a basis of calculation of habitat units for the existing habitats, and to estimate habitat units taking account of proposed measures to enhance existing or to create new habitat (if cut and collect management was implemented, trees planted and new wildflower areas created).

The areas included in the calculation are based on the proposed Grounds Maintenance layer available at <https://maps.swdevon.gov.uk/wm/Map.aspx?MapName=SHWD>. The habitat calculations are applied on a generalised basis and are intended to be indicative as opposed to exact (to undertake this exercise would be unduly prohibitive in terms of time and cost). The following generalisations and omissions are noted:

- A minority of sites may not fall into the generalised categories assigned to the habitat in the calculator.
- The type of 'enhanced' grassland sites have not been distinguished – i.e. between newly sown wildflower areas, or sites at which cut and collect is being introduced and where the natural wildflower seedbank is being given a chance to show once nutrient levels are reduced.
- Areas of existing woodland and hedgerows have not been incorporated, due in part to complexity, and because it is not anticipated that there will be a change to management of these habitat types.
- Existing habitat has been categorised as of poor condition, low ecological connectivity and of and as habitat not within a local strategy (i.e. not of strategic significance).
- Enhanced and newly created habitat applies a worst case scenario – namely assigning this habitat as 'poor' condition, with low ecological connectivity, and of as habitat of low strategic significance. The one exception being newly planted 'standard' trees, for which a condition of moderate has been applied reflecting the level of aftercare they will receive.
- The full biodiversity value of the tree planting takes some time to be realised.

**Applying the generalised assessment, the headline results indicates that the proposed measures could deliver a Biodiversity Net Gain of c.35% by 2025.**

**Adding the proposed tree planting to the calculation noting that the biodiversity value would not be realised until after 2025, would result in a Biodiversity Net Gain value of c.45%.**

The following headline results and calculation images taken from the Defra calculator reflect all proposed changes (i.e. incorporating the tree planting).

Headline Results		Return to results menu	
On-site baseline	Habitat units	94.00	
	Hedgerow units	0.00	
	River units	0.00	
On-site post-intervention <small>(Including habitat retention, creation &amp; enhancement)</small>	Habitat units	136.48	
	Hedgerow units	0.00	
	River units	0.00	
On-site net % change <small>(Including habitat retention, creation &amp; enhancement)</small>	Habitat units	45.19%	
	Hedgerow units	0.00%	
	River units	0.00%	
Off-site baseline	Habitat units	0.00	
	Hedgerow units	0.00	
	River units	0.00	
Off-site post-intervention <small>(Including habitat retention, creation &amp; enhancement)</small>	Habitat units	0.00	
	Hedgerow units	0.00	
	River units	0.00	
Total net unit change <small>(including all on-site &amp; off-site habitat retention, creation &amp; enhancement)</small>	Habitat units	42.48	
	Hedgerow units	0.00	
	River units	0.00	
Total on-site net % change plus off-site surplus <small>(including all on-site &amp; off-site habitat retention, creation &amp; enhancement)</small>	Habitat units	45.19%	
	Hedgerow units	0.00%	
	River units	0.00%	
Trading rules Satisfied?	Yes		

Existing baseline habitat

Habitats and areas			Distinctiveness	Condition	Strategic significance	Suggested action to address habitat losses	Ecological baseline	Retention category biodiversity value					
Broad habitat	Habitat type	Area (hectares)	Distinctiveness	Condition	Strategic significance		Total habitat units	Area retained	Area enhanced	Baseline units retained	Baseline units enhanced	Area lost	Units lost
Grassland	Modified grassland	47	Low	Poor	Area/compensation not in local strategy/ no local strategy	Same distinctiveness or better habitat required	94.00	24.8	20	49.60	40.00	2.20	4.40
		47.00					94.00	24.80	20.00	49.60	40.00	2.20	4.40

Habitat creation (newly planted trees – whips, and planting of standards)

Broad Habitat	Proposed habitat	Area (hectares)	Post development/ post intervention habitats							Habitat units delivered
			Distinctiveness	Condition	Strategic significance	Temporal multiplier		Difficulty		
			Distinctiveness	Condition	Strategic significance	Standard or adjusted time to target condition	Final time to target condition/years	Final difficulty of creation		
Woodland and forest	Other woodland; broadleaved	2.2	Medium	Poor	Area/compensation not in local strategy/ no local strategy	Standard time to target condition applied	5	Low	7.36	
Urban	Urban Tree	0.3	Medium	Moderate	Area/compensation not in local strategy/ no local strategy	Standard time to target condition applied	27	Low	0.92	
	Total area	2.20							8.28	

Habitat enhancement (including long grass cut and collect, verge cut and collect and new wildflower areas)

Baseline habitats	Proposed Habitat (Pre-Populated but can be overridden)		Change in distinctiveness and condition		Area (hectares)	Distinctiveness	Condition	Strategic significance	Temporal risk multiplier			Difficulty risk multipliers	Habitat units delivered
	Baseline habitat	Proposed Broad Habitat	Proposed habitat	Distinctiveness change					Condition change	Strategic significance	Standard or adjusted time to target condition		
Grassland - Modified grassland	Grassland	Other neutral grassland	Low - Medium	Lower Distinctiveness Habitat - Poor	20	Medium	Poor	Area/compensation not in local strategy/ no local strategy	Standard time to target condition applied	1	Low	78.60	
					20.00							78.60	

## Appendix 4 – Equipment used by other Local Authorities and comments on SHDC proposal

	Approach and experiences	Equipment used and pros/cons	Other LAs comments on SHDC proposed equipment	SHDC officer response/observations
<b>South Somerset Council</b>	<p>Have some sites traditionally left to long grass at which they have undertaken cut and collect.</p> <p>In 2021 they introduced additional areas via 'no mow trials' and after being well received they will be expanding these areas in 2022.</p> <p>They targeted their 'no mow trials' working with supportive Town and Parish Councils.</p> <p>They stress the importance of framing and path cuts, and also promotion of the schemes and signage where necessary.</p> <p>All of their arisings are removed from site in skips for green waste composting. They have had some 'vague' discussions about mini bio digesters.</p>	<p>To date they have relied on a Kubota ride on mower that they already owned. They find this can cope with small-medium areas of long grass, but it has to be dry otherwise it clogs.</p> <p>They have used a contractor with a 'Bleccavator' to prepare sites on hire.</p>	<p>In response to rolling out the cut and collect approach, they are looking at purchasing fit for purpose equipment for cut and collection – they too had been considering a compact tractor rear mounted flail with collector as per SHDC proposal.</p> <p>They are also looking at purchase of an Iseki 40" cut and collect tractor (cost of c.£15,000)</p> <p>They considered a small baler collector, but dismissed this as it adds another operation to the collection</p>	<p>The South Somerset response acknowledges the proposed equipment for SHDC as appropriate. South Somerset having previously undertaken a review of the SHDC GM service in 2020 and understanding the service and sites well.</p> <p>The Iseki 40" cut and collect (or similar) is unlikely to be suitable to meet the variety of sites and SHDC purposes – whilst the machine would work well on small sites (and would undoubtedly be more manoeuvrable), it has a narrow cutting width, and a smaller collector than the compact tractor rear mounted flail collector – this would make cut and collection on larger sites significantly more time consuming.</p> <p>Such machines are also more expensive (c.£15,000) than the proposal (c.£10,000).</p> <p>Nonetheless such a machine would be worth considering in the future (if replacing expired machines) as they would work well for small sites and appear to have made incorporated features to make them more usable in wet conditions than standard/older ride on collector tractors.</p>
<b>Dorset County Council</b>	<p>Have several years experience (dating back to 2014) of cut and collect – often used as a national case study for cut and collect resulting in a reduction in grass vigour/growth rates and a resulting improvement in floral diversity</p> <p>For verge cuts, in year one, DCC reduced cuts from 6 cut and drops to 3 or 4 cut and collects. Within 2 or 3 years this has reduced to 2 cut and collects per annum</p> <p>They note that keeping the number of cut and collects at 4 initially will help to accelerate reduction in nutrient loading and vigour of grass growth – also this keeping the verges neat and tidy and keeping public onboard</p> <p>They note that wildflower establishment has happened naturally at most sites with</p>	<p>Use two brands of ride on, out front flail cutting mowers with rear collecting unit</p> <p>The general downside with this equipment being cutting in the damp and clogging – Dorset CC noting that in their experience one model they use (Iseki) cuts better than the other (Grillo).</p> <p>The other downside being cost – with a starting model at around £32,000.</p>	<p>They note that for bigger verges/wider areas that rear tractor (for compact or large tractors) mounted flails with collectors are efficient and work well</p> <p>They note that a compact tractor with rear flail and collector is relatively un-manoeuvrable compared to a ride on mower.</p> <p>They also note that cutting is behind you which makes it more awkward to cut around obstacles on verges (trees, lamp posts, benches), compared to an out front mower which can easily cut around obstacles</p>	<p>The GM Manager considers that ride on, out front mowers commonly struggle in damp conditions (based on experience with SHDC's existing Grillo mower) – it is noted that Dorset officers indicate that this differs according to model.</p> <p>The type of equipment used by Dorset CC is certainly a perfectly sound approach.</p> <p>The manoeuvrability of the equipment used by Dorset is better than that proposed, albeit a compact tractor with rear mounted flail and collector is sufficiently manoeuvrable for most of our sites, and this has been taken into account when drawing up the proposals layer. It is accepted that for 'fiddly' verges a ride on, out front flail with collector is likely to be more suitable, however this is offset by the rear mounted flail collector being more efficient for larger sites.</p> <p>The cost of the rear mounted flail and collector (c.£10,000) is considerably cheaper than a ride on, out front flail mower and collector (starting at £32,000) and accordingly seems a sensible initial approach.</p>

	<p>reduced fertility, whilst at a minority they have accelerated this with overseeding</p> <p>On Dorset verges they tend to be able to dispose of cuttings onsite (behind tree/shrub/bramble areas) and out of sight – they have found the cuttings rot naturally and have not had to pay for disposal offsite</p>			<p>It is noted that SHDC has a ride on Grillo currently which is reaching the end of its useful life (and is earmarked for replacement in 2023). This machine is primarily used for cutting grass on the Salcombe contract where cut and collect is necessary.</p> <p>It may be possible that when replacing this machine, options can be explored to purchase a model better suited to cut and collect including longer grass to diversify the equipment SHDC have to deliver more biodiversity focused cutting.</p>
<p><b>Plymouth City Council</b></p>	<p>Over the last 5 years they have introduced various wildflower meadows (at nature reserves, highway verges and amenity areas), as well as managing longer grass, on cut and collect regimes.</p> <p>For larger sites, arisings are cut and baled, with some used as green hay and majority taken for green waste composting.</p> <p>They have varied approach – nature reserves have used a stone burier to prepare a site before being sown as perennial meadows, whilst a few prominent roadside sites are sown as annual meadows.</p> <p>At some sites they have introduced cut and collect and allowed wildflower in the seedbank to establish once fertility is reduced. In some case they have scarified and added yellow rattle.</p>	<p>Successfully use a stone burier (similar to ‘Bleavator’) to prepare their wildflower meadow sites.</p> <p>They have found that some ride on machines do not cut well in the wet (e.g. Grillos). They note such machines being fairly top heavy may struggle on gradients. They are (via their contractor) going to trial a new Grillo out front flail cutting mowers with rear collecting unit</p> <p>PCC use a ride on mower with baler attachment but find the setup awkward.</p> <p>They contract out the cutting and baling of larger sites – they are not keen on this approach, given the netting associated with bales, and also the need for separate trips to collect bales.</p>	<p>Consider that the SHDC proposal for a compact tractor with rear mounted flail collector sounds sensible and consistent with PCC’s approach.</p> <p>They note that cut and collection (with a flail collector and collection box as SHDC propose) would be a useful approach on some PCC verge sites given the ability to undertake the operation in one pass, whilst reducing nutrients and speed of grass growth.</p> <p>They note SHDCs proposal for disposal of green waste at a site near Brixton is the same approach as in PCC.</p>	<p>There are some similarities between the PCC and proposed SHDC approach.</p> <p>This including the approach to leaving some sites and managing under cut and collect to see what flowers naturally grow once fertility is reduced. They also undertake the same site preparation approach as is proposed for SHDC sites (using a stone burier). Equally, they focus on perennial meadow, but recognise the importance of annual flowers in some situations.</p> <p>The removal of cuttings to a green waste composting facility is the same.</p> <p>With the approach contracted out, and in many cases much larger sites in Plymouth, the cutting approach is different, namely cut and baling which is more appropriate for large sites.</p> <p>This approach is not considered appropriate for SHDC sites. SHDC sites generally being small-medium, and not suitable in general for large tractor cutting. Cut and baling also requires repeated passes including to collect bales. The proposed SHDC approach is a single pass which is more efficient in terms of staff time.</p> <p>The PCC approach to small sites, is currently not as effective as they would like, and they are seeking to address this with alternative equipment, not dissimilar to the approach proposed by SHDC officers, or that of Dorset CC.</p>



## Appendix 5 – Potential for ‘biodiverse approach’ and equipment to be of use in tendering for future Town and Parish Council contracts

	Own or manage green spaces	Existing contract with SHDC	Currently undertake measures for biodiversity	Future aspirations	Appetite for longer grass ‘cut and collect’	General comments
Ivybridge TC	Y	Y	Most ITC sites have had their GM modified to enhance biodiversity over the last few years, albeit to a limited degree.	The new contract in 2022 will reflect an appetite to further increase the areas managed for wildlife, including converting frequently cut amenity grass to meadows with reduced cutting frequency. This to include parks and verges	Where access for machinery permits, cut and collect will be an efficient and ultimately beneficial maintenance process and the ability to cut and collect would score well in tendering.	<p>They note the need for consistency and reliability, with a well-trained team.</p> <p>Communication is noted as important, particularly where changes are being made to the cutting regime.</p> <p>The importance of litter checks is stressed, particularly road side and in longer grass.</p> <p>ITC note that flexibility is likely to be important in the future contract, noting that more cuts may be needed in warm/wet spells, whilst dry spells may reduce the need for cutting – flexibility and not just undertaking scheduled cuts being necessary moving forwards.</p>
Kingsbridge TC	Y	Y	Various sites have longer grass or are managed for wildflower, with Kingsbridge in Bloom	Commonly seeking additional areas where consistent with KIB aspirations	Unlikely	<p>KTC contract SHDC to cut verges, whilst using a local contractor for most of their other sites.</p> <p>KTC site the flexibility over scheduling as the appeal – being able to cut at short notice, or prior to events, etc</p> <p>KTC note they are happy both with the SHDC contract, and their local contractor and consider it works well at present</p>
Salcombe TC	Y	Y	None specifically identified in response – sites focussed on regular amenity cuts	Maintain existing approach	None	STC do not feel longer grass is appropriate in a town and beach setting, and would not wish the green spaces to look unkempt
Modbury PC	Y	N	Piloting leaving some areas uncut to monitor benefit to biodiversity	Are looking to develop these approaches further	Scale of sites are small and may not be suitable for cut and collect machinery	MPC have noted the need for flexibility – the ability to cut at short notice/on request which may not be a model that would work for SHDC.

						MPC are engaged and are keen to work together, even if on common aspirations as opposed to under contract
Wembury PC	Y	Y	Have several wildflower areas – maintained by village environment group  SHDC contract relates to regularly cut amenity grass	Continue with wildflower, and potentially extend areas. Potentially leave larger patches of long grass around playing field	Potentially in future if left larger patches of long grass around playing field	Note that WPC actions to enhance biodiversity at the WPC owned Recreation Ground and verges in Wembury have been generally welcomed by local residents with lots of compliments about the improvements and changes
Kingswear PC	Y	Y	Already leave areas in cemetery and churchyard long for wildflowers, other areas regularly cut for recreation	Continue as existing – currently are retendering their contract	Unlikely cut and collect machinery would be able to cut around headstones	
Brixton PC	Y	N	BPC as part of its Environment Action Plan is looking to improve biodiversity on green spaces around the parish regardless of ownership, and have a plan to decrease the size of some of the areas mown regularly to improve biodiversity	Reduce areas mown regularly and enhance biodiversity on green spaces in the parish in a strategic fashion	Some potential, albeit SHDC do not have a contract with BPC so would depend on any future contract	
Loddiswell PC	Limited	N	LPC owned spaces support children's play	Unlikely as needs to support children's play, grass will remain as regularly cut amenity grass	Expect cut and collect as part of their existing contracts (but for short, not long grass)	
Slapton PC	Y	N	Yes – unspecified	Will continue measures for biodiversity	Would want cut and collect as part of future contracts, have found cost of removal of cuttings prohibitive	Also looking for funding (if more costly) as well as any advice to support management for biodiversity  They are keen to introduce biodiversity focussed managed on verges within and outside of the village and are keen to work with SHDC on common aspirations where possible
Newton and Noss PC	Y	N	Are passionate about wildlife and are currently reviewing the cuts of their verges to	To enhance biodiversity on their sites	Some potential, albeit SHDC do not have a	

			seek to encourage biodiversity		contract with BPC so would depend on any future contract and types of sites included and schedule	
South Brent PC	Y	N	Various biodiversity projects in partnership with Sustainable South Brent, on SBPC and DCC sites around the parish	Re-tendering in 2022 – they are discussing some changes to their contract to leave some areas as longer grass	Some potential, depending on how the future contract shapes up	
Blackawton PC	Y	N	Already undertake such measures including long grass and collection, including maintenance of some areas by local volunteers	To continue this approach		

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**MINUTES of the MEETING of the  
OVERVIEW & SCRUTINY COMMITTEE,  
Held in the Repton Room, Follaton House, Totnes, on  
WEDNESDAY, 4 NOVEMBER 2021**

<b>Panel Members in attendance:</b>			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr L Austen	*	Cllr J T Pennington
*	Cllr J P Birch (Chairman)	*	Cllr J Rose
*	Cllr M Chown	*	Cllr P C Smerdon (Vice Chairman)
*	Cllr S Jackson	*	Cllr B Spencer
*	Cllr L Jones	*	Cllr J Sweett
*	Cllr J McKay	*	Cllr D Thomas
*	Cllr D M O'Callaghan		

<b>Other Members also in attendance:</b>
Cllrs K Baldry, T Holway, N A Hopwood and J Pearce
<b>Other Members joining via Teams:</b>
Cllrs V Abbott, J Brazil, J Hawkins, K Kemp, M Long, G Pannell, H Reeve, and R Rowe

Item No	Minute Ref No below refers	Officers in attendance and participating
All		Deputy Chief Executive, Director of Governance & Assurance, Monitoring Officer, and Democratic Services Specialist
Item 3	O&S.30/21	Chief Executive
Item 7	O&S.33/21	Director of Place and Enterprise
Item 8	O&S.34/21	Community Safety and Safeguarding Manager and Environmental Health Specialist
Items 9 & 10	O&S.35/21 & O&S.36/21	Head of Waste and Environmental Services and Case Management Team Leaders
Item 11	O&S.37/21	Senior Specialist Climate Change

**O&S.29/21 MINUTES**

The minutes of the meeting of the Overview and Scrutiny Committee held on 13 October 2021 were confirmed as a correct record.

**O&S.30/21 URGENT BUSINESS – CALL-IN OF EXECUTIVE MINUTE E.56/21: GARDEN WASTE SERVICE**

The Chairman introduced the agenda item and advised that, in accordance with Overview and Scrutiny Procedure Rule 12.5, the resolution arising from Minute E.56/21: 'Garden Waste Service' had been formally called-in for further consideration by the Committee. The process of call-in was then outlined.

Following a question from a Member, it was clarified that the decision was a key decision because the issue, ie garden waste service, related to the whole District.

The Chairman advised that there would be three options available to the Committee when considering the call-in. These were that the Committee:

1. was content with the original Executive resolution and that decision would therefore take immediate effect;
2. could refer the decision back to the next Executive meeting (on 2 December 2021) for further consideration; and
3. could opt to refer the decision to the next full Council meeting (on 25 November 2021).

The Chairman then explained his reasoning behind the decision to invoke a call-in. In so doing, the Chairman made specific reference to:-

1. Failure to adequately consult with Members prior to the Executive meeting of 14 October 2021 at which the decision was taken;
2. Late delivery of the report in support of the recommendation. The report was only made available to Members on the morning of the meeting and, as such, many Members were not made aware of the serious nature of the recommendation until the last minute, if at all, prior to the decision being made; and
3. Lack of openness in respect of the content of the report and the reaching of the decision. For example, it was not made clear as to whether or not FCC (the Council's Waste Contractor) had requested a continued suspension.

Following questions put to the lead Executive Member with responsibility for Waste, it was clarified that:

- The report had been published late because Officers and the Executive Member had been working on the report right to the last minute in a desperate attempt to get a one off garden waste collection carried out before the decision had to be taken to suspend the service until Spring.
- The lead Executive Member confirmed that it had been his decision to recommend to his Executive colleagues that the suspension be extended so that residents were given some certainty and not waiting month to month to be told about the service.
- Other neighbouring Local Authorities had been approached to see if there was an opportunity for a one-off collection with their service, but all were suffering from the national HGV driver shortage and no one had any spare capacity within their own service.
- It was confirmed that the Council's contractor, FCC Environment (FCC), were unable to give any idea when they would be able to restart the service.
- Members were asked to give any alternative suggestions to the Executive Member or Officers who would explore any potential avenue.

- One Member stated that a resident in her local Ward had turned this into a business opportunity and was offering to empty a bin at £14.00 per bin, whilst another Member remarked that he too had made a number of calls to providers but had been unable to find any provider who could carry out a collection service for his Ward.
- The Executive Member stated that there were 46,000 bins to be collected over the whole District. It was his responsibility to ensure that the same service was provided to all households in the South Hams, no matter the ease or difficulty in reaching their bins.
- The recent letter that had been sent to all residents had been to keep every resident informed, not just those who used social media.
- Whilst recognising the value of local composting schemes, it was acknowledged as not being a replacement to the garden waste collection scheme.
- When questioned on funding for any alternative collections, the Executive Member confirmed that there would be a report presented to a future Executive meeting to address this matter.
- It was noted that the original decision to suspend the garden waste service (taken in August 2021) had had to be made quickly, hence limited consultation with Members. The Member acknowledged that the now disbanded Waste and Recycling Working Group had been useful, and he would be supportive should there be the political appetite to establish another working group.

Upon the conclusion of the questions to the lead Executive Member, the Chairman then **PROPOSED** a recommendation, which was **SECONDED**, and, when put to the vote, was declared **CARRIED**.

It was then:

### **RESOLVED**

That the Council Constitution provides for O&S to express its concerns and to call for reconsideration of the decision of the Executive taken at its meeting held on 14 October 2021 in respect of the suspension of the garden waste collection. The O&S has concerns and it calls for reconsideration. These concerns and a call for reconsideration be submitted to the Full Council meeting to be held on 25 November 2021. Full Council will then be able to make its views known to the Executive.

These were the concerns to be submitted.

1. There was insufficient consideration and/or reporting given to the implementation of Option 3 being the use of an alternative provider and in particular the possibility of the garden waste collection being taken back in-house;
2. The supporting report incorrectly states that there are no financial implications arising. The suspension of the garden waste collection service from mid-August 2021 until Spring 2022 will in all probability have financial implications;
3. There was insufficient consideration and/or reporting given to the provisions of the contract with FCC;

4. The decision to suspend the garden waste collection until an open-ended Spring date leaves many residents with their brown bins containing waste for an indefinite period; and
5. Council tax levied by the Council includes a sum for the collection of garden waste and yet taxpayers are not receiving a service for which they have paid for.

#### O&S.31/21 **DECLARATIONS OF INTEREST**

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

#### O&S.32/21 **PUBLIC FORUM**

In accordance with the Public Forum Procedure Rules, the Chairman informed that no questions had been received for consideration.

#### O&S.33/21 **RESPONSE TO THE HOUSING CRISIS – REQUEST FROM EXECUTIVE OF 14 OCTOBER 2021:- E.51/21**

Following the Executive meeting held on 14 October 2021, the Overview and Scrutiny Committee had been tasked to review the attendant report (Minute E.51/21 refers).

The Leader of the Council informed the Committee that the housing crisis action programme was in its infancy and, as the decision had only been taken recently, officers had not yet had the time to discuss with Members any proposed actions. It was acknowledged that there may be need for extra resources to support the programme, but that officers would review this and a report, including budget proposals, would be brought to the Executive meeting on 2 December 2021.

The Leader confirmed that the Executive wished to progress this at pace and that the Overview and Scrutiny Committee could help speed the process by forming a Task and Finish Group, rather than the Working Group that the recommendation was proposing. The Task and Finish Group could explore what other rural districts had done to provide affordable housing, with the suggestion to review Staffordshire as they had provided affordable housing for the last 15 years. The Task and Finish Group could also look at successful Community Land Trusts (CLTs) and report their conclusions back to the Executive. The Chairman responded by stating that these requests should be added to the Committee's recommendations when they were placed before the Executive. The Chairman recommended the Cornwall CLT as a successful model to study.

One Member felt that there were sufficient housing numbers already, and the figure of houses required had only been a broad estimate. The types



of houses that were being built were also not of the stock that were required. The overriding need was for affordable housing. Another Member stated that the definition of affordable should be reviewed.

A Member commented on Empty Dwelling Management Orders which could now only be invoked after two years instead of six months as had been originally stated. The Member felt this was an area that the Council could lobby on to return the time empty to the previous six months.

It was then:

### **RESOLVED**

That the O&S Committee welcomed and supported the Executive's response in addressing the housing crisis and commented on the report as follows:

1. The ambitious programme for tackling the housing crisis warrants the employment of a full-time project management & delivery officer dedicated to ensuring that the measures proposed are implemented without delay. It is recommended that the cost of the employment of a housing emergency officer be allowed for in the 2022/23 budget and beyond. If possible, funds be allocated to enable the officer to commence employment before the commencement of the next municipal year.
2. Strongly supports the priority of engagement with the town and parish councils and local Members to establish a means of locating sites within their area that can be mutually supported for development of affordable housing. This should start with sites that have the benefit of some feasibility work. To assist officers in this process a politically balanced Members' working group, and an all member workshop, will be held at the soonest opportunity to discuss possibilities within wards and the wider district. These to be set up and report back to the Executive on a regular basis.
3. The housing crisis programme include a provision for the Council to encourage and assist in the formation of further Community Land Trusts in South Hams for the provision of affordable housing and based on the model of the Cornwall Community Land Trust

### **O&S.34/21 SOUTH DEVON AND DARTMOOR COMMUNITY SAFETY PARTNERSHIP**

The Committee was presented with a report that provided Members with the opportunity to scrutinise the work of the South Devon and Dartmoor Community Safety Partnership (CSP). During the presentation, attention was drawn to an increase in hate crime and racist graffiti, with increased work on prevention. Targeted intervention had been aimed at drug abuse. Following a question from a Member, it was confirmed that there would be more police officers employed in Devon but it was not known when they

would begin their work. Various work with partner organisations was outlined, including working closely with the Dartmoor National Park Authority on increased instances of anti-social behaviour on the Moor.

The Chair then thanked the officers on behalf of the Committee

It was then:

### **RESOLVED**

That the Committee thank the officers and note the contents of the published agenda report.

## **O&S.35/21 REVIEW OF LOCALITIES NEW SERVICE**

The Executive Member with responsibility for service delivery presented the report outlining the outcome of the changes that had been made to the Localities Service, following the report presented to the Executive at its meeting held on 28 January 2021 (Minute E.57/20 refers). The Deputy Chief Executive stated that Cornwall Council had asked for a presentation on the Council's Localities Service, with a view to bringing in a similar service themselves.

Following questions from Members, it was clarified that:

- clearance of fly tipping was primarily the responsibility of FCC Environment, the Council's contracted waste operator. If addresses were found within the fly tip which identified the perpetrator, they would be vigorously pursued.
- not all planning site notices were laminated and therefore were susceptible to wet weather destroying the notice and potential for littering. The lead Executive Member confirmed that she would ensure this was remedied and that all site notices would be laminated in the future.
- Reorganisation of the service had streamlined contact with Members which had resulted in a slight dip in local knowledge but that this would now be regained as the team was now at full staffing capacity.
- Waste contract and performance issues had been divided in order that Waste and Localities were no longer part of a single team of officers.

An addition was **PROPOSED** and **SECONDED** to the published agenda report recommendation to add congratulations to the service for its excellent work during the high summer season. When put to the vote, this was then declared **CARRIED**.

It was then:

### **RESOLVED**

That the Committee:

1. continue to support the current Locality working arrangements, pending on-going monitoring and a further report in 12 months.

2. note and acknowledge the work of the Locality service and the success of the seasonal working, and congratulate the service on the success of its seasonal working.

#### O&S.36/21 **CONTACT CENTRE PERFORMANCE**

The Committee considered a report that provided a high level overview on the current performance of the Contact Centre since April 2021. A formal review of the Contact Centre, and its performance in its entirety, had not been carried out in upwards of five years.

It was **PROPOSED** and **SECONDED** that an additional recommendation be added that requested a report be presented back to the Overview and Scrutiny Committee in six months times. This was then declared **CARRIED** when put to the vote.

It was then:

#### **RESOLVED**

That the Committee:

1. note the work of the contact centre over this financial year, and continue to support the work that will be undertaken to improve the contact centre and its performance;
2. note and endorse a comprehensive review of the contact centre to be carried out, to assess its performance and ability to meet customer demand, and
3. update its annual work programme to include a further report in six months' time.

#### O&S.37/21 **TASK AND FINISH GROUP UPDATES**

##### **a) Climate Change & Biodiversity Action Plan**

The Committee reviewed the concluding report from the Task and Finish Group.

Thanks were made to the Working Group, the Chairman of the Working Group, and to the officers for their time and guidance.

It was then:

#### **RECOMMENDED**

That the Committee **RECOMMEND** to the Executive that:

- a) The Action Plan should contain recognition of the finite carbon budget available to the District of South Hams as well as the organisation of South Hams District Council, and the consequential targets taken over 5 years that are relevant to all who live here. These targets should define the purpose and

- goals of the Action Plan together with the final version of the Devon Carbon Plan;
- b) The targets and indicators should align with the Devon Carbon Plan and be monitored on an annual basis. The first review of the strategy (specifically its monitoring framework) should commence following the adoption of the Devon Carbon Plan to update the action plan with relevant actions from the Devon Carbon Plan, and where relevant, its governance and monitoring framework.
  - c) The Action Plan should continue to acknowledge that the Council has an important facilitation and coordination role in the community it serves and that it is uniquely placed to be actively bringing key local organisations together, working with them to resolve issues where it has the relevant powers and/or influence, helping to access funds as the need arises, helping to create a common understanding of goals and timescales and working with groups to achieve them. In light of this, a review of the adopted funding model will take place with a view to ensuring that, within available budgets, support is available to enable community groups to undertake specific tasks, such as community engagement, as required by the Council's adopted CC&B strategy.
  - d) In recognition of the role outlined in 3, the Council should setup a CC&B Community Partnership Group that brings together the range of expertise and energy to achieve the goals of the Action Plan. This could be established through a revision of, the current Community Forum. It is suggested that the six organisations that presented to this Task and Finish Group are invited to join the existing Community Forum members) along with relevant officers, any elected member, and the lead member for Climate Change and Biodiversity. A revised Terms of Reference will be agreed to set the context for the group with a rotating chair
  - e) It is recognised that officer resources are limited, notwithstanding the remit of the Task and Finish Group, urgent consideration should be given to identify additional funds for CC&B and accessing other available funding streams to support our specialist Adam Williams either through recruitment or through employing relevant expertise.

#### O&S.38/21 **2021/22 PANEL WORK PROGRAMME – LATEST VERSION**

The Committee reviewed its work programme and agreed its content with the addition of an extra meeting to be added into the Member Meeting Calendar for January 2022. The Chairman and Vice Chairman would meet with officers to agree a date in January 2022, and to review the work programme for the 16<sup>th</sup> December 2021 meeting, with a view to moving some agenda items to the new January 2022 date.

It was also agreed that the Housing Crisis related Task and Finish Group proposal, suggested by the Leader (Minute O&S.33/21 above), would be discussed under the item of Task and Finish Group updates at the next Committee meeting to be held on 16 December 2021.

(Meeting started at 2:00 pm and concluded at 4:31pm – a ten minute break was taken at 3:30pm)

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Chairman

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