

Environmental Health & Housing - SERVICE PLAN - 2021/22 Head of Service: Jeremy W Mann

Team: EH/H Full Team Version No: 1 Date: 20th November, 2020

Corporate Objectives

- 1) North Devon Futures.
- 2) Financial Security.
- 3) Customer Focus.
- 4) Environment.

Business as usual core function (brief bullet points only).

Housing:

1) Establishing and maintaining the Council's Housing Strategies. These documents set out the Council's understanding of current and future needs, influence partners and evidence the Council's contribution to wider agendas. The strategies will show how the Council intends to carry out its statutory duties and how it prioritises its available resources to help meet local needs. 2) Preventing homelessness by supporting people to stay in their home or move to alternative accommodation. 3) Determining homelessness applications and providing temporary accommodation. 4) Increasing the supply of affordable housing. 5) Improving the quality and use of existing housing. 6) Addressing the housing needs of vulnerable and lower income households (the disabled, young people, older people, gypsies and travellers, rough sleepers and offenders).

Regulatory Services:

2) Checking and securing compliance with food law through inspection, advice, sampling, dealing with complaints and enforcement to protect public health. 2) Regulating industrial emissions, monitoring and assessing air quality, sampling and improving private water supplies, strategy for the remediation of contaminated land, prevention of public health nuisances and planning advice to protect the environment and public health. 3) Advisory business, local project initiatives, sector/industry-wide initiatives in partnership with the HSE, accident investigations, inspection and enforcement to improve health and safety for employees, employer and members of the public. 4) The administration and issue of licences, local project initiatives, dealing with complaints, and inspection and enforcement to prevent crime and disorder, to ensure public safety, to prevent public nuisance, to protect children and vulnerable adults from harm, to ensure fair and open trading and to promote proper standards of animal welfare.

Community Protection:

3) Assessing the local risk of emergencies occurring, putting in place emergency plans, putting in place business continuity management arrangements, in support of the UK's framework for civil protection as a Category 1 responder under the Civil Contingencies Act 2004. 2) Ensuring the Council plays an important role in the protection of members of the public before harm has happened and after it has happened, in accordance with its safeguarding obligations under the Children's Act 2004 and Care Act 2014. This includes the Council's response to cases of self-neglect. 3) Putting in place interventions to deal with local issues like anti-social behaviour and environmental crime, drug and alcohol issues, and re-offending with our Community Safety Partners. Annually assessing local crime priorities and advising the Police and crime commissioner of our plans and strategy.

Cross Services Strand:

4) Work to promote the openness of our decision making, and ensuring data privacy for individuals. 2) Work to assess, eliminate or minimise the risks to the health of our staff due to the wide range of activities and environments they have to deal with.

ACTIONS AND OBJECTIVES								Resources											
Action No.	Corporate Plan	What you aim to achieve				on	Managed by	Assigned to	Resource Requirement		Dates		FINANCE						Additional Comments
									ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)			Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)			
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 21/22	Yr 2 22/23	Yr 3 23/24	Yr1 21/22	Yr 2 22/23	Yr 3 23/24	
01 (New)	1, 2, 3, 4	Introduction of a home energy advisory service as part of the core service offer for DFG and homelessness applicants.	Partnership with 361 Energy.	The service will provide advice on:	Energy performance improvements. (Savings to the NHS?). Reduction in fuel poverty. Sustainable homelessness prevention.	Blending funding, e.g. ECO with NDC's Better Care Fund, will be vital to ensure low income households take advantage. Any demand for BCF must, however, be managed so it does not impact the DFG programme.	Wendy Slate	Home adaptations, improvement and energy efficiency. Homelessness Sarah Bentley	Legal Comms. Finance	1st January, 2021	1st February, 2021	Review at 31st March, 2022, when the current ECO scheme expires.							This service will support around 200 of the Council's most vulnerable clients each year, and aims to deliver significant environmental improvements. The Council's customers will also benefit from the wider (LEAP) services already provided by 361 Energy. It is funded by the deletion of the vacant Handy Person post, which makes £20K yr-1 available to support this initiative. The improving quality of the Council's TA stock, coupled with the ever increasing need for works to be certified, makes this both achievable and a suitable way forward. A new Statement of Intent has been drafted in line with changes to the ECO3 criteria and latest Ofgen guidance. This will be adopted by S&R in January 2021.

02 (New)	2, 3	Housing equity audit of Devon Home Choice.	An analysis of the allocation of social housing by Banding over time.	The equitable allocation of social housing. Increased efficiency in supporting homeless applicants move on from TA.	Homes let by Band over time. Number of households in TA.	Any change in the prioritisation of DHC applicants is likely to generate some challenge.	Jeremy Mann	Homelessness, Devon Home Choice Sarah Bentley Trudy Robinson	Legal Comms. Planning	1st April, 2021	1st April, 2021	31st August, 2022							The outcome of this initiative will directly support the Council's COVID-19 Recovery Strategy in supporting the most vulnerable which was agreed in August 2020.
03 (New)	2, 3	Emergency TA provision for care leavers.	Lease agreement with NDH; a single property in the first instance.	Pilot project in Devon to support high needs care leavers in self-contained accommodation.	Tenancy sustainment.	Community sensitivity/community impact.	Sarah Bentley	Homelessness.	Legal Finance	1st April, 2021	1st April, 2021	31st March, 2022	Funding from Children Services and HB will make this proposal revenue neutral.						This will be a collaboration with DCC Children Services, and directly responds to an identified priority in their recent Ofsted Report. Ken Miles is the link C. Exec. on the DCFP Partnership. Officers are also exploring the possibility of NDC being contracted to provide the housing support.
04 (New)	1, 3, 4	Housing and other interventions in Ilfracombe.	X service strand preparation of interventions with strategic partners (NDH and Combe Coastal Practice are already on board).	Action to address health inequalities, meet housing need, mitigate the economic impacts of COVID-19, and improve community resilience.	Reference will be made to the Public Health Directorate Framework.	Sensitivity surrounding the prioritisation of a particular region of north Devon.	Jeremy Mann	EH/H	EH/H all service strands.	1st January, 2021	1st January, 2021	31st March, 2021							Ilfracombe is forecast to be the most adversely affected market town in Devon due to COVID-19.
05 (New)	2	Food safety - cost recovery.	Strategy and Resources' approval of new fees.	A new source of revenue.	The level of cost recovery.	Trade sensitivity, particularly at this time.	Pam Charles	Food/Health and Safety	Legal Comms.	1st April, 2021	1st Sept., 2021	31st Dec., 2021							Fees can be charged for: i) Re rating of food business inspections. ii) Advisory risks.

Set out below are those 2020/21 and 2019/20 Service Plan Actions that are still live:

01 20/21	2, 3	New and additional ways of preventing homelessness. (Revised following engagement with Finance)	Implementation of a new Homelessness Prevention Policy.	A new suite of options, which are more accessible and cost-effective for the Council to implement.	Number of households and nights in temporary accommodation.	Loss of support from landlords resulting in increased costs.	Sarah Bentley	Homelessness Debbie Drew	Legal Comms. Consultation Finance	1st January, 2021	1st January, 2021	31st March, 2022	(£20K)				0	0	0	SMT received a presentation on some of the initial ideas on the 23rd September, 2019, which included the use of insurance products, employer backed loans, DWP budgeting advances and LA backed bonds. The Council's efficiency of resourcing deposit and rent in advance payments is >70%. Greater use of DHPs has also now been identified as a further potential means of securing savings. Request extension of time to 31st March, 2022.
02 20/21	2, 3	NDC use of drones (unmanned aerial vehicles).	SMT/Strategy and Resources Committee approval of a business case for the use of drones. This will set out the justification for undertaking this initiative based on the estimated cost of development and the anticipated business benefits to be gained across all service areas.	A corporate drone resource, which is managed by the Community Safety Team. The anticipated benefits which have already been identified include: More effective regulation of environmental crimes and planning. Improved health and safety. More efficient use of resources.	Frequency and time of use of the equipment. Number and range of applications. Operational efficiency task times.	Public sensitivity regarding the use of technology which can impact on privacy.	Natasha Rowland	Community Safety Tim Birtwisle Environmental Protection Ray Jones	ICT HR Legal Estates Procurement Comms.	1st April, 2021	1st April, 2021	30th June, 2021	£21.5K	0	0	0	0	0	SMT considered an outline proposal on the 21st October, 2019. The current investment appraisal suggests that the equipment can be procured for between £10 - 20K. There would be recurring annual expenditure of up to £1.5K, which is associated with licences/permissions and insurance. Request extension to the 30th June, 2021.	

03 20/21	2, 3	Refugee resettlement.	Strategy and Resources Committee approval for the Council to directly participate in the Gov's Vulnerable Persons Resettlement Programme.	A life changing opportunity of resettlement to some of the most vulnerable refugees, displaced by conflict wherever they are in the world.	The number of families supported by the programme.	The procurement of the accommodation and/or integration support services delays the implementation of the programme.	Sarah Bentley	Temporary Accommodation Tracy McFeeley	Legal Estates Procurement Finance	?	?	?	0	0	0	0	0	0	SMT considered this proposal on the 16th September, 2019. The scheme should be cost neutral. NDC will receive enhanced HB, and Gov allocates additional funding on a tariff basis over 4 years. The Vulnerable Persons Resettlement Scheme is currently suspended. Officers have, however, successfully supported a CSS in Ilfracombe and a further project in Chulmleigh is close to securing Home Office approval. Moving forward, DCC is prepared to commission NDC to provide the housing support. Request extension of time to March 2022.
04 20/21	2, 3	The devolution of DCC's funding for the homelessness prevention of adults.	A SLA which has been agreed by the Strategy and Resources Committee and DCC.	DCC spends £1.45 M yr-1 in procuring housing support. Devon SHAs have requested that DCC devolves their commissioned resources to enable Districts to commission directly in order to achieve greater efficiency and effectiveness (most likely to 3 sub regional commissioning localities).	Improved value for money, evidenced by better outcomes for clients (outcomes star assessment) and the performance of suppliers.	A lack of market engagement and uncertainty results in a number of the suppliers exiting the market. This results in a loss of buildings and workforce.	Jeremy Mann	Housing Outreach Natasha Rowland	Legal Procurement Finance Comms.	1st January, 2020	1st April, 2020	31st March, 2021	£210K (£210K)	£210K (£210K)	£210K (£210K)				Housing support is delivered in hostels and outreach. Around 250 people access these services across Devon at any one point in time. Northern Devon receives 14% of the resources. Around 300 hours wk -1 provided by Sanctuary Housing and Alabare at facilities in Barnstaple and Bideford. Initiative on target, various funding options being appraised.
06 20/21	1, 2, 3, 4	Commercialisation of aspects of the Housing Service. (Revised following staff workshop).	Business case to consider the establishment of a NDC Wholly Owned Company.	Potential benefits which have already been identified by this proposal include: The ability to address a recognised gap in the affordable housing market (Report to Strategy and Resources Committee: 7th October, 2019). Scope to increase the retro fitting of energy efficiency measures by becoming our installation partner for ECO and WHF measures. The setting up of a Home Improvement Agency to increase the delivery of help for home adaptations, improvements and repairs (for work which are grant and self-funded). Ensuring there is a deliverable supply of homes to meet the planned housing requirement (the Housing Delivery Test specified in the National Planning Policy Framework). Assignment of Rights - Further	Reduction in housing needs.	Delays in setting up a WOC could increase the delivery costs. Changes in the CIPFA prudential code, interest rates or the availability of PWLB borrowing, could impact on time and costs. Changes in Gov policy could make the setting up and operation of a WOC more challenging.	Jeremy Mann	Jaimie Jeyes	ICT Legal Finance HR Economic Dev. Procurement Comms. Consultation	1st January, 2020	1st April, 2020	30th Sept., 2020							Some indicative costs and proposed governance were set out in Altairs' report to NDC, entitled "Affordable Housing Supply, June 2019". This document was considered by Strategy and Resources Committee in Part B on the 7th October, 2019. Request extension of time to the 31st March, 2022.

				<p>detailed assessment of NDC's housing stock and tenure could provide an opportunity to create a scheme using capital investment to generate a return while converting houses to heat pumps for their heating needs.</p> <p>Tenancy Sustainment Service offered to private sector landlord.</p> <p>This service would be run by NDC for local lettings' agents and landlords to subscribe to. They would be able to access a tenancy sustainment officer to refer new and existing tenants to, for the following:</p> <p>What it would provide for tenants:</p> <ul style="list-style-type: none"> - Tenancy set ups. - Setting up benefit claims. - Applying for UC management payments, where needed. - Grant and hardship applications. - Tenancy management issues. - Arrears repayment management. <p>Benefits to LLs and Agents:</p> <ul style="list-style-type: none"> - Reduced loss of income due to lost rent. - Improved tenancy management with minimal outlay. <p>Benefits to NDC:</p> <ul style="list-style-type: none"> - Offset cost of service provision due to agent/LL subscriptions. - Decreased amount of housing prevention cases and associated costs. <p>Improved service quality.</p>																
08 20/21	4	Environment Bill 2019.	Potential improvement to local air quality.	<p>Legally binding targets to reduce fine particulates, PM2.5.</p> <p>New powers to address sources of air pollution, for example, cutting domestic burning to cleaner fuels.</p>	Improved air quality.	The Bill will not make UK law due to a change of Gov.	Jeremy Mann	Andy Cole	Legal Comms. Consultation				0	0	0	0	0	0	0	Request cancellation of action, wait until Gov position becomes clear.
EH&H H1 19/20	3	<p>Mitigate the effect of the reduction in Gov. grant funding which is currently supporting homelessness prevention services and the provision of temporary accommodation.</p> <p>Mitigate the effect of the decommissioning of 8 units of TA with NDH at the end of August 2019.</p>	<p>Review commissioning arrangements.</p> <p>Undertake a lean system review of all EH/H service strands with the objectives of ensuring external customer focus and reducing costs.</p>	Effective homelessness prevention and financially sustainable supported housing for homeless households.	Rates of homeless prevention/relief, numbers of households accommodated in temporary accommodation and associated costs.	Failure to prevent homelessness will incur further costs and is hugely damaging for the individuals who end up homeless.	Jeremy Mann	Sarah Bentley	Legal Finance Procurement Consultation	1st January, 2019	1st April, 2019	31st March, 2021								<p>Housing team introduced to the Vanguard Methodology on the 13th November, 2019. New general maintenance officer for TA started on the 25th November, 2019.</p> <p>Request extension of time to 30th June, 2021.</p>

EH&H FS01 18/19	3	Ensuring the Authority delivers the Food Standards Agency's programme of improving food control called 'Regulating our Future' (ROF).	Implementation of new policies, procedures and practices. - Staff training. - Upgrading of ICT.	Introduction of the FSA's 'Target Operating Model'.	Safe food production. Consumers able to make informed choices. Tailored and proportionate regulatory interventions. Positive recognition of businesses doing the 'right thing' (earned recognition). Businesses meeting the full costs of regulation.	Stakeholder awareness of the changes. Restricting exporting ND food businesses post BREXIT.	Jeremy Mann	Pam Charles	Comms, Legal, ICT, Customer Services.	1st April, 2018	31st December, 2020.									NDC was an early adopter of a new food registration process as part of this initiative. There have been no recent updates from the FSA. Request cancellation of action and await further FSA direction.
EH/H 05 17/18	1, 3	Establish Selective Licensing in Ifracombe (Part 3 Housing Act 2004)	Business case required (Fire case model).	Improving health of households. Improving housing conditions.	Reduced differences in life expectancy and healthy life expectancy between communities, as evidenced using the DOH Public Health Outcomes Framework. Prevalence of Category 1/2 hazards in the PRS.	Costs. Legal challenges.	Jeremy Mann	Jeremy Mann	Legal Finance Communication Consultations	April '17	April '17	April '19								This work has further been informed by the Director of Public Health's annual report on health equalities. Request cancellation of action, superseded by 04 20/21.
EH&H H06 16/17	3	To meet the needs of Gypsy and Travellers	Through a Task and Finish Project Group. Business case and PID required.	Provision of Sites to accommodate needs of G&Ts	G&Ts accommodated when passing through area or permanent residence	Community concern	Jeremy Mann	Jaimie Jeyes	Legal, Estates, Procurement, communications and consultation	Q4 2015/16	Q4 2016/17	Q4 2017/18								Planning consultants' report considered and response provided by Planning Service. Awaiting further feedback. Officers will need to work with stakeholders once the report has been finalised. Request extension of time to the 31st March, 2022.
EH&H H10 16/17	1, 3	Discounted sale processes	Process mapping. May sit within Affordable Housing Delivery Plan or as separate policy document with Executive approval.	Up-to-date policy, procedures and processes. Stakeholder understanding of NDC services.	Percentage of discounted sales successfully secured in perpetuity and allocated appropriately.	Lack of staff/resource or expertise to deliver.	Jeremy Mann	Jaimie Jeyes	Housing Options. Planning. Legal.	Q3 2015/16	Q3 2015/16	Q1 2016/17								SMT approved extension of time to the 30th June, 2020: consultation planning policy November 2019. Public consultation January/February 2020. Committee consideration of SPD March 2020. This action will be addressed via the adoption of the new Affordable Housing SPD. A draft document was provided to the Strategic Planning Service in November 2019 by JJ. Request cancellation of action.
EH&H H13 16/17	1, 3	Off-site contributions process	Plan the proactive and efficient use of NDC's current pot of commuted sums and possible future sums aligning this with the most appropriate schemes. May sit within Affordable Housing Delivery Plan or as separate policy document with Executive approval.	Up-to-date policy, procedures and processes. Stakeholder understanding of NDC services.	Percentage of commuted sums spent on affordable units and number of affordable units enabled.	Lack of staff/resource or expertise to deliver.	Jeremy Mann	Jaimie Jeyes	Planning. Finance.	Q3 2015/16	Q3 2015/16	Q2 2016/17								This action will also be delivered as part of the new affordable housing SPD, re above. This action will be addressed via the adoption of the new Affordable Housing SPD. A draft document was provided to the Strategic Planning Service in November 2019 by JJ. Request cancellation of action.