

Environmental Health & Housing - SERVICE PLAN - 2020/21 Head of Service: Jeremy W Mann

Team: EH/H Full Team

Version No: 1

Date: 2020 - 2021

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
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?				Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial	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 20/21	Yr 2 21/22	Yr 3 22/23	Yr1 20/21	Yr 2 21/22	Yr 3 22/23	
01 (New)	2, 3	New and additional ways of preventing homelessness.	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	Debbie Drew	Legal Comms. Consultation Finance	1st January, 2020 -	23rd Sept. 2019	31st March, 2021	£240K (£168K)	£240K (£168K)	£240K (£168K)	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 net cost of this element of service is currently forecast to be £72K but this is under pressure.
02 (New)	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	Tim Birtwisle	ICT HR Legal Estates Procurement Comms.	1st January, 2020	1st April, 2020	30th June, 2020	£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.
03 (New)	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	Tracy McFeeley	Legal Estates Procurement Finance	1st January, 2020	1st April, 2020	31st March, 2021	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.

04 (New)	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	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.
05 (New)	3, 4	Powers to address anti social behaviour associated with nuisance dogs.	Implementation of new Public Spaces Protection Order under the provisions of the Anti Social Behaviour, Crime and Policing Act 2014.	Area specific restrictions on dog fouling and controlling the presence of dogs.	Reduction in reactive service demand. Improved street cleanliness.	Stakeholder challenge that the proposals are not a proportionate response to the level of harm and nuisance being caused. Displacement of the problem behaviour elsewhere.	Jeremy Mann	Andy Cole	Legal Comms. Consultation	1st January, 2020	1st January, 2020	31st October, 2020	0	0	0	0	0	0	The Council's current Alcohol Public Spaces Protection Orders and Dog Control Public Spaces Protection Orders were replaced with PSPOs in October 2017. These controls will expire if new Orders are not approved.
06 (New)	1, 2, 3, 4	Commercialisation of aspects of the Housing Service.	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	Unknown at this time					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.	

07 (New)	3, 4	Powers to address anti-social behaviour associated with street drinking.	Implementation of a new Public Spaces Protection Order under the provisions of the Anti-Social Behaviour, Crime and Policing Act 2014.	Area specific controls on street drinking and related anti-social behaviour.	Reduction in reactive service demand.	Stakeholder challenge that the controls are not proportionate to the level of harm and nuisance being caused. Public perspective that the street drinking PSPO will disproportionately impact on individuals who are homeless or rough sleeping. Displacement of the problem behaviour elsewhere:	Natasha Rowland	Tim Birtwisle	Legal Comms. Consultation	1st January, 2020	1st January, 2020	31st October, 2020	0	0	0	0	0	0	The Council's current Alcohol Public Spaces Protection Order will expire in October 2020. The current control does not adequately address some of the related ASB associated with the street drinking community, particularly in Barnstaple.
08 (New)	4	Environment Bill 2019.	Potential improvement to local air quality.	Legally binding targets to reduce fine particulates, PM2.5. New powers to address sources of air pollution, for example, cutting domestic burning to cleaner fuels.	Improved air quality.	The Bill will not make UK law due to a change of Gov.	Jeremy Mann	Andy Cole	Legal Comms. Consultation	Not known at this time, but assume start date of 1st April, 2020 and completion date of 31st March, 2021.			0	0	0	0	0	0	

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

EH&H CP1 19/20	3, 4	Address the current NDC capability issue to undertake its Category 1 responsibilities under the Civil Contingencies Act 2004.	Review commissioning arrangements through the appointment of a 0.5 FTE dedicated emergency planning professional.	Maintenance and validation of plans for: (i) Preventing an emergency. (ii) Reducing, controlling or mitigating the effects of an emergency.	Critical NDC plans will be validated in exercises and response.	Unnecessary human injury, damage to property, businesses and the environment in an emergency.	Katy Nicholls		HR	1st January, 2019	Q1 2019/20								New Emergency Planning Officer started with NDC on 25th November, 2019. Action completed.
EH&H H1 19/20	3	Mitigate the effect of the reduction in Gov. grant funding which is currently supporting homelessness prevention services and the provision of temporary accommodation. Mitigate the effect of the decommissioning of 8 units of TA with NDH at the end of August 2019.	Review commissioning arrangements. Undertake a lean system review of all EH/H service strands with the objectives of ensuring external customer focus and reducing costs.	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							Housing team introduced to the Vanguard Methodology on the 13th November, 2019. New general maintenance officer for TA started on the 25th November, 2019. Programme on target for completion on the 31st March, 2020.
EH&H H2 19/20	3	Provide safe sleep/severe weather provision for rough sleepers beyond 31st March, 2019.	Dialogue with MHCLG re 2019/20, Rough sleeper award of £209K.	Reduction in the risks to the health and wellbeing of homeless people in ND.	Eligible homeless people not in priority need per 1000 households.	Individuals that are eligible but not in priority need will have greater public health needs.	Jeremy Mann	Natasha Rowland	Legal Finance Procurement	1st January, 2019	1st October, 2019	31st March, 2020							The Salvation Army hall has been commissioned to provide the accommodation. M5 security has been contracted to provide the housing support and security. Action completed.

EH&H L1 19/20	3, 4	Increase the capability of the Licensing Service.	Review commissioning arrangements through the appointment of an additional 0.5 FTE Licensing Officer.	Enhanced pro active inspection of the regulated community.	Economic growth with a licensing service which is responsive to local concerns.	Lack of resources to implement the new Animal Welfare and Licensing Regulations (https://www.northdevon.gov.uk/council/councillors-and-committees/meeting-s-agendas-and-minutes/?ID=4C2A6750-B7CA-4D18-A76F-ECA4100B08B1&DS=68). Insufficient pro active inspections to protect communities/visitors and manage public health risks (especially w.r.t. activities falling under the Licensing Act 2003, taxis/PHVs, and skin piercing (tattooing, micro pigmentation, body piercing, etc.)).	Katy Nicholls	Howard Bee	HR Finance	1st December, 2018		1st April, 2019						Resources for the team were increased through the procurement of an officer from an agency for 10 weeks. The recruitment for the 0.5 FTE licensing officer/EHO will start in December 2019. Request extension to the 31st March, 2020.
EH&H EP01 18/19	3, 4	To implement PSPOs in response to the issues affecting ND communities regarding street drinking and dogs.	Council reaches the order(s) after a robust needs' assessment and consultation exercise.	Council uses PSPOs to prohibit specified activities, and/or requires certain things to be done by people engaged in particular activities, within defined public areas.	Control of anti-social behaviour.	Stakeholder disapproval and challenge.	Jeremy Mann	Andy Cole	Comms, Legal, Customer Services.	1st April, 2018	31st March, 2019							Due to the scale and complexity of this action, it has now been split into 2 new actions in the 20/21 service plan. Request cancellation of action.
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.							The Council is still awaiting formal notification of the proposals from the FSA, which have presumably been delayed because of competing priorities regarding Brexit. Request extension of time to the 31st March, 2021.
EH&H H01 18/19	3	The development of DFGs and loans to secure adaptations and improvements in residential property.	Revision of policies. New partnership with NDH. Undertaking a feasibility study into establishing a Home Improvement Agency.	Health and wellbeing gain for residents.	Reduced unmet demand for home adaptations, repair and improvement.	Failure to use all allocated Better Care Funding could result in lower awards in future years.	Jeremy Mann	Wendy Slate	Comms, Legal, Resources, Customer Services.	1st January, 2018.	30th June, 2018.							New policy approved by the Strategy and Resources Committee on the 4th November, 2019, Minute 65 refers. Action completed.
EH&H 04 17/18	1, 3	Establish a NDC Housing Development Company.	Business case required (Fire case model).	Increasing housing supply. Balancing the housing market. Improving the quality of the housing stock. Increasing the delivery of adaptable homes. Supporting local communities. Creating economic opportunities.	Number of affordable homes. Provide a financially sustainable model that provides a return to the Council that justifies the risk and borrowing costs.	Costs. Officer time.	Jeremy Mann	Jaimie Jeyes	Legal Finance Estates	April '17	April '17	April '19						Report to Strategy and Resources Committee in October 2019, who has endorsed officers working further on a local housing company proposal by translating the strategy outlined in the consultant's report into a detailed business plan. This work is identified as an action in the service plan for 20/21. Action completed.

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. Target completion 31st December, 2019.
EH&H H01 16/17	3	Works in Default Policy and procedures	Develop policy and understand necessary internal resources required to support new processes and procedures. Report to Executive to adopt to change.	Transparency of approach. Better enforcement of legal requirements. Improve cost recovery. Charge and recover fees. Improved property conditions.	Ensuring compliance with legal requirements. Improved cost recovery. Improved property conditions (reduce category 1 hazards)	Current lack of staff resources. Failure to recoup costs. Complaints to the Ombudsman.			Finance, legal, communication s and consultation	Q4 2015/16	Q4 2015/16	Q3 2016/17							It was agreed on the 3rd December, 2018 that this action would be delivered by Trevor Blatchford as part of the development of the Corporate Enforcement Policy. Refer to action C&C L03 19/20. Request cancellation of action.
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, communication s 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, 2021.
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. Full Council adoption April 2020.
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. Request extension of time to the 30th June, 2020.

EH&H RS 04 16/17	3	To implement the requirements of the Enterprise Bill 2015/16	Significant expansion of the Primary Authority Scheme	Improved NDC support for the start up and growth of businesses	The number of Primary Authority Partnerships. The revenue generated by the partnerships.	NDC launches its services too late and other LA's benefit from the opportunity of supporting businesses in our area.	Jeremy Mann	Pam Charles	Legal Communications	Jan-16	Apr-16	Apr-17							Officers (JWM and PC) attended the Food standard Agency's Strategic update event on the 1st October, 2019. New draft standards have the potential to increase the time needed to administer the council's current primary authority relationships. The draft documents are available at https://www.food.gov.uk/primary-authority-national-inspection-strategy . PC(Food/ HSW Lead) will review the potential impact of these changes and report with recommendations in Q1 2020/21. Request cancellation of action.
EH&H H02 15/16	2, 3	Homeless prevention.	The introduction of a deposit guarantee scheme with housing support to help local people access and sustain private sector tenancies.	Effective homelessness prevention at significantly lower cost. Potential to provide a universally accessible service. This would reduce other NDC costs.	Service cost. Number of homelessness cases successfully prevented.	Replacing the current deposit/rent in advance scheme could 'upset' local landlords.	Jeremy Mann	Sarah Bentley	HR Legal Procurement Communications Consultation	Q3 2015/16	Q3 2015/16	Q4 2016/17							New Deposits scheme introduced. This scheme commences recovery of deposit and rent in advance at outset of loan rather than recovery at end of tenancy. Additional staff in post assisting to monitor and sustain payments/tenancies. Regular reconciliation meetings occurring between Finance and Homelessness Officers. On-going recovery continues for both the historic and current deposits schemes. Improved target recovery rate set. This action was extended to March 2020 to enable ongoing monitoring and assurance of the necessary levels of debt recovery. (70% which equates to a £48K yr -1 saving on 2019/20).
EH&H H03 15/16	2, 3	Temporary accommodation for homeless households.	Procurement of more Temporary accommodation to replace or limit the use of B&B and PSLs. This may include shared houses and independent units.	The provision of more suitable temporary accommodation at lower cost.	Lower service costs. Less risk of customer appeal.	Risk of appeals in interim period to adoption. Uncertainty regarding the costs of running a hostel have been significantly reduced because of the experience gained by operating Boyton House.	Jeremy Mann	Sarah Bentley	Estates, Legal Procurement	Q2 16/17	Q2 16/17	Q2 17/18		(£27K)		(£10k)			A report on the success of this initiative was considered by the Strategy & Resources Committee on the 4th November, 2019. There was very favourable media coverage of the item, BBC1 Inside Out Southwest and BBC Radio Devon. Action completed.