

West Devon Hub Committee



West Devon
Borough
Council

Title:	Agenda
Date:	Tuesday, 29th November, 2016
Time:	2.00 pm
Venue:	Chamber - Kilworthy Park
Full Members:	<p style="text-align: center;">Chairman Cllr Sanders Vice Chairman Cllr Baldwin</p> <p><i>Members:</i> Cllr Benson Cllr Parker Cllr Edmonds Cllr Sampson Cllr Moody Cllr Samuel Cllr Oxborough</p>
Interests – Declaration and Restriction on Participation:	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.
Committee administrator:	Member.Services@swdevon.gov.uk

1. Apologies for absence

2. Declarations of Interest

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

3. Items Requiring Urgent Attention

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency (if any)

4. Confirmation of Minutes

1 - 6

Minutes of meeting held 1 November 2016

5. Adoption of a UAV/ Drone Policy (Cllr Benson)

7 - 14

6. Homelessness Strategy (Cllr Samuel)

15 - 64

7. Council Tax Reduction Scheme (Cllr Samuel)

Report to follow

8. West Devon Five Year Land Supply Assessment Update 2016 (Cllr Parker)

65 - 70

9. Economy Working Group Recommendations (Cllr Oxborough)

71 - 102

**PART TWO ITEMS WHICH MAY BE TAKEN IN THE
ABSENCE OF THE PUBLIC AND PRESS ON THE GROUNDS
THAT EXEMPT INFORMATION IS LIKELY TO BE DISCLOSED**

The Committee is therefore recommended to pass the following resolution:

“RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting on the grounds that exempt information may be disclosed as defined in the paragraph given in Part 3 of Schedule 12A to the Act.”

- 10. Waste and Cleansing Managed Service Update (Cllr Sampson)**

103 - 108

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Agenda Item 4

At a Meeting of the **HUB COMMITTEE** held at the Council Chamber, Council Offices, Kilworthy Park, Drake Road, **TAVISTOCK** on **TUESDAY** the **1ST** day of **NOVEMBER, 2016** at **2.00pm**

Present: Cllr P R Sanders – Chairman
Cllr R E Baldwin – Vice-Chairman

Cllr M J R Benson Cllr C Edmonds
Cllr R J Oxborough Cllr G Parker
Cllr R F D Sampson

Apologies: Cllr J B Moody and Cllr L Samuel

In attendance: Executive Director (Strategy and Commissioning)
Executive Director (Service Delivery and Commercial Development)
Group Manager Commercial Services
Group Manager Business Development
Locality Manager
S151 Officer
COP Lead Environmental Health
Senior Case Manager – Strategy & Commissioning

Head of Devon Building Control Partnership

Other Members in attendance:

Cllrs Leech, Moyse, Musgrave, Pearce, Roberts, Sellis and Yelland

- *HC 23 DECLARATIONS OF INTEREST**
Members were invited to declare any interests in the items of business to be discussed but none were made.
- *HC 24 MINUTES**
The Minutes of the Hub Committee Meeting held on 20th September, 2016 were confirmed and signed by the Chairman as a correct record.
- *HC 25 URGENT BUSINESS**
The Chairman agreed to allow a Member to raise the issue of whether it would be appropriate for Lead Members to present an update of matters within their area at the beginning of each Hub Committee meeting. It was agreed that future agendas would be adapted to enable Lead Member updates to be presented.

***HC 26**

BT PAYPHONE REMOVAL CONSULTATION

The Lead Member for Environment introduced a report that advised Members that British Telecom (BT) proposed to remove 28 public payphones within the West Devon Borough and in line with Ofcom guidelines had asked the Borough Council to initiate a consultation to canvas the views of the local community. The Localities team were facilitating the process in line with BT's timeframe and Ofcom guidelines. The Locality Manager responded to a number of questions and agreed to circulate the full list of affected payphones to all Members. It was confirmed that the list did not include any payphones within the Dartmoor National Park area.

It was then **RESOLVED** that:

- i) The Borough Council did not adopt any of the affected payphones, leaving the adoption to local communities if they so wish; and
- ii) The draft and final decision for each payphone be delegated to the Chief Planning Officer (COP Lead Development Management), who will consider community feedback in consultation with the relevant Ward Members.

***HC 27**

QUARTER 2 REVENUE BUDGET MONITORING 2016/2017

The Lead Member for Support Services presented a report that enabled Members to monitor income and expenditure variations against the approved budget for 2016/17, and provided a forecast for the year end position. He outlined to Members how the projected overspend figure had arisen.

The s151 Officer provided clarification and answered a number of questions relating to the detail within the report.

It was then **RESOLVED** that the forecast income and expenditure variations for the 2016/17 financial year and the overall projected overspend of £25,000 be noted.

***HC 28**

CAPITAL BUDGET MONITORING 2016/2017

The Lead Member for Support Services presented a report that advised Members of the financial position as at 30 September 2016 for the purposes of budget monitoring. All capital projects were within individual capital budgets approved by Members and therefore capital schemes were within budget.

It was then **RESOLVED** that the report be noted.

HC 29

ANNUAL REVIEW OF HEALTH AND SAFETY POLICY

The Leader presented a report that considered a review of the written health and safety policy statement that the Council was required to prepare by the Health and Safety at Work Act 1974. The policy was required to be reviewed annually and where appropriate, revised to reflect any significant changes within the organisation.

During discussion, a number of Members queried a particular paragraph within the Policy that related to smoking and vaping. The COP Lead Environmental Health agreed to reword the paragraph for clarity.

It was then **RESOLVED** that Council be **RECOMMENDED**:

- i. to adopt the revised policy and that it be signed by the Head of Paid Service and the Leader of Council; and
- ii. that authority to approve the final version be delegated to the Head of Paid Service in consultation with the Leader of Council.

***HC 30**

WRITE OFF REPORT

The Lead Member for Support Services presented a report that informed Members of the debt written off for revenue streams within the Revenue and Benefits service. Debts up to the value of £5,000 were written off by the s151 officer under delegated authority. Permission was sought to write off individual debts with a value of more than £5,000.

The Lead Member for Support Services provided further detail on how the debts to be written off had arisen. The s151 Officer explained the detail of the presented appendix that set out the cost to the Council of Housing Benefit overpayments which are subsequently written off.

It was then **RESOLVED**:

1. That, in accordance with Financial Regulations, that the s151 Officer had authorised the write-off of individual West Devon Borough Council debts totalling £14,102.82 as detailed in Tables 1 and 2 be noted; and
2. The write off of individual debts in excess of £5,000 totalling £16,800.03 as detailed in Table 3 be authorised.

HC 31

REPORTS OF OTHER BODIES

The following unstarred minutes which were recommendations from recent meetings of the Overview and Scrutiny Committees were discussed and subsequently agreed.

- (i) **Overview and Scrutiny (Internal) Committee**
Meeting held on 19 July 2016

Unstarred Minute to agree

Members are recommended to agree:

O&S(I) 18 Member Development Steering Group – Progress Update and Induction Review

RESOLVED to RECOMMEND to:-

1. approve the future Member Induction Programme (as attached at Appendix A of the agenda report presented to the Overview and Scrutiny (Internal) Committee), subject to delegated authority being granted to the Senior Specialist – Democratic Services, in consultation with the Member Development Steering Group and Group Leaders, to make any necessary minor amendments;
2. approve the principle of a Member Learning and Development Plan, with responsibility for its content and monitoring being delegated to the Senior Specialist – Democratic Services, in consultation with the Member Development Steering Group; and
3. support the pursuing of the South West Charter Status for Member Development accreditation.

(ii) Overview and Scrutiny (External) Committee

Meeting held on 2 August 2016

Unstarred Minute to agree

Members are recommended to agree:

O&S(E) 18 Task and Finish Group Updates

(a) Partnership Review

RESOLVED to RECOMMEND that:-

1. the Partnership Policy (as outlined at Appendix 1 of the presented agenda report) and Guidance (as outlined at Appendix 2 of the presented agenda report) be adopted;
2. the Partnership Register (as outlined at Appendix 3 of the presented agenda report) be adopted;
3. the review and recommendations of the Task and Finish Group (as outlined at Appendix 4 of the presented agenda report) be agreed;
4. Partnerships be retained at current financial levels for 2017/18, subject to any financial modifications set out in Appendix 4 of the presented agenda report and/or any changes required pursuant to recommendation 5 below;
5. those significant partners identified in paragraph 3.7 (CAB and CVS) be invited to submit a business plan to the Overview & Scrutiny (External) Committee before the end of September 2016 setting out:
 - o What they would spend the funding on;
 - o How it will benefit residents;
 - o Links to Council's Strategic Priorities;
 - o What value for money it will provide; and
 - o What success measures they would use.

6. new (or updated) partnership agreements be established for 2017/18 onwards establishing clear outcomes relating to Our Plan themes and, where appropriate, the Locality work to ensure co-ordinated delivery for communities; and
7. alongside this, a further financial and governance review be undertaken to identify the most appropriate delivery options aligned to financial and procurement procedures once a decision on the Local Authority Controlled Company is confirmed.

(ii) Overview and Scrutiny (External) Committee

Meeting held on 26 September 2016

Unstarred Minute to agree

Members are recommended to agree:

O&S(E) 27 Conclusions of the Partnership Task and Finish Group on Submitted Business Plans from the West Devon Citizens Advice Bureau and Council for Voluntary Service

RESOLVED to RECOMMEND:-

That the Hub Committee **RECOMMEND** to Council that the funding allocated by the Council to the CAB and CVS for 2017/18 should be retained at the same level as it was for 2016/17 (£32,900 and £8,500 respectively).

HC 31

DEVON BUILDING CONTROL PARTNERSHIP (DBCP) HOSTING ARRANGEMENTS

(Resolved that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting on the grounds that exempt information is likely to be disclosed as defined in Paragraphs 1 and 3 of Schedule 12(A) to the Act).

The Deputy Leader presented an exempt report that set out future arrangements as proposed by the Devon Building Control Partnership. In order to proceed, the proposals had to be agreed by all three Councils being West Devon Borough Council, South Hams District Council and Teignbridge District Council.

It was then **RESOLVED** that Council be **RECOMMENDED** to approve the following recommendations made by the Devon Building Control Partnership Committee:

1. Move to an operating model for Devon Building Control Partnership that is fully hosted by Teignbridge District Council (TDC);
2. Transfer West Devon Borough Council staff currently seconded to TDC, to the host TDC; and
3. Make the necessary amendments to the current DBCP agreement to reflect the changes as discussed in section 3.2 of the presented report.

(The Meeting terminated at 3.50 pm)

Chairman

UAV / Drone Policy

Report to: **HUB Committee**
Date: **29th November 2016**
Title: **Adoption of a UAV / Drone Policy**
Portfolio Area: **Environment**
Wards Affected: **All**
Relevant Scrutiny Committee: Internal

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

Date next steps can be taken: N/A

Author: **Chris Brook / Lesley Crocker** Role: **CoP Lead Assets / Lead Specialist Comms**

Contact: **01803 861170 Chris.brook@swdevon.gov.uk**

Recommendations:

1. To recommend to Council to formally adopt the UAV / Drone Policy as attached at appendix A with immediate effect

1. Executive summary

1.1 As a land owner, West Devon Borough Council (WDBC) has a duty to consider the safety of the public using its land. The rise in ownership and use of drones and Unmanned Aerial Vehicles (UAVs), has resulted in the need for WDBC to consider a policy on the issue.

1.2 This report proposes the formal adoption of the UAV / Drone Policy as set out in Appendix A to this report.

2. Background

UAV / Drone Policy

- 2.1 Reduction in price and improvement of technology in the drone market has led to a steep rise in drone ownership in the last few years.
- 2.2 Drones with camera technology are subject to civil aviation authority legislation, and the operators of such craft have to have a licence. They are quite stringent requirements in place to ensure that drones of this nature have the required permissions to take off and land, as well as a requirement not to fly over crowded spaces.
- 2.3 Drones without camera technology are not regulated and can be bought and flown in the same day, irrelevant of experience. Whilst most drone flights are presently harmless recreation, they have the potential in the wrong hands, to present a danger to the public as well as a nuisance to others.
- 2.4 For these reasons, it is proposed to restrict the usage of drones from WDBC land as follows:
 - 2.4.1 Drones with camera technology to be restricted to commercial operation only in relation to; education or tourism (promotion of place), other commercial uses by agreement.
 - 2.4.2 Drones without camera technology to be restricted in entirety.

3. Outcomes / outputs

- 3.1 An adopted drone policy will ensure that WDBC is able to control this activity and therefore ensure the continued safety and enjoyment of the general public on its land.

4. Options available and consideration of risk

- 4.1 Should members decide to adopt the policy, it may become necessary to enforce it in the future. It is envisaged that this would be done through the use of signage, supported as necessary by locality officers on the ground, and following relevant legal advice.

5. Proposed Way Forward

- 5.1 That WDBC members consider the drone policy and formally adopt it with immediate effect, to be reviewed after three years, or earlier if required.

6. Implications

UAV / Drone Policy

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The legal implications have been addressed in the body of the report and in the policy itself.
Financial	N	There could be future cost implications if the policy requires enforcing, but this remains to be seen.
Risk	Y	Adoption of the strategy reduces the risk of accidents occurring on WDBC land.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	Not applicable.
Safeguarding	N	Not applicable.
Community Safety, Crime and Disorder	N	Not applicable.
Health, Safety and Wellbeing	Y	The policy would reduce the health and safety risk associated with UAV flight on WDBC land.
Other implications	N	

Supporting Information

Appendices:

Appendix A – West Devon and South Hams UAV / Drone Policy

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SOUTH HAMS AND WEST DEVON UNMANED AERIAL VEHICLE (UAV) / DRONE POLICY:

Policy to be reviewed three years following adoption.

SECTION 1 – UAV WITH PHOTOGRAPHIC EQUIPMENT

If a person or company wants to fly a drone or UAV carrying photographic equipment, above, launch from or land on property owned or controlled by the Council, permission must first be sought and granted from the Communications and Assets Teams.

Permission will not be generally be granted in relation to any public parks, open spaces or beaches in Council ownership, unless the intended purpose is for education, promotion of the place (eg tourism) or there is a compelling commercial reason. The Council will charge a minimum fee of £100 for any permission granted.

In any event, permission will only be granted if the Council are happy that:

- The pilot /company, complies with all of the Civil Aviation Authority's stipulations for permission for aerial work
- Flying the drone will not endanger staff or members of the public and safety measures are in place to minimize any risks to people and buildings
- Service managers are happy to allow the drone to fly in their area / location
- There is someone who can monitor the drone flight to check that this policy is being adhered to

The checklist has been completed in full and approved.

The Council must be satisfied that the pilot / company has Permission for Aerial Work (PAW):

- A company / individual must be a Civil Aviation Authority (C.A.A) licensed pilot and have a valid "Permissions for Aerial Works" certificate as granted by the Civil Aviation Authority, under Article 166(5) and Article 167(1) of the Air Navigation Order 2009
- If the pilot is not licensed they will not be insured or have public liability cover and they are not allowed to work or provide commercial services
- Anyone seeking to use a drone for any kind of commercial activity must get 'Permission' from the Civil Aviation Authority, or they could face prosecution. For more details, visit www.caa.co.uk/uas
- The pilot is legally responsible for the safe conduct of each flight and failure to follow the CAA rules could lead to criminal prosecution
- The responsibility of any flight and its legalities rests with the drone operator however if they break the CAA conditions, they could also invalidate their insurance policy
- For more information see the CAA Drone Safety video: <https://www.caa.co.uk/default.aspx?catid=1995&pagetype=90&pageid=17054>

The Council must be satisfied that the pilot / company has a clear plan of where they are going to fly and what they want to achieve:

- Pilots are not allowed to fly over, take off from or land on property without the owner's permission
- Pilots need to think about what they want to do with as any images they obtain, as they may breach privacy laws (details are available from the Information Commissioner's Office)
- It is illegal to fly an unmanned aircraft over a congested area (streets, towns and cities)
- Pilots are not allowed to fly drones directly over or near people, or vehicles without their permission and which are not deemed to be "under their control"
- If a drone was to be used when filming with actors, extras or presenters etc. they would have to be fully briefed and understand the safety measures that have been put in place to protect them

The pilot / company must demonstrate that they have a clear understanding of the flying restrictions placed on them by their licence and be able to demonstrate to Plymouth City Council how they are going to flying within these restrictions:

- Drones can fly up to 400ft (restricted air space starts at 500ft)
- During take-off or landing, a drone must not be flown within 30 metres of any person
- A drone under 7k rig cannot fly within 50 metres of a property, road, members of the public where the landowner has not given permission for filming
- Drones fitted with cameras must not be flown within 50 metres of people, vehicles, buildings or structures over congested areas or large gatherings such as concerts and sports events
- A drone over 7k rig must have at least 150 metres clearance of a property where permission has not been obtained
- A drone must not be flown beyond the visual range of the pilot or a maximum of 500 meters
- The pilots are required to contact air traffic control when flying near to an airport or aerodrome, so that the drone can operated safely a certain height on a specified date and time
- Drones cannot be flown at night (or out of daylight hours) unless the company has special permissions for night time flying from CAA
- Any qualified drone pilot should complete a site assessment before permission will be granted. They will need to demonstrate that they have checked various factors including if they are intending to fly in restricted airspace

SECTION 2 – UAV WITHOUT PHOTOGRAPHIC EQUIPMENT

Permission to fly UAVs without photographic equipment from land owned by the Council will not be permitted.

Individuals caught flying UAVs from Council owned land shall be asked to cease immediately.

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Agenda Item 6

Report to: **Hub**
Date: **29th November 2016**
Title: **Homeless Strategy 2017-2022 - Public Consultation**
Portfolio Area: **Health & Wellbeing/Customer First**
Wards Affected: **all**
Relevant Scrutiny Committee:

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

Date next steps can be taken:

Author: **Isabel Blake** Role: **Community of Practice Lead: Housing, Revenues & Benefits**

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

Recommendations:

1. To note the content of the draft homeless strategy 2017-2022
2. To agree that the homeless strategy 2017-2022 can go out to public consultation from the 1st December 2016 – 1st February 2017

1. Executive summary

- 1.1. This report requests members to consider the draft South Hams & West Devon Homeless Strategy 2017-2022. Following this the strategy will be subject to public consultation during December and January. This is with a view to Full Council approval and adoption from the 1st April 2017.
- 1.2. The strategy considers the current position of each Local Authority and the progress each has made towards tackling and preventing homelessness. It sets out the ambition for the next 5 years to build on this work and links to corporate priorities. It is complimented by 4 priorities which were developed as part of informal consultation with other agencies and a Joint Member Task & Finish group.

The 4 priorities are

- (1) Understanding the true cost of homelessness
- (2) Access to Housing
- (3) Access to Services
- (4) Health & Wellbeing

- 1.3. The 4 priorities each have their own action plan which will be refreshed annually. This will monitor progress to date and suggest new actions for approval by Council.
- 1.4. The public consultation is proposed to run from the 1st December 2016 to the 1st February 2017. This allows all comments to be considered, ahead of anticipated adoption from the 1st April 2017.

2. Background

- 2.1. It is a statutory requirement of the Homeless Act 2002 for each Local Authority to have a homeless strategy, which reviews homelessness and causes locally and the plan to tackle and prevent homelessness in their area.
- 2.2. West Devon used the Connect Strategy (2011-2015) as the vehicle for specific priorities around tackling homelessness in the Borough. With the expiration of this Strategy, and ongoing work on "Our Plan" as an overarching Strategic Plan, it is timely to revisit a dedicated homeless strategy that underpins and informs some of this work.

3. Outcomes/outputs

- 3.1. Members are asked to consider this draft Homeless Strategy so that public consultation can commence over the winter months.
- 3.2. The opportunity to consult with both service users, stakeholders and other professional bodies, as well as being able to consider the views of all Members will be through an online survey, specific consultation events in both areas and further work with other partner organisations.
- 3.3. Feedback from informal consultation, and the organisations who assisted us through setting the priorities has been encouraging, and we have been able to include their views as part of our Action Plan for 2017.
- 3.4. The Consultation will ask 5 questions
 - Have you read the strategy?
 - Are you an organisation or an individual?
 - Have you ever been homeless?
 - Are the 4 themes we have identified as priorities the right ones for our area?
 - Please give your comments on the strategy.

We will also ask questions regarding equality and diversity in order to understand whether our consultation method was representative of people in our area wherever possible.

4. Options available and consideration of risk

- 4.1. It is a statutory requirement to have a Homeless Strategy as set out in the Homelessness Act 2002.
- 4.2. There may be changes required to this strategy as part of the Homeless Prevention Bill. This Authority already offers a prevention-led service rather than one that is reactive, so is in a strong position to respond to any change in legislation. Furthermore the plans to tackle and prevent homelessness, as contained in the strategy are designed to strengthen wherever possible the effective work of early intervention.

5. Proposed Way Forward

- 5.1 That Hub agree that the draft joint Homeless Strategy 2017-2022 goes out for public consultation.
- 5.2 That the existing Member Task & Finish group reconvenes in February 2017 to consider the responses to the Public Consultation before the final Strategy is considered by Hub, for approval to full Council and adoption from the 1st April 2017.

6 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	Statutory Requirement of the Homeless Act 2002
Financial	N	Although some of the Actions have a financial implication, at this stage consent is sought for public consultation. It is important to note that Local Authorities still receive a prevention of homeless grant from central Government of £49,180, and this is likely to remain at least until 2020. As most of the Actions are designed around homeless prevention and early intervention, the larger costs of temporary accommodation and rehousing will wherever possible be negated. This by far not only offers the best service for the customer but is the most efficient in terms of the Local Authority.
Risk	Y	By not having a Homeless Strategy the Council is in

		breach of the Homelessness Act 2002
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	As part of the consultation there will be an independent comprehensive equalities impact assessment.
Safeguarding	Y	As the Homeless Strategy concerns work with very vulnerable people and one of the priorities is around Health and Wellbeing, the corporate safeguarding policy will underpin the work of officers who regularly work with homeless households.
Community Safety, Crime and Disorder	Y	Consultees of this strategy will be Devon & Cornwall Police and the Council's Community Safety Officer. The Police have already been consulted during the informal process and contributed to the action plan.
Health, Safety and Wellbeing		The Consultation will seek opinions from the Community and professionals alike. The prime concern for the Strategy is around tackling and preventing homelessness which in turn is designed around improving the health and wellbeing of people living in the area.
Other implications		

Supporting Information

Appendices:

Draft Homeless Strategy 2017- 2022
Action Plan 2017-2018
Homeless Evidence Base South Hams & West Devon

Background Papers:

Approval and clearance of report

South Hams & West Devon
**Joint Homelessness
Strategy**





Foreword

Cllr Lois Samuel

Lead Member for Health & Wellbeing, West Devon Borough Council



I am proud to introduce the first Joint Homelessness Strategy for South Hams and West Devon.

The aims and objectives we have set in this strategy build on the progress we have made in the past five years of preventing homelessness in West Devon for 1060 households.

In a predominantly rural area such as West Devon, homelessness can easily go undetected. However, it is a very real problem for many of our residents, who face the challenge of poor quality housing, lack of affordable housing or problems with their own health, which means general needs housing is not always appropriate.

We recognise the complexities and challenges that many of our most vulnerable people face when dealing with homelessness. The four priorities set out by this strategy will ensure West Devon Borough Council, together with South Hams District Council, can help people overcome these difficulties enabling them to lead lives where they have the opportunity to reach their full potential.

Cllr Hilary Bastone

Portfolio Holder for Customer First, South Hams District Council



This strategy represents a continuation of the partnership working between South Hams District Council and West Devon Borough Council and sets out our ambition to further tackle homelessness in our areas.

Since 2012, 1169 households have had their homelessness prevented in South Hams due to interventions put in place by the District Council. This strategy further cements our commitment to homeless prevention and sets some ambitious actions as to how we will do this.

Lack of social housing, high costs of the private rented sector and lack of supported accommodation make the South Hams a challenging place for anyone experiencing homelessness. Working in partnership with West Devon has allowed shared learning and opportunity for best practice, which in turn improves the service we are able to offer people.

Homelessness can happen to anyone, at any time and through this strategy we aim to ensure that people are given the access to help when they need it, where they need it and for as long as they need it.

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Introduction



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

The Homelessness Strategy is required to:

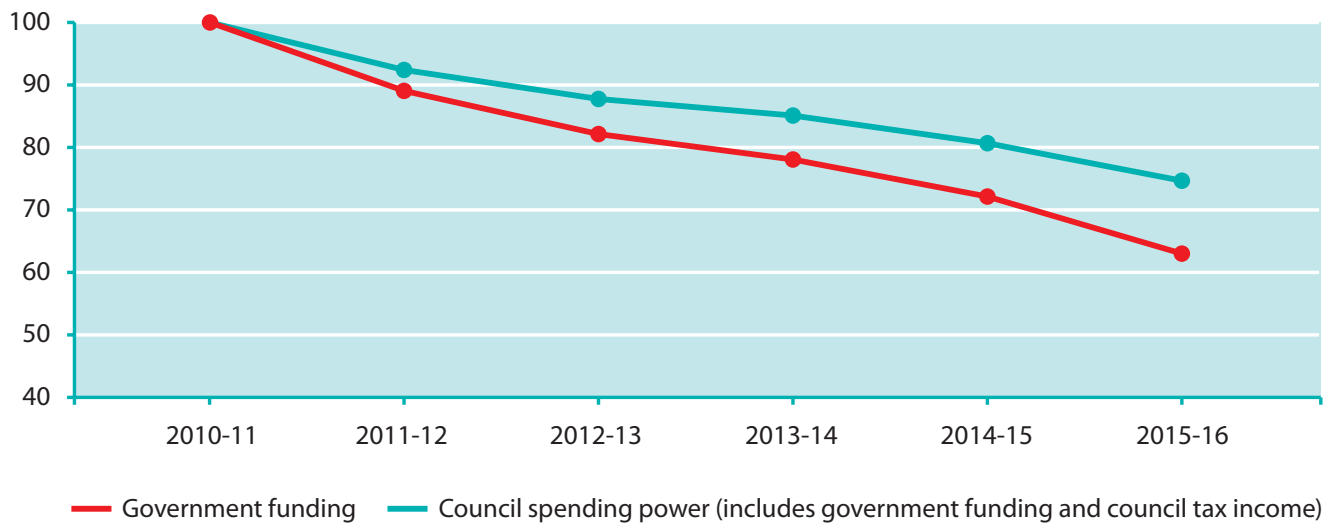
- ◆ Address the levels of homelessness now, and the factors likely to impact on future levels of homelessness, through accurate profiling of the area
- ◆ Ensure that there is sufficient accommodation available for people who are, or may become, homeless
- ◆ Provide services that help to prevent people 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 Homelessness Strategy sets out the strategic aims for South Hams District Council and the Borough of West Devon. Central to this strategy is the belief that people should have settled homes, which will enable them to build settled lives. The overarching aim of this strategy is to prevent homelessness. It is hoped that this will be achieved by building on our already successful prevention focussed model, and by increasing our focus on the single homeless and housing for the under 35's.

The 2017-2022 strategy has been designed to address the changes in national policy; reductions in public spending; changing demography in the area; the impact of the government's 2013 Welfare Reform Bill and the Localism Bill 2012 on local people.

Decline in council spending power since 2010

Percentage change at 2012/13 prices



Source: National Audit Office. Department for Communities and Local Government, 2014

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With Council spending power continuing to decline, South Hams and West Devon have radicalised their approach to service delivery across both Councils. It is central to the success of this strategy that the opportunities presented to us, as part of our new ways of working, are maximised, and that high quality processes are put in place. This will ensure that every contact made will count, in our drive to improve the quality of lives and homes within our communities.

This strategy details our commitment to provide straightforward and effective advice and assistance to those affected by homelessness. The varying factors which contribute to homelessness and to housing instability are complex and interlinked. People facing homelessness are often vulnerable; they may be experiencing, for example, poor health, loss of income and/or relationship breakdown. The importance of effective partnerships, with both statutory and voluntary sector organisations, is recognised as essential in ensuring a holistic approach toward homelessness, with the aim of achieving the best possible outcome for those affected.

The previous South Hams Homeless Strategy covered the period 2008 -2013, whilst in West Devon this was incorporated within a wider housing strategy series which ceased in 2010. Latterly objectives relating to tackling homelessness have formed part of the South Hams and West Devon joint Council-wide Connect strategy 2011-15.

We will continue to review progress around these previous strategies but, as we face the challenges of the future, we will primarily be looking ahead to the opportunities that joint working can offer. A full review of this strategy can be expected in 2022, complemented by an annual refresh of the action plan and progress made to date.

In the last five years, over a thousand households have been prevented from becoming homeless in both West Devon and South Hams. We are keen to continue this good work and believe this strategy sets out our plan to achieve this, while seeking to address the reduction in resources and the impact of welfare reforms.

Progress to Date

The last adopted document setting out the Councils' commitment to tackling homelessness formed part of the Joint Connect Strategy 2011-2015.

The priorities were to:

- ◆ Improve housing options and choices for vulnerable people
- ◆ Ensure Devon Home Choice is able to meet local housing needs within the new policy framework
- ◆ Prevent homelessness
- ◆ Raise awareness of housing options

These four priority areas were complemented each year with a delivery plan as to how these would be achieved.



Improving Housing Options and choice for vulnerable people

- ◆ Our Money Advice Project assisted 241 people in 2015 across South Hams and West Devon and brought an additional £121,743.65 in previously unclaimed benefits and other entitlements. This enabled people who had struggled to pay their rent and day-to-day bills with the means by which to do so.
- ◆ No Second Night Out has seen 75 people accommodated in South Hams and 33 in West Devon, since we launched this initiative in 2013. This has enabled us to minimise rough sleeping in our area and prevented people, new to the streets, becoming entrenched in the street lifestyle.
- ◆ We have assisted Revival Life in the provision of an emergency cold weather rest centre in Totnes. This ensures that on the coldest and most inclement nights of the winter, no-one needs to sleep on the streets.
- ◆ We have increased our in-house letting agency to 47 properties in South Hams and have been able to prevent homelessness, while increasing the supply of good quality, affordable, private rented accommodation.
- ◆ We have completed sanctuary scheme security upgrades to 20 properties in South Hams and 9 properties in West Devon, to ensure survivors of domestic violence could remain in their own home.
- ◆ Jointly with Devon County Council and other Devon Districts, we have developed a young person's homeless protocol to ensure that the needs of young people are best met. By focusing on early intervention work, this has contributed to low numbers of youth homelessness and young people being taken into care.

Ensuring Devon Home Choice is able to meet the local housing needs within the new policy framework

- ◆ In 2015/16 207 general needs properties were let through Devon Home Choice in South Hams. An additional 36 were let to people requiring sheltered accommodation. In West Devon, there were 136 general needs homes and 31 sheltered properties.
- ◆ Of this figure, 7 new tenants had been previously homeless or threatened with homelessness in South Hams and 37 in West Devon
- ◆ Both Councils further underpinned the need to address local needs, in rural areas with less than 100 units of affordable housing, by prioritising people with a local connection through our allocations policy.

Preventing Homelessness

- ◆ Since 2012/13, 1169 households have avoided homelessness in South Hams and 1060 in West Devon.
- ◆ Since 2011, no families have been placed in Bed and Breakfast accommodation for longer than 6 weeks in either West Devon or South Hams
- ◆ By working proactively with the County Council, we have been able to offer bespoke advice on options for young people. Until recently, this was delivered by a dedicated, in-house, Young Person's worker.

Raising Awareness of Housing Options

- ◆ We have established a multi-agency Health and Wellbeing Panel to discuss individual cases, and to ensure the best solution to their housing crisis.
- ◆ A successful advertising campaign, with detailed information, was targeted to people affected by welfare reform. Everyone affected by the spare room subsidy rate was offered an appointment with a Housing Advisor.
- ◆ Trained Housing Advisors have been in regular attendance at Council Connect events, to raise awareness of options and the importance of early intervention.



The Strategic Context

The Legal Framework

The Housing Act 1996

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 since 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 2002 Act is also where the requirement to publish a Homelessness Strategy was introduced.

The Localism Act 2011

This Act, in effect, brought an end to the automatic entitlement of a homeless household to be offered a social housing tenancy following the acceptance of a full homeless duty under the 1996 Housing Act.

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, who were at risk of abuse and neglect, and who, due to those care and support needs, were unable to protect themselves from the risk or experience of abuse and neglect.

Housing and Communities Bill

This new Act of Parliament makes widespread changes to housing policy.

It introduces legislation to allow:

- ◆ The building of 200,000 starter homes which will be available to first time buyers, between the ages of 23 and 40, for sale at 20% below market prices.
- ◆ The extension of the right to buy, to include housing association properties.
- ◆ The Act also includes a package of measures to help tackle rogue landlords in the private rented sector.

This includes:

- Allowing local authorities to apply for a banning order to prevent a particular landlord / letting agent from continuing to operate when they have committed certain housing offences
- Creating a national database of rogue landlords/letting agents, which will be maintained by local authorities
- Allowing tenants or local authorities to apply for a rent repayment order, where a landlord has committed certain offences (for example ignoring an improvement notice). If successful, the tenant or the authority may be repaid up to a maximum of 12 month's rent.

National Policy

In 2011 The Government produced a report 'Laying the Foundations: A Housing Strategy for England' that identified homelessness as a key priority. Two reports were produced by a Ministerial Working Group on homelessness in 2011 and 2012. Eight government departments including Health, Work and Training, as well as Housing, were brought together with local authority and voluntary sector partners, to consider ways to end rough sleeping (No Second Night Out 2011). In 2012, the second report built on the progress of the first and focused on ways in which services could jointly prevent, wherever possible, a household reaching a homelessness crisis point. (Making Every Contact Count 2012.)

No Second Night Out – A vision to end Rough Sleeping July 2011

Piloted in London, No Second Night Out was rolled out nationally to assist in helping homeless people, through the creation of a 'single service offer'. Its purpose was to ensure that everyone would have access to some form of help.

This, in some cases, involved a reconnection to a place where a person had a local connection, or working with other providers to find a solution to rough sleeping. It was designed to address the needs of deep-rooted rough sleepers, often the hardest to engage with. It was also intended to stem the flow of new rough sleepers, by offering a safety net before they themselves became rooted in a street lifestyle.

Funding was available for a short period of time and there were some local successes. However, this initiative has had little impact on our rough sleeper figures locally, although it was successful in achieving steady numbers rather than an increase.

Making Every Contact Count – A joint approach to preventing homelessness August 2012

The aim of Making Every Contact Count was to ensure, wherever possible, that any contact with any local agency, by vulnerable families and individuals, was seen as effective and meaningful.

The report posed 10 Local Challenges to Local Authorities and both South Hams and West Devon pledged their commitment to these. While acknowledging there is, already, good progress under these challenges, the Joint Homelessness Strategy will build on this and ensure that they remain key to our continuing commitment to prevent homelessness.

The 10 Local Challenges are to:

- ◆ Adopt a Corporate Commitment to prevent homelessness, which has buy-in across all local authority services
- ◆ Actively work in partnership with the voluntary sector and other local partners to address support, education, employment and training needs
- ◆ Offer a Housing Option Prevention Service, including written advice, to all clients
- ◆ Adopt a No Second Night Out model or an effective local alternative
- ◆ Have Housing Pathways agreed, or in development, with each key partner and client group that includes appropriate accommodation and support

- ◆ Develop a suitable private rented sector offer for all client groups, including advice and support to both clients and landlords
- ◆ Actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme
- ◆ Have a homelessness strategy, which sets out a proactive approach to preventing homelessness that is reviewed annually, so that it is responsive to emerging needs
- ◆ Not place any young person aged 16 or 17 in bed and breakfast accommodation
- ◆ Not place any families in bed and breakfast accommodation, unless in an emergency, and then for no longer than 6 weeks

Regional Picture

Devon County Council

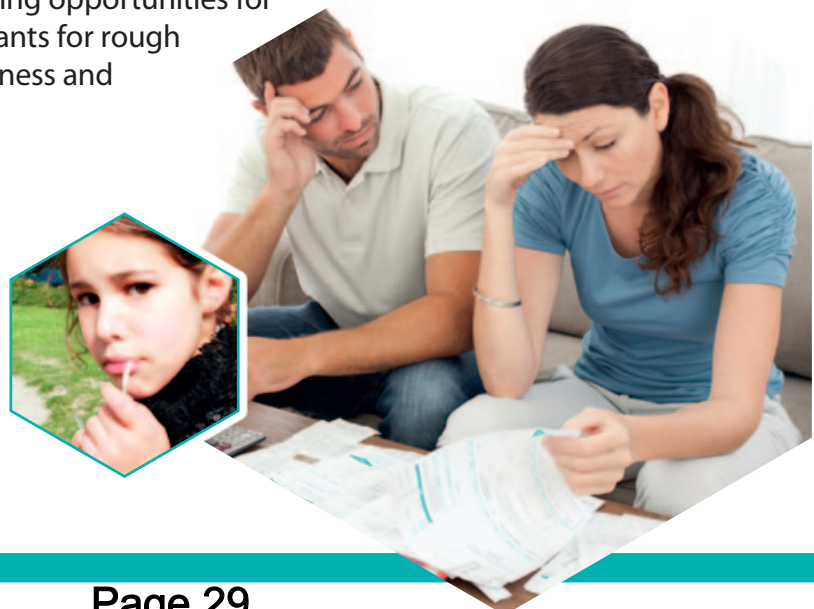
Devon County Council has invested £2.5 million in countywide homeless prevention contracts. These provide a total of 3,300 support hours per week, through ten independent support providers to, on average, 450 people,.

South Hams and West Devon have been placed in a locality based 'Southern Hub' together with Teignbridge District Council. The Southern Hub receives 15% of the total support hours for Devon.

Due to a lack of supported accommodation in both South Hams and West Devon, assistance is provided through 'floating support' rather than linked to where an individual is living. While this has its benefits, some high needs groups, such as those experiencing problems relating to substance misuse, mental health, offending behaviour or deep-rooted rough sleeping, remain challenging to accommodate in general needs accommodation.

Devon and Cornwall Housing Options Partnership

All ten 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.



Local Policy

Tenancy Strategy South Hams and West Devon

The Localism Act 2011 places a duty on all local authorities to produce a Tenancy Strategy that sits alongside its Housing Strategy and Allocations Policy. The strategy is required to set out what Registered Providers of Social Housing should take into consideration when making decisions about their individual tenancy policies. As the Council no longer has any housing stock, this strategy outlines how we expect Registered Providers, with affordable housing in the area, to respond to the relevant changes introduced by the Act.

In accordance with the Localism Act, this strategy sets out:

- ◆ The kind of tenancies Providers should offer
- ◆ The circumstances in which Providers should grant a tenancy of a particular kind
- ◆ Where the tenancy is for a fixed term, the recommended length of the term
- ◆ Circumstances in which the Provider should grant a further tenancy, on the ending of the existing tenancy

Our Plan

Our Plan identifies the corporate priorities of the Councils, and is reflected in the emerging spatial policies within the Plymouth and South West Devon Joint Local Plan (JLP).

The challenges of ensuring equitable access to good quality housing are well known in rural areas. The JLP will include policies that seek to deliver an appropriate mix and type of new housing, in locations that are well connected to established services and facilities, and at prices that cater for all incomes. The JLP will have strategic objectives that seek to: improve access to housing; reduce the affordability gap; reduce health inequalities related to housing; reduce fuel poverty and positively responding to identified housing needs.

South Hams and West Devon Joint Asset Strategy

The Council's adopted asset strategy identifies the delivery of a limited number of residential properties in the medium term, as determined by the following actions and data:

- ◆ Gather intelligence on housing need using; members, parishes and communities, supported by official data, in order to prioritise residential development by the Council
- ◆ To commence a limited programme of housing development on existing council land, that is appropriate to the site, (i.e. both open market and affordable) using a strategy of re-investment based on a mixture of rental and disposal.

The Review

The Local Picture

- As of 30 September 2016, there were 43,239 dwellings in South Hams and 25,403 in West Devon. Of the number in South Hams, 3,878 are second homes, 470 are empty, with an additional 54 empty for 2 years or more, and 127 are uninhabitable. In West Devon there are 534 second homes, 295 empty properties, a further 37 empty for 2 years, and 52 properties that are uninhabitable. (Source - Council Tax Base, 14th October 2016)
- In the year 2015/16, the number of affordable homes in South Hams was 4659, and in West Devon this was 2350 (this includes 50 units of extra care accommodation). In this same year, 60 affordable homes were built in South Hams and 32 in West Devon.
- The proportion of minority ethnic groups living in South Hams equates to 1.7% of the population and 1.6% in West Devon (Source 2011 Census). With regard to homeless applications, as a percentage 5.3% were made in SH by minority groups and 1.6% in WD. Average house price in South Hams is £331,625 – land registry and the average house price in West Devon is £239,160 (Source - Land Registry)
- Of the 204 households who had their homelessness prevented by South Hams District Council in 2015/16, 68 related to rent arrears or reasons of unaffordability. In West Devon, of the 282 cases of homelessness the Council was able to prevent, 65 of those households also approached for reasons of rent arrears or unaffordability. This has followed the same trend in South Hams since 2012/13, while in West Devon there has been less consistency, with relationship breakdown, parental/family eviction and private sector tenancies ending with notice, all being in high proportions.
- In 2015/16, 26 households approached South Hams as homeless, of which 11 had the full homeless duty accepted, while in West Devon, 58 applications were made and 17 of these were accepted.
- Of those accepted as homeless in South Hams, 82% were households with children or expectant mothers and 18% were single vulnerable adults. In West Devon, 53% of accepted households had dependent children or an expectant mother, with 47% single vulnerable adults.
- As of 31 March 2016, there were 7 households in temporary accommodation in South Hams and 11 in West Devon. This was a slight increase on the same date in 2015.
- The number of properties let through Devon Home Choice in 2015/16 was 243 in South Hams and 167 in West Devon. Of this, seven were allocated to people to prevent them becoming homeless, or where the Council had accepted a homelessness duty, to rehouse them in South Hams, while in West Devon this figure was 37.
- In South Hams the rough sleeper estimate for 2015 was nine - an increase of one on the previous year and in West Devon this figure was zero, a reduction of two on the previous year's figure.

How the Strategy was developed



Homelessness is a key issue within three of our identified corporate priorities – Homes, Communities and Wellbeing.

This strategy has been developed through a Joint Member Task and Finish Group, who have worked together to consider the progress we have made in tackling homelessness, within our areas, and the key challenges we have to come. The Group have been instrumental in setting the priorities for this Strategy and the formulation of the Year One Action Plan, informed by the evidence base.

Throughout the process of the review, we have looked carefully at the people who currently access our services. This strategy does not seek to create a specific service plan to address the needs of each vulnerable group. We have

successful existing services developed in partnership that we will continue to improve. However, the Strategy and Action Plan reflects gaps in services or additional services we wish to offer which will improve how we tackle homelessness in our area.

The original Task and Finish group was made up of the following members. Membership of any future group will be reviewed once the Strategy is adopted.

Member	Council
Cllr Brown	South Hams
Cllr Cuthbert	South Hams
Cllr Green	South Hams
Cllr Hawkins	South Hams
Cllr Leech	West Devon
Cllr Samuel	West Devon
Cllr Yelland	West Devon

The organisations also involved during informal consultation included the following:

- ◆ Citizens Advice
- ◆ Devon and Cornwall Police
- ◆ DCH
- ◆ Revival Life Ministries
- ◆ Westward Housing
- ◆ Young Devon

A period of formal consultation will follow.

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The Key Priorities for the Homelessness Strategy

The review of homelessness in South Hams and West Devon has identified four key priorities to reduce and prevent homelessness. These form the basis of this strategy and the annual Action Plan. These are:



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There is overlap and a proven relationship between these areas. However, in order to continue to build on the solid track record of preventing homelessness in South Hams and West Devon, it is necessary to start to tackle some of the root causes of homelessness, in order to make meaningful differences not only to a person's homeless situation, but the reasons why they arrived there in the first place. By continuing to be pro-active and work alongside our partners, we stand the best chance of reducing homelessness and improving people's chances in life.

This strategy comes at a very challenging time for all local authorities, as continuing budget pressures mean some tough choices on how best to target reduced resources in the most meaningful way. With this in mind, we have formulated an action plan which, we consider, is both realistic and achievable while recognising our changing position.



Priority 1: Understanding the true cost of homelessness

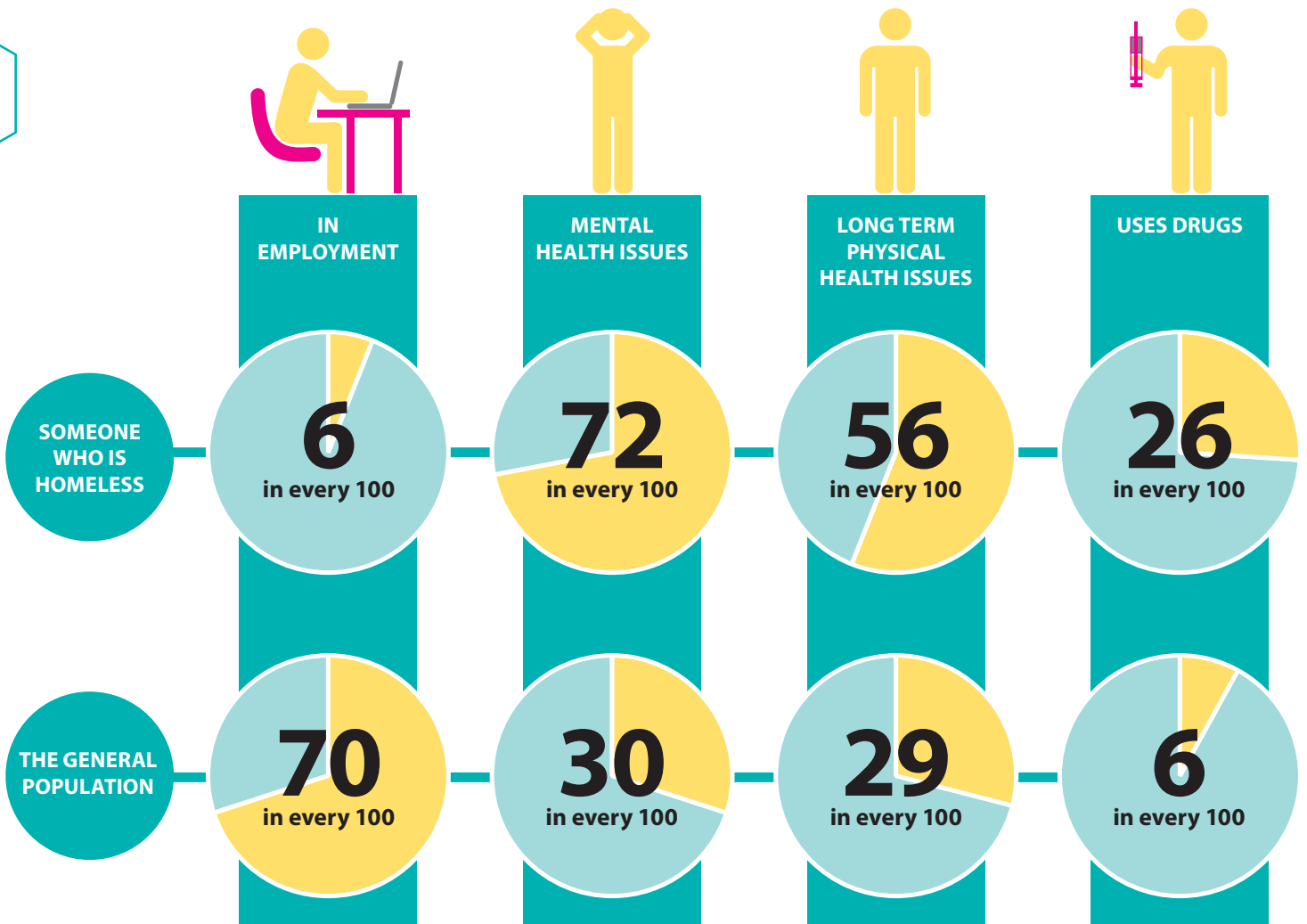
Not having a home can make it harder for individuals to find a job, stay healthy and maintain relationships. (Homeless Link)

The review highlighted a need to create a solid evidence base, about the true cost of homelessness and how its long term impact can be measured more fully. Our findings were informed by data from all statutory and voluntary agencies and localised to South Hams and West Devon.

To meet this priority we will:

- 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.
- Monitor the impact of welfare reform, and ensure that this informs future strategic priorities
- Recognise the continuing pressures on the Councils' budgets and how best to target resources in the most meaningful way
- Ensure partnerships with other agencies demonstrate value for money
- Ensure access to good quality financial advice to help tackle poverty, poor quality housing and homelessness

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Priority 2 Access to Services

While we recognise the importance of face-to-face interaction in building rapport, trust and confidence, we also recognise that, increasingly, people who are able to resolve their own housing issues would like to access services in a different way. We would like to ensure that people who are able to resolve their own situation are given access to good quality advice, so that they have every opportunity to remedy their situation, independently.

Of course, the very nature of homelessness means a large proportion of the people requiring housing advice and homeless services will be vulnerable. Disclosures they may need to make to staff are often upsetting and traumatic and some, as a result, choose not to make contact, or do so, too late. Through improving partnership working, we have a real opportunity to make a difference to the lives of people who have struggled to engage with the Council in the past.

In addition to external partnership working, the Council has been through a significant service transformation project, which has been successful in breaking down artificial departmental barriers and restraints. It is because of this, that we are in a position to design a multi-service approach, based on the needs of the customer. This will strip out duplication and inefficiencies, while at the same time collectively offering people the services they need, at a time and place they need them most, without the need to repeat the details of, what is often, a distressing course of events.

To meet this priority we will:

- Offer advice and assistance in a range of formats, so the customer can choose how they communicate with their Council
- Ensure our most vulnerable customers are able to access advice services effectively
- Work with partners to ensure that we are able to offer services at the time and place our customers need them most
- Readily and regularly consult with our customers and stakeholders to make sure we get our services right



Priority 3 – Access to Housing

The review highlighted the need to improve the supply and quality of affordable accommodation, with the largest number of people needing assistance with homelessness and housing advice, doing so for reasons of unaffordability. Changes to the benefit system, brought about by welfare reform, have had a significant effect on the lives of homeless people in South Hams and West Devon. To ensure we tackle these challenges, it is important to look at wider housing solutions in order to continue to meet needs, while also looking to the future in order to prepare for the further challenges which welfare reform will bring.

The need to 'do things differently' can be compounded in the South Hams by our rough sleeper count. Although a very small proportion of the people requiring assistance because of homelessness become rough sleepers, there is a small population in Totnes where we recognise that access to traditional housing is a step too far. There needs to be an acceptance of offering help in a new way to maximise opportunities for people who have disengaged from traditional society.

The review also highlighted how successful the South Hams in-house social letting agent had been at preventing homelessness, in an area of high demand and high costs. As of the 30 September 2016, there were 47 properties managed by the Council. This has prevented scores of families from requiring temporary accommodation and we are keen to expand the model in South Hams to take on single person's accommodation and extend the scope of the scheme into West Devon.

To meet this priority we will:

- Increase the supply, standard and options for people who face homelessness within our area
- Develop innovative options for our Rough Sleeper Community
- Continue the downward use of temporary accommodation for homeless households

Health and Wellbeing

South Hams and West Devon both recognise the importance of wellbeing for people living in our communities, and as a result, it is one of our key corporate priorities. Tackling homelessness takes more than just the provision of a house, if we are to maximise the opportunities for our most vulnerable residents.

The health inequalities of homeless people can be evidenced in a national health audit undertaken in 2014 by Homeless Link and The Department of Health. This showed that 41% of homeless people reported a long-term physical health problem (compared to just 28% of the general population) and 45% had been diagnosed with a mental health problem (compared with 25% of the general population) (Source – The Unhealthy State of Homelessness: Health Audit Results 2014)

Often, poor health, addictions and unhealthy lifestyles mean that people are unable to secure, and maintain, accommodation for themselves or their families. We recognise our supporting role as a protector of public health and the importance of working, in partnership, to effectively meet and support the needs of vulnerable people in South Hams and West Devon.

To meet this priority we will:

- Work in partnership with our voluntary and statutory sectors to holistically address people's needs as fully as possible.
- Ensure we adequately protect and safeguard the most vulnerable members of our community
- Enable early help, to avoid crisis and tackle homelessness at its root cause.

How the Homeless strategy and Delivery Plan will be monitored

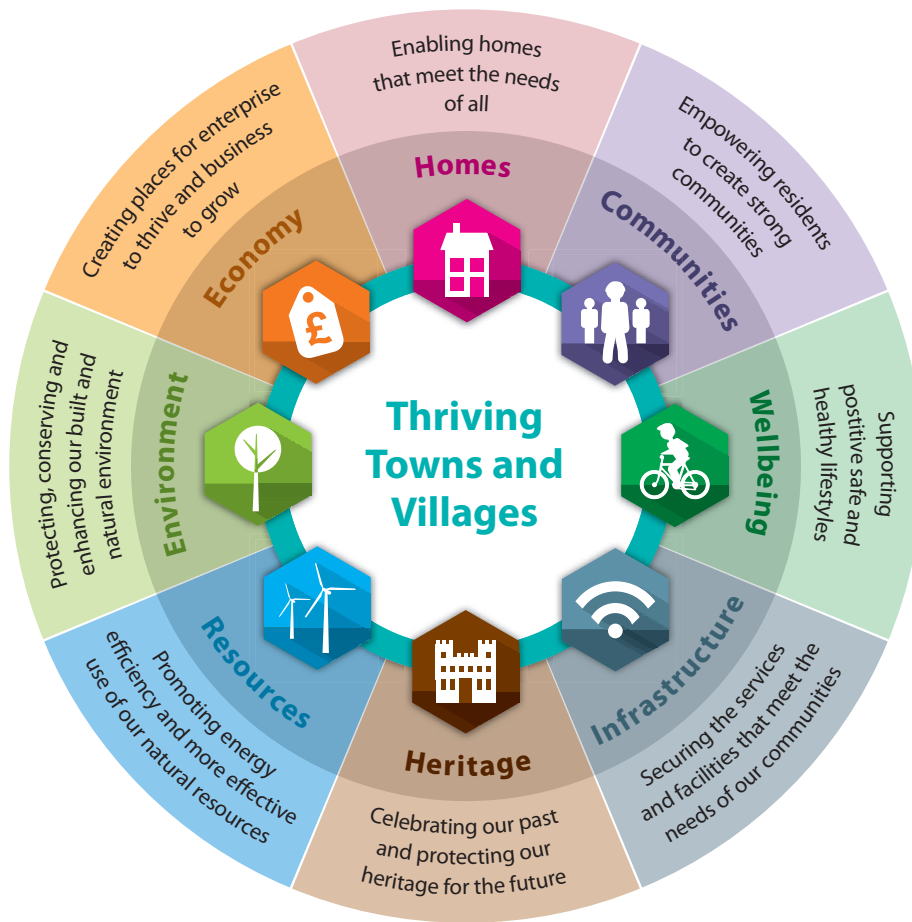
The life of this homeless strategy is intended to be five years.

Annually we will publish our progress to date and a refreshed Action Plan.

The 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.

It is proposed that the established Task and Finish Group, will continue as a Homelessness Steering Group to monitor progress against the priorities and the formulation of Years 2-5 of the Action Plan for this strategy. This will ensure an ongoing conversation, to keep the strategy relevant and ensuring that local people continue to have a voice through their elected representative.





Working together



South Hams
District Council



West Devon
Borough
Council





South Hams & West Devon
**Joint Homelessness
Strategy**

2017/18
Action Plan





Priority 1: Understanding the True Cost of Homelessness

-  Ensure there is a solid evidence base which informs, across all sectors, the true cost of homelessness in South Hams & West Devon.
-  Monitor the impact of welfare reform, to inform future strategic priorities
-  Recognise the continuing pressures on Council's budgets and how best to target resources in the most meaningful way, ensuring partnerships with other agencies demonstrate value for money.
-  Ensure access to good quality money advice, to help tackle poverty, poor quality housing and homelessness

PI	Action	Measure	By When
HSU1	To evaluate the successes of Council-funded initiatives such as money advice, and social prescribing and the impact they have had on homeless prevention	Increase in homeless prevention	April 2018
HSU2	To investigate the feasibility of adopting Shelter's "Living Home Standard" to increase the quality of housing in South Hams & West Devon.	Increase in homeless prevention from households in unsuitable, defective accommodation, who would otherwise have become homeless	April 2018
HSU3	To develop quality information on areas of welfare reform, to ensure that people are aware of any potential impacts in advance and work with them to provide effective financial planning for managing their home.	Increased take up of discretionary housing payments, reduction in households becoming homeless due to lack of affordability.	April 2018
HSU4	To map existing partnerships within the Council and ensure focus is given, wherever relevant and possible, to activity around homeless prevention. Take all necessary measures to ensure value for money and avoidance of duplication.	Reduction in the number of households evicted from private rented accommodation Reduction in repeat service users	April 2018

Priority 2: Access to Services

- ◆ Offer advice and assistance in a range of formats, so the customer can choose how they communicate with their Council
- ◆ Ensure our most vulnerable customers are able to access advice services effectively
- ◆ Work with partners to ensure that we are able to offer services at the time and place our customers need them most
- ◆ Ensure we are readily and regularly consulting with our customers and stakeholders to make sure we get our services right.

PI	Action	Measure	By When
HSS1	By using the Council's new operating model, work with teams in the locality to best support vulnerable people in the access of services, local to them, but also in a setting in which they are comfortable and therefore more likely to engage	Increased early intervention and homeless prevention work	April 2018 and ongoing through the life of this strategy
HSS2	Roll out of the new online housing benefit claim form and use as an opportunity to better engage with our Landlords.	Reduction in homelessness, as a result of rent arrears or unaffordability. Increase in homeless prevention	April 2018 and ongoing through the life of this strategy
HSS3	Train our partner organisations to be able to act as a first point of contact, equipping them with the knowledge of effective referral routes into the Council, whilst building the trust and confidence of people needing help but choosing not to access it from the Council.	Increased homeless prevention. Reduction in Rough Sleeper estimated count	April 2018 and ongoing through the life of this strategy
HSS4	Re-establish a Homeless Forum in South Hams & West Devon to ensure a two-way conversation between ourselves and other organisations working with homeless people to prevent people "slipping through the net"	Reduction in the number of households evicted from private rented accommodation Reduction in repeat service users	Autumn 2017 and then bi-annually through the life of this strategy

PI	Action	Measure	By When
HSS5	Re-establish a Landlords Forum in South Hams & West Devon to work with the sector to best meet the needs of their tenants, whilst also providing them with improved access to, and understanding of, Council-wide Services	Reduction in the number of households evicted from private rented accommodation	Winter 2017 and then bi-annually through the life of this strategy
HSS6	Review all standard letters and leaflets to ensure we are using "Plain English" in all our information	Better understanding by the customer and a decrease in "failure demand"	Autumn 2017, reviewed annually.
HSS7	Redesign the web content for Housing Options and Advice, in order to increase awareness & visibility, and direct customers who have the ability to "self-help" towards the best options for them	Reduction in homelessness and interventions required as people are able to resolve their own housing problems	Winter 2017 and throughout the life of this strategy






Priority 3: Access to Housing

- ◆ Increase the supply, standard and options for people who face homelessness within our area
- ◆ Develop innovative options for our Rough Sleeper Community
- ◆ Continue the downward use of temporary accommodation for homeless households.

PI	Action	Measure	By when
HS1	Review options for emergency and temporary housing, to ensure offers are tailored, wherever possible, to an individual's circumstance	Reduction in long term use of temporary accommodation	Autumn 2017
HS2	Introduce a Direct Lets scheme in West Devon for the management of privately rented properties, and expand the scheme in South Hams	Reduction in temporary accommodation	Autumn 2017 and ongoing through the life of this strategy
HS3	Investigate the feasibility of a tiny houses project, incorporating the "housing first" principal for entrenched rough sleepers in South Hams	Reduction in Rough Sleeper estimated count	Autumn 2017
HS3	Work with other providers to ensure individuals are given the best chances possible to succeed in their tenancies, by promoting tenant education.	Reduction in the number of households evicted from private rented accommodation Reduction in repeat service users	Spring 2018 and ongoing through the life of this strategy
HS4	Work with RP's and private sector landlords to promote shared housing as a tenure of choice, particularly in the under 35's	Reduction in homeless and rough sleeping in this demographic	Spring 2018 and ongoing through the life of this strategy
HS5	Develop a "crash pad" model for young single homeless people, to give them space, while working proactively to, wherever possible, return them home.	Reduction in numbers of young people accepted as homeless or being taken into care. Reduction in numbers of young people in temporary accommodation	Autumn 2017 and ongoing through the life of this strategy

Priority 4: Health & Wellbeing

-  Work in partnership with our voluntary & statutory sectors to holistically address people's needs, as fully as possible.
-  Ensure that we adequately protect & safeguard the most vulnerable members of our community
-  Enable early access to help, to avoid crisis and tackle homelessness, at its root cause.

PI	Action	Measure	By When
HSW1	Develop a Council Vulnerable Customer Charter to ensure we embed the responsibility we have, toward our most vulnerable customers, throughout the Council.	Increase in early intervention homeless prevention	Autumn 2018
HSW2	Extend the scope of the existing Health & Wellbeing Panel to holistically address the housing needs of any individual, including those in need of a disabled facilities grant, or interventions around poor quality housing. Ensure we offer the best solution possible for those in housing need.	Increase in homeless prevention, including low level homeless approaches as a result of hospital discharge. Increased wellbeing of customer as a result of the most appropriate intervention.	Summer 2017 and ongoing through the life of this strategy
HSW3	Work in partnership with schools, to help equip young people for adulthood by delivering housing advice in schools to Year 11 students.	Sustained low levels of youth homelessness	Autumn 2018 and ongoing through the life of this strategy.
HSW4	To continue offering a No Second Night Out Service to people rough sleeping in our area	Reduction in new rough sleepers	Autumn 2017 and ongoing through the life of this strategy.



Working together



South Hams
District Council

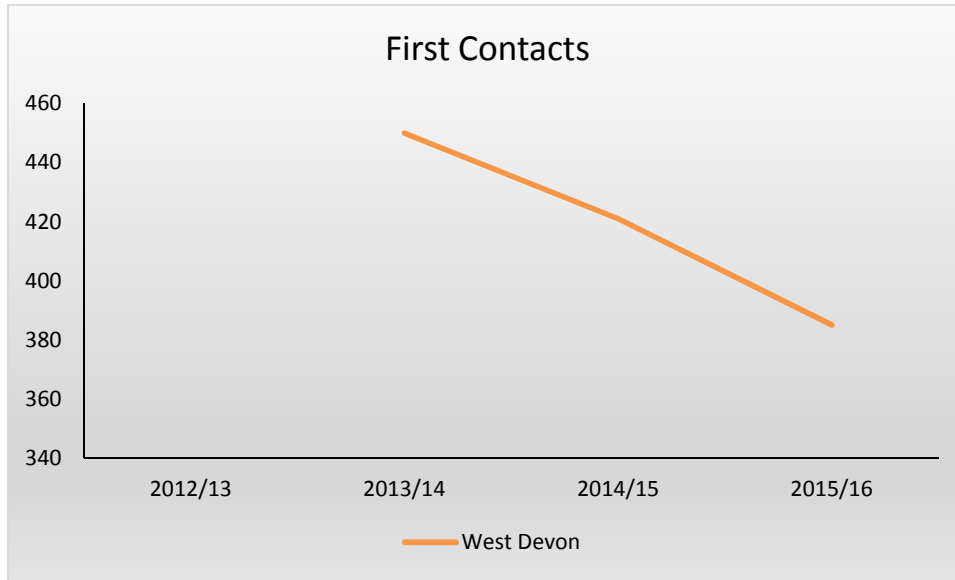


West Devon
Borough
Council

Homeless Strategy Evidence Base West Devon

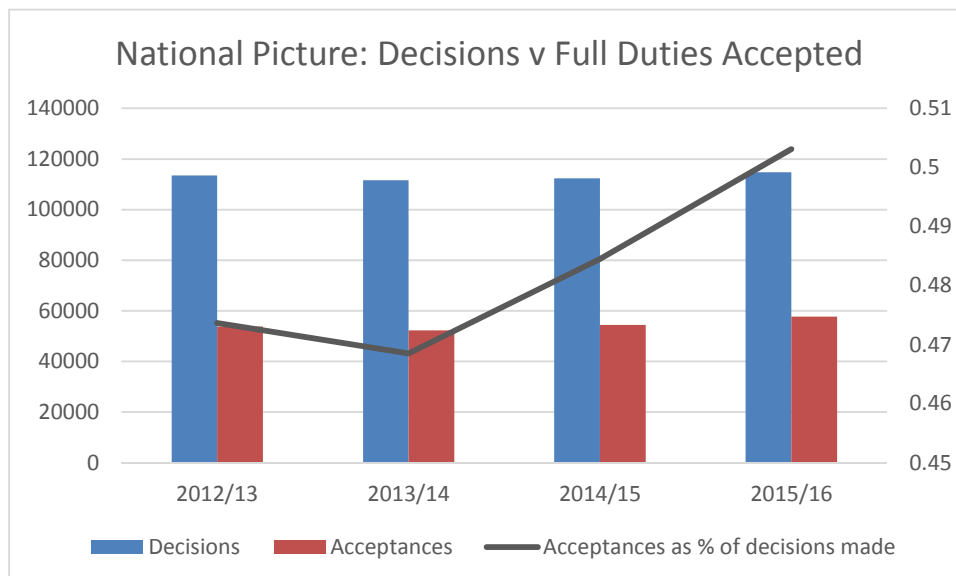
First Contacts

	1st Contacts
2012/13	Incomplete data
2013/14	450
2014/15	421
2015/16	385

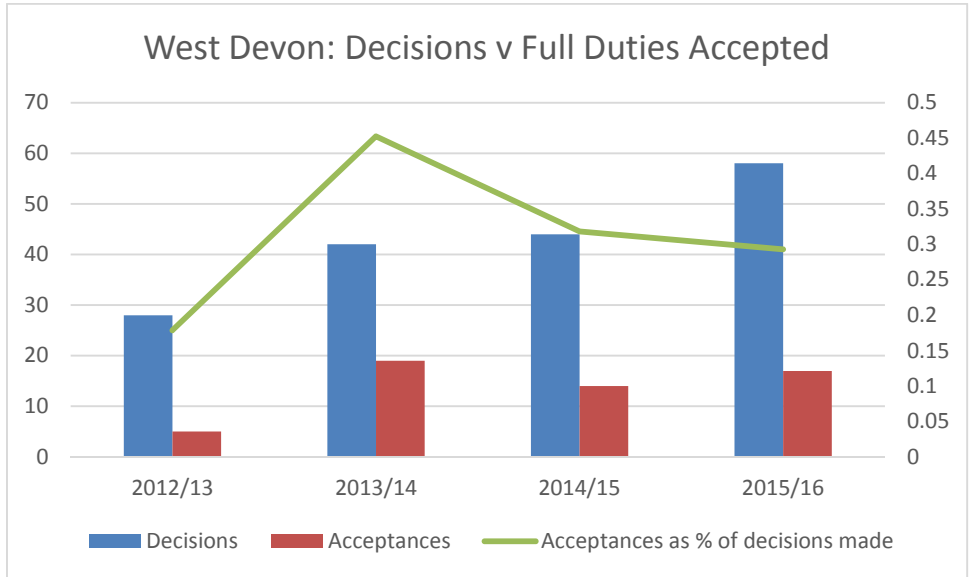


Homeless Applications/Acceptances

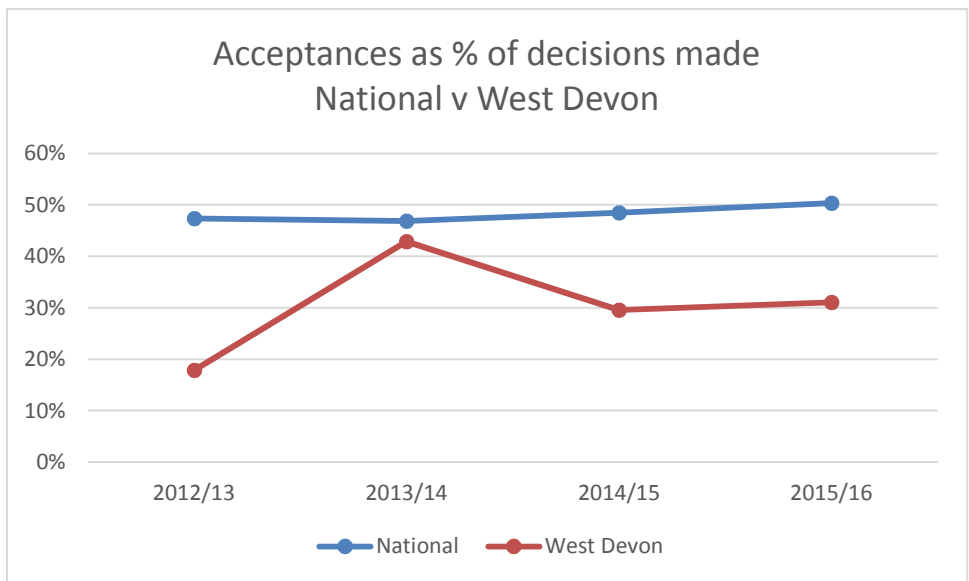
National Picture	Homeless Decisions	Full Duties Accepted	Acceptances as % of decisions
2012/13	113520	53770	47%
2013/14	111610	52290	47%
2014/15	112340	54430	48%
2015/16	114770	57740	50%



West Devon	Homeless Decisions	Full Duties Accepted	Acceptances as % of decisions
2012/13	28	5	18%
2013/14	42	18	43%
2014/15	44	13	30%
2015/16	58	18	31%



Acceptances as % of decisions made		
	National	West Devon
2012/13	47%	18%
2013/14	47%	43%
2014/15	48%	30%
2015/16	50%	31%

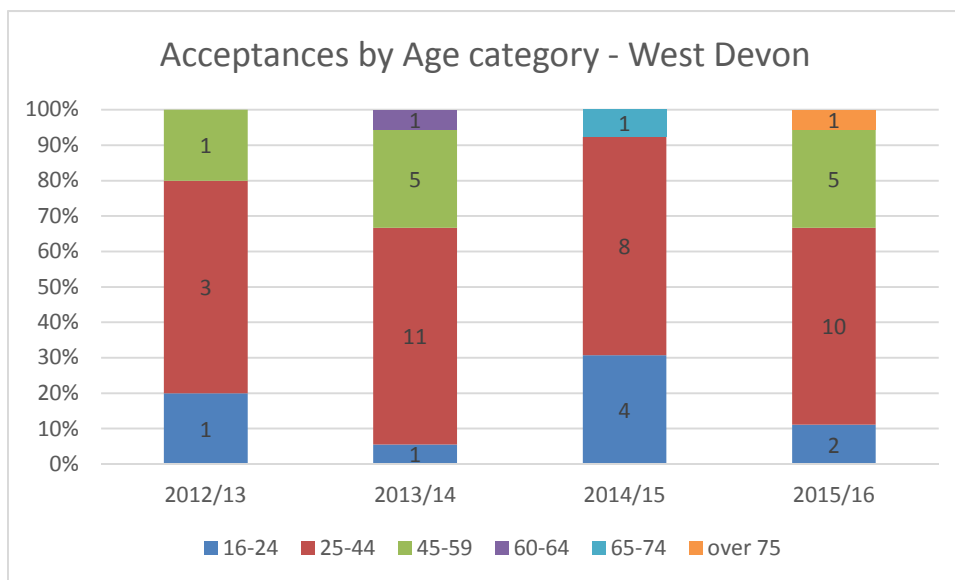


Homeless Decisions by Household type

	Families/Couple		Singles	
	Full Duty	Duty Not Accepted	Full Duty	Duty Not Accepted
2012/13	3	9	2	15
2013/14	10	12	8	13
2014/15	6	7	7	21
2015/16	7	14	4	16

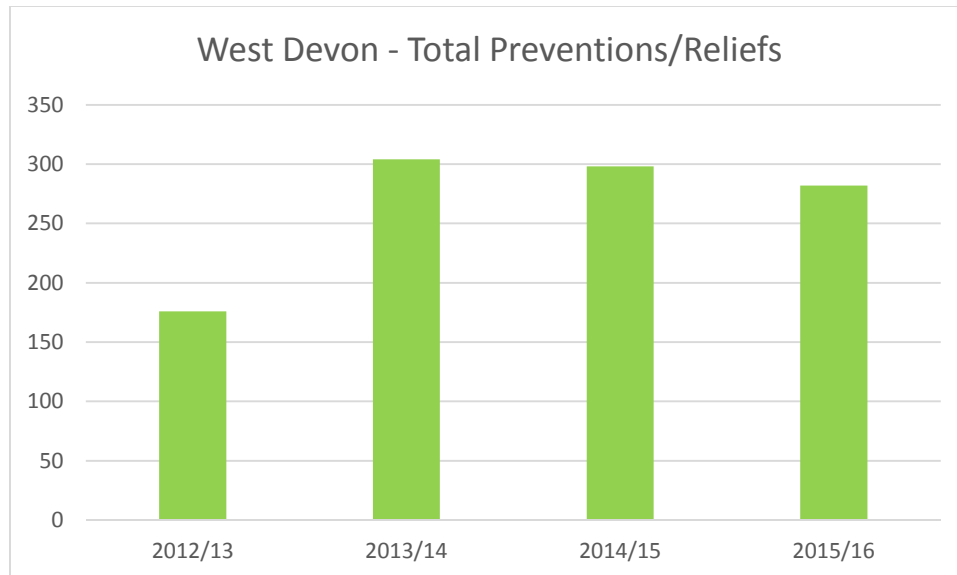
Acceptances by age category

	16-24	25-44	45-59	60-64	65-74	Over 75	Total
2012/13	1	3	1	0	0	0	5
2013/14	1	11	15	1	0	0	18
2014/15	4	8	0	0	1	0	13
2015/16	2	10	5	0	0	1	18



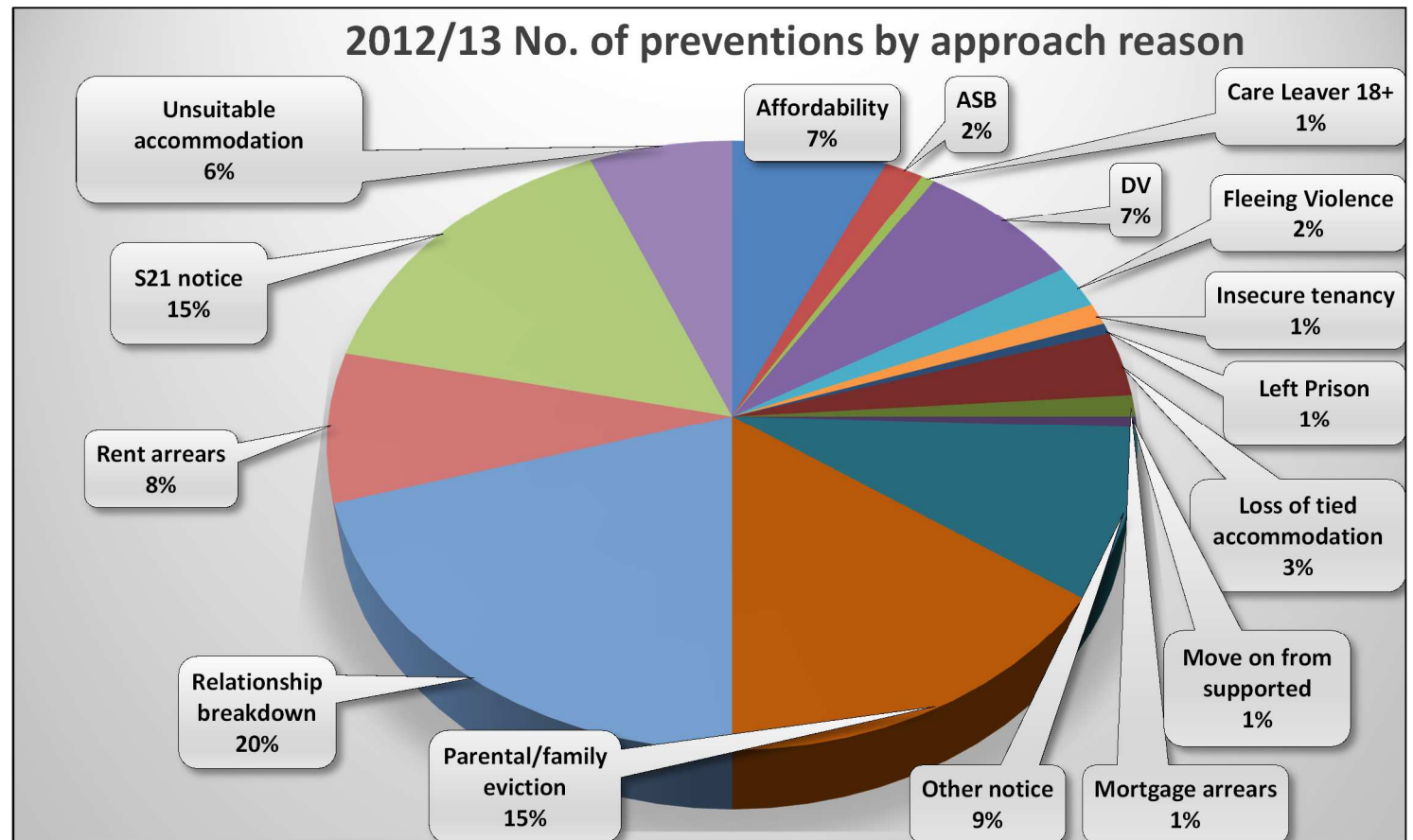
Homeless Preventions

	Homeless Preventions/Reliefs
2012/13	176
2013/14	304
2014/15	298
2015/16	282



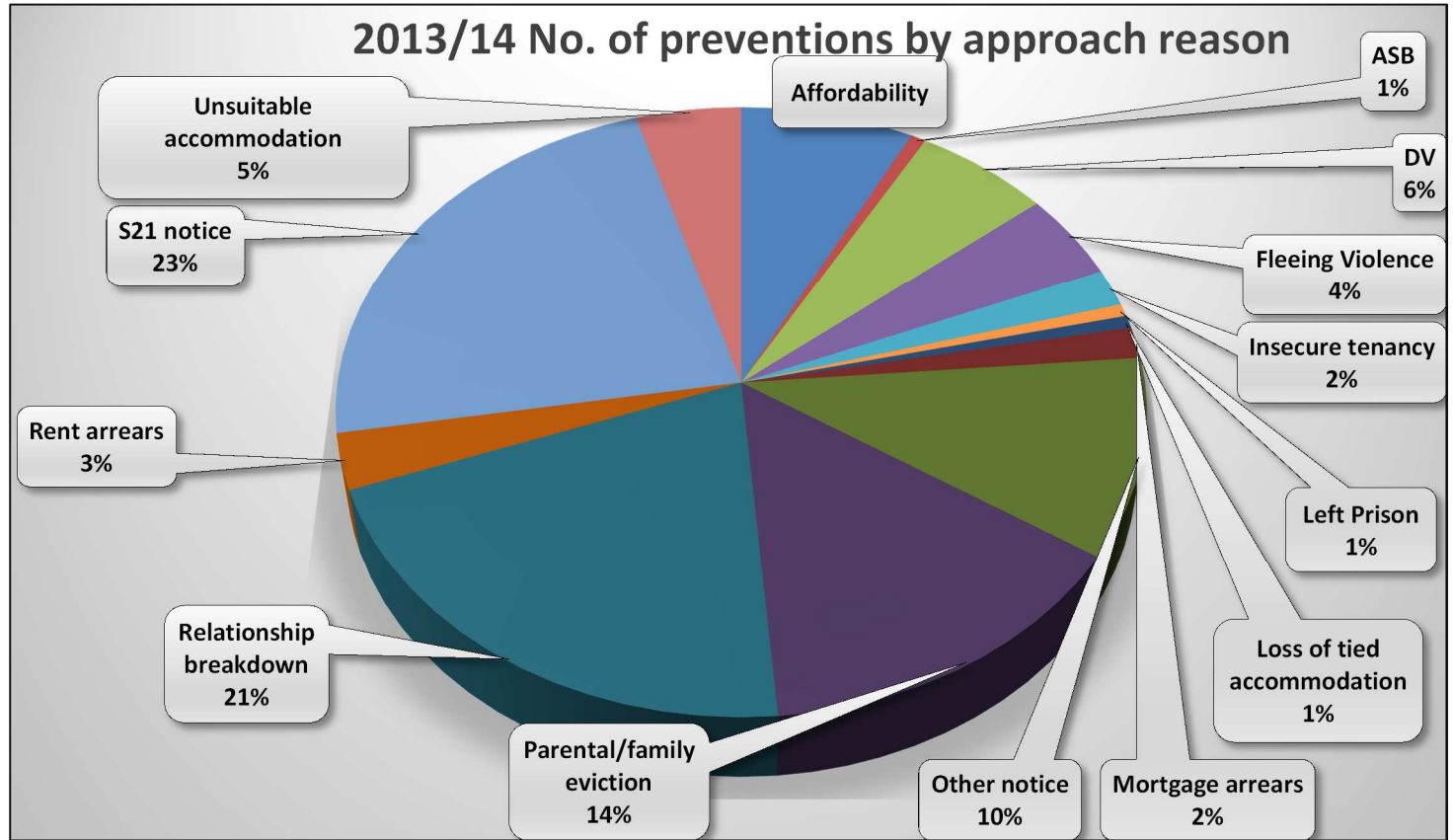
West Devon Prevention reasons for approach

2012/13	
Reasons for approach	No. of preventions
Affordability	12
ASB	3
Care Leaver 18+	1
DV	13
Fleeing Violence	4
Insecure tenancy	2
Left Prison	1
Loss of tied accommodation	6
Mortgage arrears	2
Move on from supported	1
Other notice	16
Parental/family eviction	27
Relationship breakdown	36
Rent arrears	14
S21 notice	27
Unsuitable accommodation	11



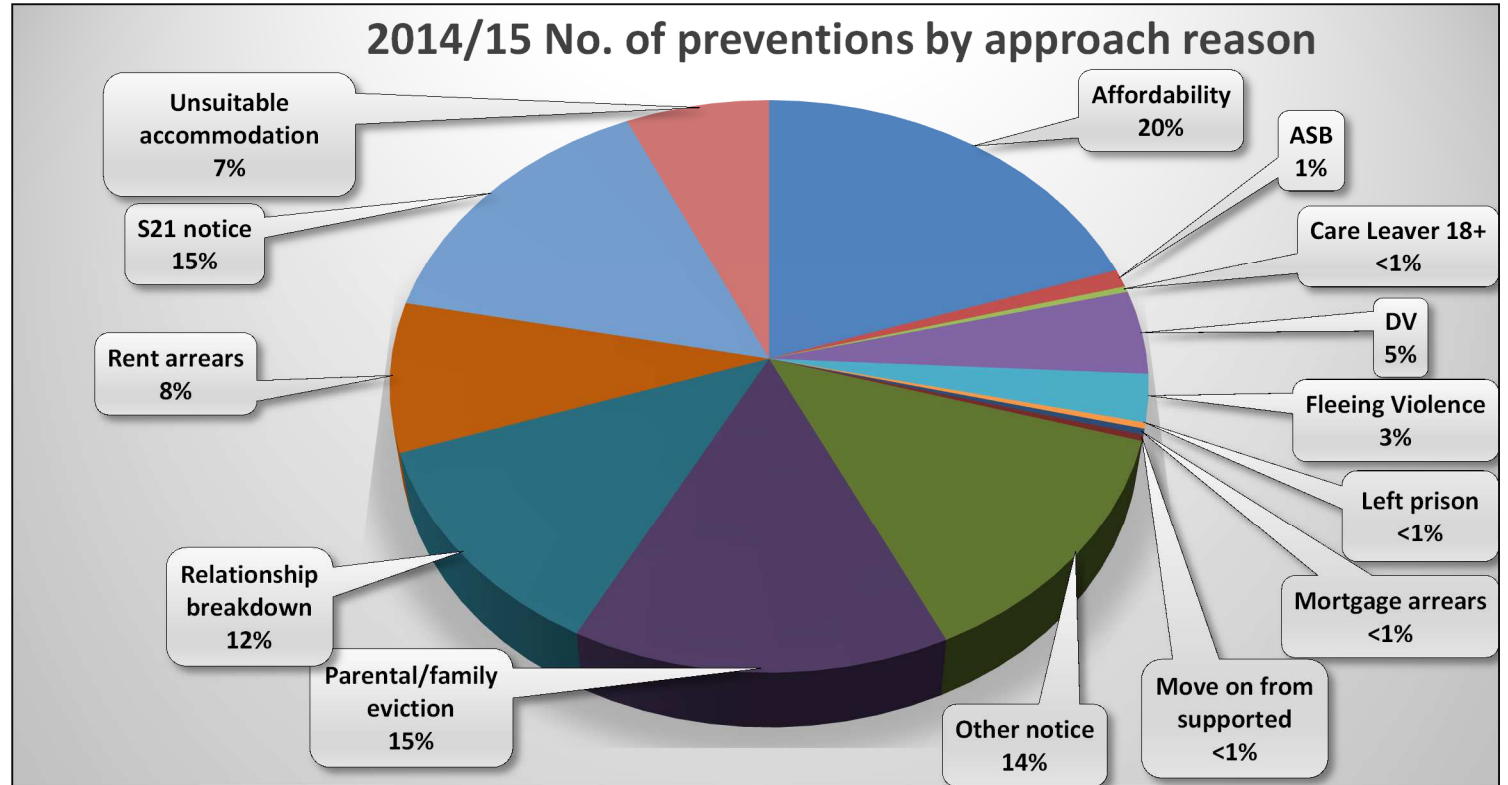
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2013/14	
Reasons for approach	No. of preventions
Affordability	23
ASB	2
DV	18
Fleeing Violence	14
Insecure tenancy	6
Left Prison	2
Loss of tied accommodation	2
Mortgage arrears	5
Other notice	32
Parental/family eviction	44
Relationship breakdown	63
Rent arrears	9
S21 notice	70
Unsuitable accommodation	14



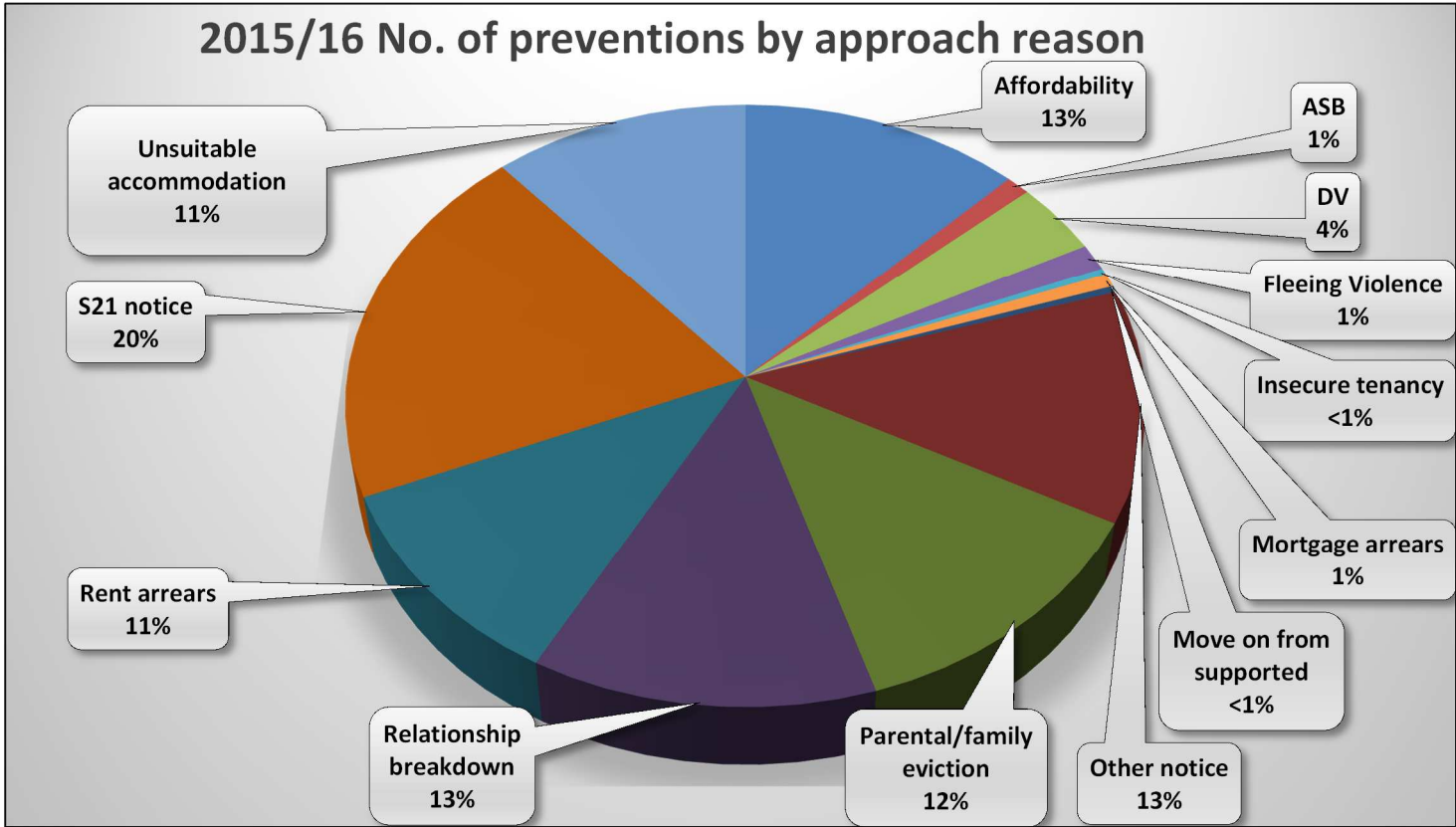
2014/15	
Reasons for approach	No. of preventions
Affordability	59
ASB	3
Care Leaver 18+	1
DV	14
Fleeing Violence	8
Left prison	1
Mortgage arrears	1
Move on from supported	1
Other notice	40
Parental/family eviction	44
Relationship breakdown	36
Rent arrears	25
S21 notice	45
Unsuitable accommodation	20

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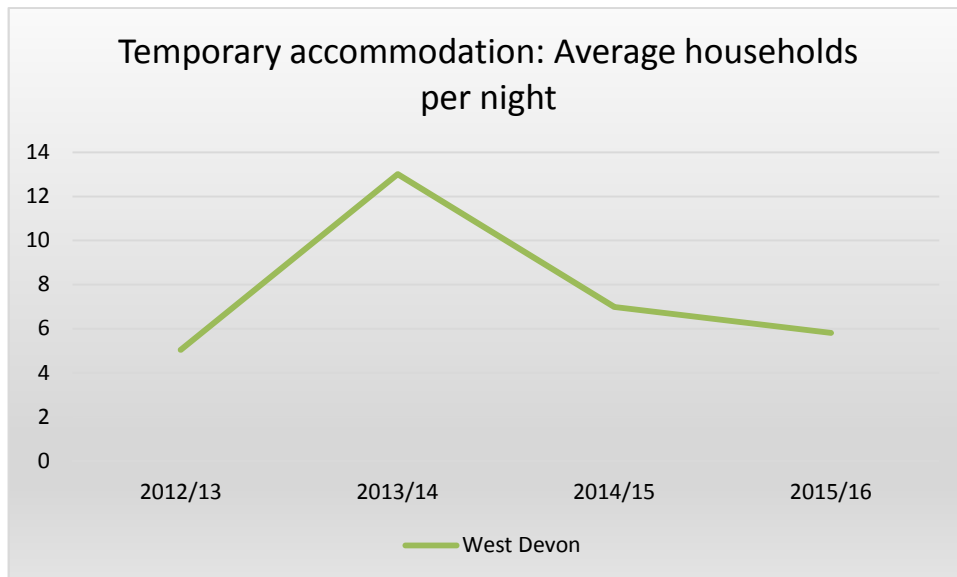
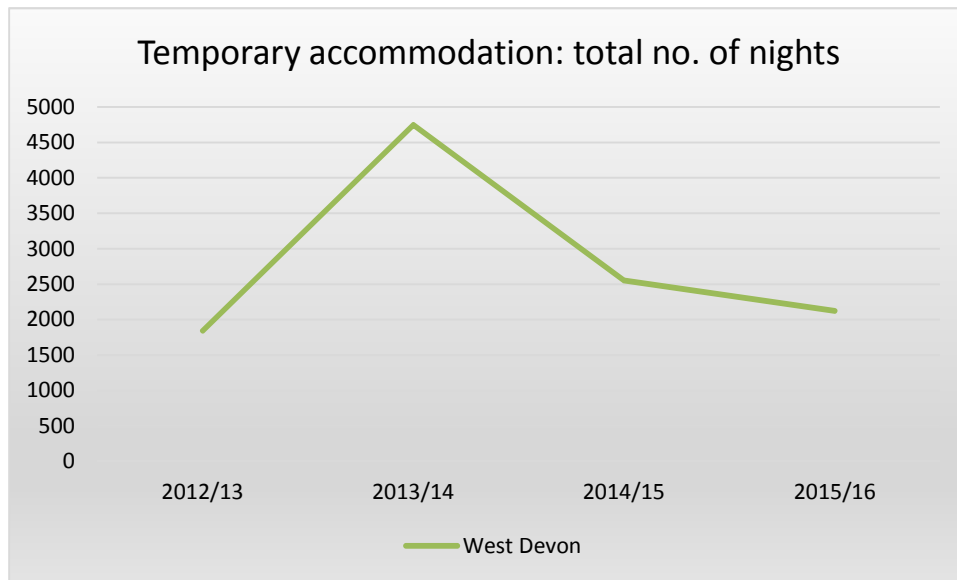
2015/16	
Reasons for approach	No. of preventions
Affordability	35
ASB	3
DV	11
Fleeing Violence	4
Insecure tenancy	1
Mortgage arrears	2
Move on from supported	1
Other notice	35
Parental/family eviction	35
Relationship breakdown	36
Rent arrears	30
S21 notice	56
Unsuitable accommodation	32

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Temporary accommodation use

	Total nights of temp used	Average households in temp per night
2012/13	1843	5.04
2013/14	4748	13.01
2014/15	2552	6.99
2015/16	2121	5.81



Snapshot numbers in temp

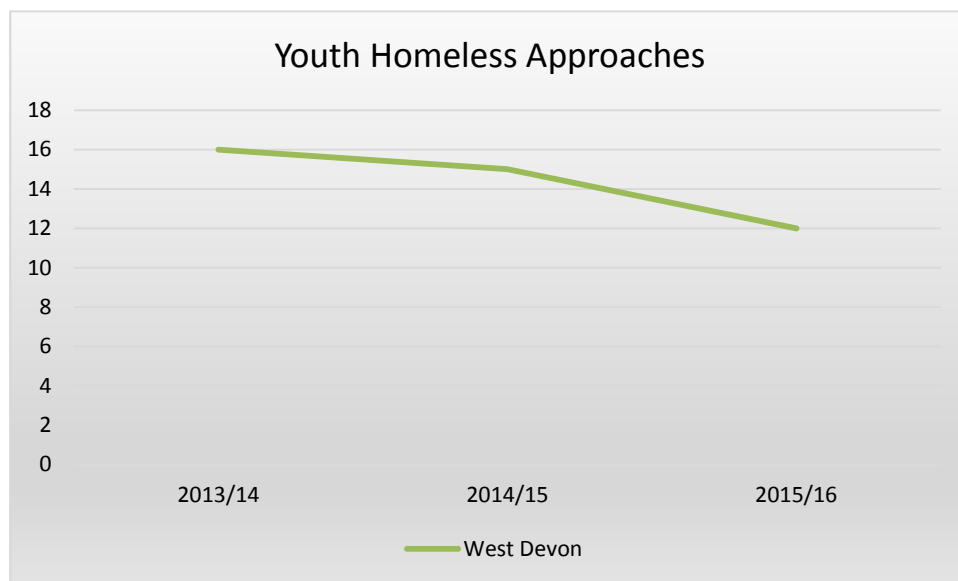
	No. in temp on 31 st March
2014	9
2015	7
2016	11

Homeless acceptances by Priority Need Reason

West Devon	2012/13	2013/14	2014/15	2015/16
Includes dependent children	1	9	6	8
Mental Illness	2	5	4	2
Physical disability	1	1	2	5
Expecting - no other children	0	0	0	1
Fled due to violence	0	1	0	1
Care Leaver 18-20	1	0	1	0
16 or 17 year old	0	1	0	0
Alcohol dependency	0	1	0	1

Youth Homeless Approaches

	West Devon
2013/14	16
2014/15	15
2015/16	12



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Comprehensive Impact Assessment

Homeless Strategy 2017-2022 Public Consultation

The draft homeless strategy will be comprehensively impact assessed as part of the public consultation.

Comprehensive Impact Assessment Template

Assessment being undertaken		Public Consultation on the draft Homeless Strategy 2017-2022.
Group:		Customer First
Service:		Housing
Name of Officer/s completing assessment:		Isabel Blake
Date of Assessment:		8th November 2017
1.	Why are you doing this CIA?	This Comprehensive Impact Assessment is completed on behalf of the impacts of going out to public consultation. An independent comprehensive impact assessment will be completed as part of the public consultation.
2.	What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?	To set out the Council's response to tackling and preventing homelessness in its area. This assessment will be based on the assessment of public consultation, a full impact assessment of the homeless strategy will be completed independently as part of the consultation.
3.	Who implements or delivers the above?	The COP lead for Housing, Revenues & Benefits and the Housing Specialist will be responsible for the delivery of the consultation Lead Members are Cllr Hilary Bastone for South Hams & Cllr Lois Samuel for West Devon.
4.	Equality and Diversity	The consultation will aim to give as many people and organisations the opportunity to give their views on the proposed strategy. This will be through an online survey and a series of events, press releases and one to one

		interviews with service users.
5.	Safeguarding	The Homeless Strategy compliments the principles of the corporate safeguarding policy and is particularly concerned with services for vulnerable customers, which will be assessed as part of the comprehensive equalities impact assessment as part of the consultation.
6.	Information Management	Personal data is collected during the review as part of the consultation process. This will continue to be managed in accordance with the Council's Data Protection Policy which will reduce the risk of data security breaches and protect the Council's reputation.
7.	Community Safety/Crime and Disorder -	Consultees of this strategy will be Devon & Cornwall Police and the Council's Community Safety Officer. The Police have already been consulted during the informal process and contributed to the action plan.
8.	Health, Safety and Wellbeing	The Consultation will seek opinions from the Community and professionals alike. The prime concern for the Strategy is around tackling and preventing homelessness which in turn is designed around improving the health and wellbeing of people living in the area.

9.	Have the impacts identified in Questions 4 to 8 been assessed using up to date and reliable evidence and data ?	Evidence will be obtained through the independent comprehensive impact assessment and the responses of consultees.
10.	What plans do you have in place to monitor the impact of the proposals once they have been implemented?	The independent comprehensive impact assessment will be fully reviewed as part of the consultation review and any relevant findings used in the final strategy.
11.	Are there other implications not covered by this CIA that need to be considered?	None

Summary of Comprehensive Impact Assessment Implications (These should be copied and pasted into your report)

Equality and Diversity	As part of the consultation there will be an independent comprehensive equalities impact assessment. In between 2011- 2016 homeless applications by ethnic minority groups in South Hams equated to 5.3% of total applications (11/207). This is disproportionate with the percentage of ethnic minority groups which reside in the South Hams (1.7%). This trend will be closely monitored, and the Strategy as a whole will be rigorously assessed to ensure it adequately addresses the needs of all minority groups.
Safeguarding	As the Homeless Strategy concerns work with very vulnerable people and one of the priorities is around Health and Wellbeing the corporate safeguarding policy will underpin the work of officers who regularly work with homeless households.
Community Safety, Crime and Disorder	Consultees of this strategy will be Devon & Cornwall Police and the Council's Community Safety Officer. The Police have already been consulted during the informal process and contributed to the action plan.
Health, Safety and Wellbeing	The Consultation will seek opinions from the Community and professionals alike. The prime concern for the Strategy is around tackling and preventing homelessness which in turn is designed around improving the health and wellbeing of people living in the area
Other implications	

Agenda Item 8

Report to: **West Devon Hub Committee**

Date: **29th November 2016**

Title: **West Devon five year housing land supply assessment 2016 update**

Portfolio Area: **Strategic Planning**

Wards Affected: **All**

Relevant Scrutiny Committee: **Overview and Scrutiny (Internal)**

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

Date next steps can be taken: 6 December 2016 after Full Council

Author: **Tom Jones** Role: **CoP Lead Placemaking**

Contact: **Telephone 01803 861404**
email: thomas.jones@swdevon.gov.uk

Recommendations:

1. That the Hub Committee notes the updated 5 year housing land supply for West Devon (excluding Dartmoor National Park); and
2. That the Hub Committee endorses the emerging Joint Local Plan minimum need for housing development in West Devon (excluding Dartmoor National Park) of 3200 for the period 2014 to 2034.

1. Summary

- 1.1 The purpose of this report is to inform Members of the updated five year housing land supply (5 yr HLS) for West Devon (N.B. All references to West Devon in this report exclude the Dartmoor National Park) based on a March 31st 2016 monitoring point.
- 1.2 The Core Strategy 2011 is the adopted Development Plan with a need of 220 dwellings per annum in West Devon.
- 1.3 As part of the Joint Local Plan, in accordance with National Planning Policy Guidance (NPPG), West Devon, South Hams and Plymouth Councils are jointly moving towards identifying an Objectively Assessed Need (OAN) for the Plymouth Housing Market Area. The

report identifies the element of the emerging OAN that will be expected to be met in West Devon and that will become the minimum need for the Borough when the Joint Local Plan is published.

- 1.4 The report establishes that the Council has granted sufficient planning permissions to meet the need identified in the Core Strategy and that when the JLP is published the Council will continue to be able to demonstrate a 5 yr HLS against the OAN.
- 1.5 Finally, the report clarifies the risks associated with the need to maintain a five year housing land supply; and the measures in place to manage that risk.

2. Housing Need

- 2.1 Currently there are two relevant figures for housing need:
 - 4,400 dwellings from 2006-2026 (220 dwellings per annum) which is the adopted West Devon Core Strategy Strategic Policy 7; and
 - 3,200 dwellings from 2014 – 2034 (160 dwellings per annum), which is the emerging minimum need for West Devon excluding the Dartmoor National Park set out in additional material for the Joint Local Plan July 2016 consultation.
- 2.2 The second of these figures is based on work by consultants, PBA, to determine the Objectively Assessed Need for the Plymouth Housing Market Area (which includes West Devon). This will be published in the submission Joint Local Plan (JLP) and will then become the number against which to demonstrate a 5 yr HLS.

3. Current five year Housing Land Supply

- 3.1 The housing supply assessment for the March 31st 2016 monitoring point uses the current forecast of housing delivery over the next five years and includes:
 - Homes under construction but not completed as at March 31st 2016
 - Commitments (planning permissions not yet completed) as at March 31st 2016;
 - Allocations in adopted Development Plan Documents not yet permitted as at March 31st 2016; and
 - Future windfalls in the next 5 years, avoiding an overlap with commitments, such that windfalls are not double counted.

- 3.2 Table 1 provides a summary of the updated 5 year housing land supply.

Housing Land Supply 2016-2021 based on Core Strategy Housing Requirement & emerging Joint Local Plan

April 2016	Assumed readily deliverable supply 2016-2021	
	Core Strategy	Joint Local Plan
Small Sites Under Construction	105	105
Small Sites with Planning Permission*1	113	113
Large Sites (with Planning Permission/Allocated/Other)	1083	1083
Windfall (46 per annum)	92	92
Total Deliverable Supply	1393	1393
Total Required Supply per year (including 5% buffer)	224	177
Housing Land Supply 2016-2021 (including 5% buffer)	6.2 years	7.9 years
Total Required Supply per year (including 20% buffer)	256	203
Housing Land Supply 2016-2021 (including 20% buffer)	5.4 years	6.9 years

*1 A 10% lapse rate is applied

4. Clarifying the risk associated with the need to demonstrate a 5 yr HLS

'Up to date' policies

- 4.1 The main risks relating to the 5 year housing land supply are associated with Paragraph 49 of the NPPF, which states that:

'Relevant policies for the supply of housing should not be considered up-to-date if the local planning authority cannot demonstrate a five-year supply of deliverable housing sites'.

- 4.2 The meaning of 'up to date' and the weight to be attached to the Core Strategy policies are clarified in the recent Hopkins Judgement (*Suffolk Coastal v Hopkins Homes Ltd [2015] EWHC 410 (Admin)*). This judgement held that "relevant policies for the supply of housing" are those that create and constrain housing land supply. Whether such policies fall within the ambit of paragraph 49 of the NPPF is a matter for the decision maker (i.e. the local planning authority or the Secretary of State). The Hopkins judgement indicates that the weight to be given to out of date policies by the

decision maker is a matter of planning judgement in the particular circumstances of the case. These include the extent to which relevant policies fall short of providing for the five year supply of housing land, the action being taken by the local planning authority to address it and the purpose of the particular policy.

- 4.3 Therefore, even in a situation where a 5 year supply cannot be demonstrated, planning decisions will continue to be based on a consideration of whether the adverse impacts of the proposal significantly and demonstrably outweighs the benefits when assessed against the policies in NPPF. So, even in that context, it is still possible to refuse a planning application and have that refusal upheld at appeal.

Changing Development Plan context

- 4.4 'Demonstrating' a 5 yr HLS requires a robust need figure to exist. As we move from the Core Strategy figure to the JLP figure there will be a short period of risk since the former becomes increasingly out of date and the latter has not yet been scrutinised (at Examination) and, subsequently, adopted.
- 4.5 However, the Committee will note that, in the case of West Devon, it is significant that a 5 year supply of deliverable Housing Land exists whether assessed against the Core Strategy or the emerging Joint Local Plan.
- 4.6 Furthermore, since March 31st 2016, planning permissions have been granted for further sites that have already increased the 5 year supply beyond that set out in this report and that would lead to an even more satisfactory housing supply to be demonstrated at the time of submission of the JLP.

5. Conclusions

- 5.1 The Council currently can demonstrate that West Devon has a supply of housing that equates to a 5 yr HLS when considered against the Core Strategy or the emerging Joint Local Plan, and whether a buffer of 5% or 20% is applied, as follows:
- Core Strategy, applying a 5% 'Buffer' 6.2 years
 - Core Strategy, applying a 20% 'Buffer' 5.4 years
 - Emerging JLP, applying a 5% 'Buffer' 7.9 years
 - Emerging JLP, applying a 20% 'Buffer' 6.9 years
- 5.2 There will be a short period of risk during this period where the Core Strategy need becomes increasingly out of date and the JLP gains weight as it is scrutinised and adopted. However, the local planning authority can take comfort from the conclusion that whichever plan is used as the basis for assessment, a 5 year supply can be demonstrated.

- 5.3 During the period of risk the Council needs to clearly articulate its Development Management decisions within the provisions of NPPF policy.

6. Implications

<i>Implications</i>	<i>Relevant to proposals Y/N</i>	<i>Details and proposed measures to address</i>
Legal/Governance	Y	The National Planning Policy Framework, at paragraph 47, requires the Council to publish an annual update with respect to the 5 Year Housing Land Supply. The methodology for doing so is established in the National Planning Policy Guidance.
Financial	N	None
Risk	Y	The Report addresses risk associated with the need to maintain a 5 year housing land supply.
Comprehensive Impact Assessment Implications		
Equality and Diversity		No implications
Safeguarding		No implications
Community Safety, Crime and Disorder		No potential positive or negative impact on crime and disorder reduction
Health, Safety and Wellbeing		No implications
Other implications		None

Supporting Information

Appendices: None

Background Papers: National Planning Policy Framework (NPPF)
National Planning Practice Guidance (NPPG) –
Housing and economic land availability
assessment
West Devon District Council Core Strategy 2011

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Exec Director sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Cabinet/Scrutiny)	N / A

Report to:	Hub Committee
Date:	29th November 2016
Title:	Economy Working Group Recommendations
Portfolio Area:	Cllr Robert Oxborough, Economy
Wards Affected:	All
Relevant Scrutiny Committee:	Internal
Approval and clearance obtained:	Yes
Urgent Decision:	N/A
Date next steps can be taken:	Recommendation to full Council - 6 December 2016
Authors:	West Devon Economy Working Group Cllrs Cheadle, Kimber and Oxborough
Supported by:	Darren Arulvasagam, Group Manager, Business Development Darren.Arulvasagam@swdevon.gov.uk

Recommendations:

That Hub Committee RECOMMEND to Council to:

- 1. Adopt the proposed WDBC Our Plan Annual Delivery Plan, as shown in Appendix 1, for the period to March 2018**
- 2. Increase funding to Business Information Point for business support services from £8,340 in 2015/16 to £15,100 in 2016/17 (pro-rata) & maintain this funding level for 2017/18**
- 3. Reduce funding to Villages in Action from £8,000 in 2015/16 to £4,000 in 2016/17 and 2017/18**
- 4. Reduce funding to South West Museum Development (SWMD) from £2,000 in 2015/16 to £1,000 in 2016/17**
- 5. Cease offering economy grants in WDBC with immediate effect**
- 6. Support the Youth Markets initiative from 2016/17 with funding of £1,000**
- 7. Task the Head of Paid Service with utilising the staffing establishment to deliver the activities detailed in paragraph 3.6 of this report. If required, any budget pressure or increase to the staffing establishment is to be highlighted to Council in the forthcoming budget report for the 2017/18 financial year.**
- 8. To establish a West Devon Economy Working Group (WDEWG) consisting of 4 members**
- 9. That the WDEWG submit periodic reports to Hub Committee**

1.0 **Executive Summary**

1.1 Members will be aware that this report was also considered by the Overview and Scrutiny (Internal) Committee at its meeting on 8th November 2016.

1.2 The Committee debated the proposal at length and key points that were raised included:

- In respect of the inevitable cost pressures arising from the proposal to increase the Council's Establishment by virtue of employing a part-time Level 4 Economy Specialist, there was a general acceptance that this recommendation required more consideration before presentation to the Hub Committee. In particular, the principle of investigating a matrix type approach (e.g. where the economy work strand is the responsibility of a number of different officers) was felt to require greater consideration;
- A number of Members expressed their opposition to the recommendation to reduce funding to Villages In Action (VIA) from £8,000 to £4,000. In their opposition, these Members felt that VIA made an invaluable contribution to rural communities in the Borough and had a knock-on economic benefit. In support of the Working Group recommendation to reduce funding, other Members were of the view that the proposal to increase the funding to Business Information Point would need to be funded from somewhere and economic vibrancy was considered more critical than maintaining the current level of funding for VIA.

1.3 At the conclusion of the debate, the Committee voted that each of the recommendations be recommended (in principle) for approval, with the exception of part 3 (the proposal to reduce funding to VIA from £8,000 to £4,000) which was not supported.

1.4 The West Devon Economy Working Group (WDEWG) have considered the views of members and have amended the recommendations of this report accordingly.

1.5 If the VIA funding were not to be reduced, but the other recommendations were carried, a budget pressure would be created. The WDEWG desired to create a self-financing proposal, hence the recommendation to reduce funding to VIA is again proposed.

1.6 In lieu of recruiting a dedicated Economic Development resource the WDEWG now recommend that the Head of Paid service is tasked with utilising the staffing establishment to deliver the activities detailed in paragraph 3.6 of this report. If required, any budget pressure or increase to the staffing establishment is to be highlighted to Council in the forthcoming budget report for the 2017/18 financial year.

1.7 Members identified economy as one of the two highest priorities of the respective Councils. A politically balanced, joint working group

to review economic delivery within South Hams and West Devon was introduced in March 2016.

- 1.8 This group met jointly on several occasions to create and agree an economic development programme for the Our Plan annual delivery plan (see Appendix 1).
- 1.9 The group then split into representatives from each Council and honed the specific economy related recommendations for each Council (WDBC recommendations are detailed in section 3 of this report).
- 1.10 If approved, these recommendations will be incorporated into the economic development programme, forming part of the annual delivery plan for "Our Plan" and will remain in force until March 2018.

2. **Background**

- 2.1 Members identified economy as one of the two highest priorities of the respective Councils. A report entitled "Our Plan Review" was presented to West Devon Overview & Scrutiny (External) on 15th March 2016, minute reference O&S (E) 32. This report included a recommendation, which was carried, to "Establish a joint member working group to agree scope and details of the Economic Development work" in conjunction with South Hams. A politically balanced, joint working group to review economic delivery within South Hams and West Devon was introduced in March 2016.
- 2.2 This group met jointly on several occasions to create and agree the constituent parts of an economy annual delivery plan (see Appendix 1) and then individually to hone the specific recommendations for each Council. If approved, the resulting economic development delivery programme will be incorporated into the delivery plan for "Our Plan" and will remain valid until March 2018.
- 2.3 This economic delivery review is in line with the Council's stated objectives of:
 - Being financially self-sufficient;
 - Enhancing partnerships;
 - Meeting customer needs, and;
 - Enabling communities to thrive
- 2.4 The "Our Plan" strapline is: ***Creating places for enterprise to thrive and business to grow.*** By addressing this via the working group, the respective Councils endeavour to:
 - Facilitate a supportive economic environment for employment and productivity growth that is sustainable in the long term
 - Develop a deep understanding of local business needs to inform strategic working and maximise funding opportunities

- Support and promote the role of town centres by encouraging development which ensures they remain attractive and vibrant destinations

2.5 The group has also considered and made recommendations on other actions which in their view are required in order to develop a more robust strategic economic delivery programme for both Councils for future years. The recommendations have been made in order to promote member engagement with local businesses, increasing understanding of economic issues and thereby informing Council decision making in response to local economic need.

Devon County Council have a responsibility to support the Devon economy, but the proposals highlighted in this report and the associated delivery programme focus on local deliverables outside of the County remit.

2.6 Lack of comprehensive data set.

2.6.1 The Council currently has no comprehensive data set of all businesses operating in West Devon. Available data is fragmented across several data bases, the most significant of which is that used to collect Business Rates. However, this data has limitations:

- a. Not all businesses are operating from rateable premises and so are absent.
- b. The data includes detail relevant to the collection of Business Rates and little more. There are no email addresses or details of business proprietors.

2.6.2 The lack of comprehensive data creates a problem in as much as it is impossible for the council to communicate effectively with the whole business community. It also creates problems in directing business support opportunities proactively.

2.6.3 Businesses operating from non-rateable premises can be making a significant contribution to the local economy. It is a mistake to assume that businesses operating "from home" are necessarily small: anecdotal evidence suggests that many are creating significant turnover. Their significance is manifest in the following ways:

- a. Local purchase. Supplies used by 'home' businesses are frequently purchased locally from 'rateable' businesses.
- b. There are examples of such businesses growing out of their home premises and into rateable premises.
- c. The wealth that they generate is in part likely to be recirculated locally providing a general yet intangible benefit to the local economy.

2.6.4 The advantages of possessing a comprehensive business data set are:

- a. Enabling effective, cost effective and timely communication.

- b. Identifying the business group (i.e. smaller) that might benefit from support to enable growth. This could lead to businesses moving into business rateable premises.

3.0 Outcomes / Outputs

The joint working group have reviewed the economy delivery plan and have recommended that a number of activities are continued, whilst others should be amended to improve the outcomes achieved. The proposed delivery programme is shown in Appendix 1. The key changes are detailed below.

3.1 Increase investment with Business Information Point (BIP)

- 3.1.1 In the review of its Economy Delivery Plan 2012-2014, WDBC identified a need to provide direct support to local residents seeking to start or grow a business. This need was confirmed by the Economy Working Group in its review of the 15/16 delivery plan and is considered to be a vital element in delivering the Council's priority of supporting the local economy.
- 3.1.2 The Council does not employ qualified Business Advisors and officers do not have the necessary capacity, skills or experience to deliver the type of support required. WDBC previously elected to buy in these services from an external agency and after a tender process, BIP was selected and commissioned to provide business support services within the West Devon region.
- 3.1.3 Currently West Devon pay £8,340 per annum in return for an SLA which sees BIP act as the first referral point for any business enquiry, providing independent and professional advice to businesses located in, or seeking to move to, the West Devon area. This advice includes a free initial consultation covering any issue (provided such enquiry falls within BIP's area of competence) and signposting to appropriate funding opportunities. The current SLA allows for support for up to 100 businesses receiving support through 30 minute consultations.
- 3.1.4 Since April 2016, 39 local businesses have received support, with a further 7 businesses attending workshops on funding and access to finance. Of the 39 businesses, 17 were start-ups. Appendix 2 gives further detail on what BIP have delivered for WDBC since April 2016.
- 3.1.5 The working group members noted that there is great demand for increased intervention and BIP could do more to support business births and growth with the aid of increased funding. Having met with BIP representatives and analysing the outcomes achieved, the member group recommend that annual funding is increased to £15,100 with an increased focus on assisting new businesses and helping new businesses to survive beyond 12 months.
- 3.1.6 BIP would also be tasked with improving the level of MI provided to the Council. Indicatively, the number of businesses supported would increase proportionate with the funding increase, but with an agreed aim that no business would be refused assistance. Performance under the new SLA will be measured and if improved

outcomes are clearly evidenced, it is anticipated that the enhanced funding level will continue.

3.2 Decrease funding given to Villages in Action (VIA)

- 3.2.1 WDBC hold a SLA with VIA which sees WDBC investing £8,000 per annum to contribute to the core costs of the VIA, so that it can support and encourage effectiveness, flexibility and co-operation within the cultural and social life of rural populations.
- 3.2.2 The current agreement expires 31st March 2017 and in return for its funding, VIA must ensure there are a minimum of 18 performances per annum in West Devon covering a minimum of 10 venues.
- 3.2.3 Monitoring management information has not been provided to the council, though performances are taking place. Officers have contacted VIA to let them know that performance and funding levels are subject to review.
- 3.2.4 It is recommended that given support for the arts is a discretionary service and the Council is under increasing financial pressures, funding is reduced for 2017/18 to £4,000 per annum.
- 3.2.5 Increased monitoring will be put into place to ensure that the SLA is being met by both parties.

3.3 Decrease funding given to South West Museum Development (SWMD)

- 3.3.1 SWMD supports local museums to meet national standards, deliver quality services, and maximise the funding available from national organisations and Arts Council England, for whom Museum Development is the natural regional and local conduit.
- 3.3.2 WDBC have historically provided £2,000 per annum in funding to Bristol City Council, who are the accountable body for the programme. SWMD currently have funding agreements with 26 Local Authorities across the region.
- 3.3.3 See Appendix 3 for a report from SWMD detailing the support the programme has given to museums in West Devon over the past twelve months.
- 3.3.4 It is recommended that given support for the arts is a discretionary service and the Council is under increasing financial pressures, funding is reduced for 2016/17 to £1,000 per annum.
- 3.3.5 Increased monitoring will be put into place to ensure that the SLA is being met by both parties.

3.4 Cease offering Economy grants in West Devon

- 3.4.1 WDBC currently allocate a budget of £5,571 per annum toward economy development grants. These grants are advertised via the Council website and word of mouth. Applications are determined at officer discretion. In 2015/16, no grant applications were supported. For 2016/17, there has been one commitment of £500 to Baring-Gould Folk Weekend and Song School.

- 3.4.2 In the past, grants have been awarded to initiatives such as the Okehampton chamber of commerce website build; the Tavistock BID ambassador programme, the Chagford film festival, etc.
 - 3.4.3 This grant fund is separate to community project grants, sports development grants, Town & Parish (TAP) grants and locality grants.
 - 3.4.4 Given the low level of interest in applying for these funds, the availability of other sources to obtain funding and the identified need to increase funding to BIP, the working group recommend that this grant scheme ceases to operate with immediate effect.
- 3.5 Invest £1,000 into "The Teenage Market"**
- 3.5.1 See 4.5 below for further information and rationale for investing in the "The Teenage Market".
- 3.6 Provide an Economic Development Function**
- 3.6.1 Historically, WDBC had a dedicated economic development resource, but during the roll-out of the T18 transformation programme, this specific role was removed and the staff members were either redeployed or left the organisation.
 - 3.6.2 Completion of economy related tasks has therefore either fallen to others across the organisation or has not been completed. Where it has been completed by others, this has been sub-optimal, given it has been done in addition to other core duties without additional resource.
 - 3.6.3 It is clear that in order to achieve the Council's Our Plan aims, a renewed focus on the economy is required and the working group felt this was best achieved by recruiting a dedicated resource to pursue the following activities:
 - 3.6.3.1 Follow up on Inward Investment opportunities originated via LEP and Department for Business, Energy and Industrial Strategy (BEIS) or Department for International Trade (DIT)
 - 3.6.3.2 Commission and manage economic development delivery in borough, overseeing relationships with SWMD, VIA, BIP and the Teenage Market
 - 3.6.3.3 Work with local sector groups, e.g. agri-tech, photonics, marine cluster, business networks such as Tavistock BID, FSB, Chamber of Commerce, Chamber of Trade, NFU, with other South West authorities to network, understand market and drive economic growth in the borough
 - 3.6.3.4 Follow up & respond to grant funding initiatives which would support local businesses or the wider local economy. When required, use third parties to write applications on a no win, no fee basis. Funding tends to require shovel-ready projects; this role would work with colleagues to determine how these can be driven
 - 3.6.3.5 Lead on relationships with City Deal and the LEP
 - 3.6.3.6 Lead on LEADER programme for WDBC, managing the DR company relationship, who complete much of the associated programme management functions

- 3.6.3.7 Lead on Member engagement to help understand market and drive economic growth in the borough. Act as custodian for comprehensive data set as per 2.6 above.
- 3.6.3.8 Ensure close integration with planning in relation to economy related issues and business enquiries. Assist with implementation of planning peer review actions, e.g. fast track planning process / more Planning Performance Agreements and fee reduction / removal for business applications; review of policies to ensure fit with economic growth & open for business agenda
- 3.6.3.9 Work with neighbourhood planning teams to focus on economy where appropriate
- 3.6.3.10 Procure and publish a fully maintained consolidated list & contact details of land, units, shops etc. that are allocated or available for purchase or let – with owner or agent details
- 3.6.3.11 Review & improve economy provision on the Council website
- 3.6.3.12 Proactive engagement with medium / large businesses to understand needs / wants from their local authority - act as early warning system of issues, inform lobbying / discussions with LEP / County etc. and general policy decisions, e.g. informing strategy / land allocations / cross promotion of other council services (especially in a LACC context)
- 3.6.4 Members should be aware that the benefits of this work will not always be immediately apparent in terms of increased business rate income.
- 3.6.5 Discussions with the Council's Senior Leadership Team (SLT) after the original Economy Working Group recommendations report was presented to the Overview & Scrutiny (Internal) committee on 8th November 2016 yielded a new preferred option, which is for the T18 matrix approach to resource allocation to be applied. This would see the functions and activities described in 3.6.3 above being resourced by the appropriate case managers, specialists and Extended Leadership Team as determined by the Head of Paid Service and/or SLT in lieu of a dedicated resource.
- 3.6.6 The working group therefore recommend that the Head of Paid Service and SLT ensure the above activities are appropriately resourced and delivered. If required, any budget pressure or increase to the staffing establishment is to be highlighted to Council in the forthcoming budget report for the 2017/18 financial year.

3.7 Establishment of a West Devon Economy Working Group

- 3.7.1 It became clear to the West Devon members of the group that there remains a considerable amount of work to be done in order to ensure that the measures presented in this report are managed effectively and the desired results obtained. The members agreed that a key recommendation is that a pure West Devon Economy Working Group (WDEWG) be established:
 - 3.7.1.1 To ensure the continued management of the initiatives presented in this report.

- 3.7.1.2 To continue to monitor the economy of West Devon and recommend appropriate interventions.
- 3.7.1.3 To develop effective channels of communication between the Council and all West Devon businesses.
- 3.7.1.4 To identify the support required by the West Devon business community and examine ways to provide this support.
- 3.7.2 The group considered the composition of a WDEWG and recommend that the addition of a member from the Okehampton area to the existing membership would provide balance, there being proportionate member representation from the key communities and surrounding areas.
- 3.7.3 The group also considered the reporting channel of the WDEWG and recommend that periodic reports be submitted to Hub Committee.

4.0 Options available and consideration of risk

4.1 Involvement of Ward members

- 4.1.1 Ward Members have a significant part to play in economic development within their wards. Many already have a good level of connection with their local businesses but more can be done. First, by proactively seeking out all businesses over a period of time, the detailed intelligence that they collect can feed into and help maintain an up to date database of West Devon businesses. Second, where they become aware of specific business issues affecting one or many businesses in their ward, appropriate support can be directed to address these issues.

4.2 Linkage of strategic industrial development plans and housing development plans

- 4.2.1 Presently there is no connection between house building and economic development. This makes no sense. When there is a prevailing situation of mass house building as is the case in Okehampton and Tavistock, there is a natural requirement for more employment, employment that provides meaningful, significant, well paid jobs. Without the businesses to provide them, there then is the risk that major urban areas become dormitory towns as people decamp each day for Exeter and Plymouth. This increases road congestion, increases pollution, increases the risk of road traffic accidents and is quite contrary to government greenhouse gas control policy. The case for more local employment is clear.
- 4.2.2 Were strategic plans written to provide a clear linkage between house building and economic development then these two aspects of growth can be managed together. Where land is allocated for industrial development of whatever category, there is an opportunity for WDBC to work in partnership with the owners and developers to bring such land forward in a manner that is co-ordinated with house building. In effect, business and job opportunities may be presented just as the people who might operate new business and who might require those jobs take up residence.

4.2.3 There is another opportunity from such a policy direction. WDBC may be able to derive future income streams by being instrumental in the development of the industrial facilities required of businesses and their future management. In effect the Council can become a business landlord, deriving both rent and where applicable, business rates from new resident businesses.

4.3. Stimulating the rural economy

4.3.1 While it is accepted that economic development within West Devon should be a priority for towns, there is great potential for stimulating the 'micro economy' in villages. The advent of sole trading internet businesses and home working has significantly changed the rural landscape and many of these businesses are 'invisible' and may not appreciate the help and support that may be available to them.

4.3.2 While the re-vitalised BIP program will seek to reach these businesses, more can and should be done. There is a role here for Councillors in rural locations who may be in a position to signpost people to BIP's expertise and, where appropriate, act as a point of contact between local businesses and the range of services available.

4.3.3 The introduction of Neighbourhood Planning can play an active part in stimulating the local economy by promoting policies aimed at supporting it. While these plans are locally driven, WDBC can assist with the development of appropriate policies which in turn can be offered to Neighbourhood Planning teams for consideration.

4.4 Digitisation of the high street

4.4.1 It is apparent to any who visits them that our town centres are changing. High rents and the high business rates associated with such rents in prime location premises present an ongoing challenge to all in retail but particularly so for small 'owner operated' retailers. The key to the future sustainment of high street, if indeed this is deemed desirable, is to encourage footfall and crucially spend. This requires a strategic approach that packages together all relevant initiatives that help bolster this trading environment.

4.4.2 Many of these smaller independent retailers are struggling to make the business work as competition from internet trading and out of town shopping centres bites. Yet they have limited potential to compete online. Most do not have the stock facilities required to operate successful online businesses. Nor do they have the staff to enable this. They face the perennial problem of step change in overheads that carries with it the risk of business failure should online sales not measure up to the level required to sustain new employment.

4.4.3 At a recent DCLG event, the lead member for the Economy and the lead member for Strategic Planning were appraised of a suite of initiatives based on the broad concept of digitisation of Town Centres, that together aim to revitalise flagging Town Centres, to

sustain those that are still in a state of health and to regenerate those that have declined. It is beyond the scope of this paper to discuss these in detail but suffice to say, where they have been introduced there has been positive change. They present a similar opportunity for the towns in West Devon. It is therefore proposed that this area be examined in detail and those measures that are deemed suitable for West Devon towns be adopted.

- 4.4.4 The ideal digitisation model is for Town Centres to provide free Wi-Fi to visitors and for this Wi-Fi service to provide a landing page that takes visitors to a simple search engine which enables them to find local goods and services. Necessarily, all Town Centre traders will need to have their own information page as part of the Town Centre site infrastructure. This page will include basic information and graphics in a standard structured way to ease the administration, build and update. Basic information includes a location map, outline of good/services on offer, opening times and any current special offers available.

4.5 The Teenage Market

- 4.5.1 The Teenage Market is a fast-growing national initiative that's transforming town and city centres with the creativity of young people. The Teenage Market gives young people a free platform to showcase their creative talents. It's all about supporting the next generation of market traders and bringing an influx of energy, vibrancy and diversity to towns across the UK. Their events are the perfect opportunity for markets to connect with their town's population of young people, by providing a platform for them to be entrepreneurial, trial new business ideas and sell creative products.
- 4.5.2 As well as a creative retail offer, a really important part of Teenage Market events is performance. Whether it's young bands, dancers, musicians or stand-up comedians, their events are an amazing opportunity for young performers to showcase their creative talents in the heart of their village or town. The events are also great for large, local community groups to showcase their unique skills and talents, who also bring along friends and family for support.
- 4.5.3 When combined, the creative fusion of specialist retail and live performance creates a thriving and bustling marketplace which succeeds in attracting a new generation of shoppers and visitors to our local markets. The Teenage Market events have proven that giving a free platform to aspiring young entrepreneurs and performers can transform village and town centres, animate high streets and revitalise local markets.
- 4.5.4 The initiative started in Stockport in 2012 and has since grown to include 26 towns. WDBC has the opportunity to buy into the successful template approach for 3 years for a discounted rate of £1,000. This fee provides access to a full support package that is ready to go and proven to work.
- 4.5.5 The benefits are:

- a. Stimulate the involvement of young people in what is traditionally an 'older person's' environment, getting them into business in a simple, low cost yet effective way.
 - b. The extra footfall that 'Teenage market' events generates may benefit the wider business community in the town centres from where they operate.
 - c. The concept has produced demonstrable benefits in sustaining and regenerating town centres.
- 4.6 Members could opt to support some, all or none of the working group recommendations discussed in this report. However, it is important the members note that these recommendations are designed to deliver the Council's Our Plan aims and seek to support the local Economy, which was identified as a top priority for members. At present, officer focus on these deliverables is compromised. There is no identified risk in pursuing these recommendations.

5.0 Proposed Way Forward

- 5.1 The Economy working group recommend that WDBC:
- 1) Adopt the proposed WDBC Our Plan Annual Delivery Plan 2016-2017, as shown in Appendix 1
 - 2) Increase funding to BIP for business support services
 - 3) Reduce funding to Villages in Action
 - 4) Reduce funding to South West Museum Development (SWMD)
 - 5) Cease offering economy grants in WDBC
 - 6) Support the Teenage Market initiative
 - 7) Ensure that the appropriate officers are tasked with delivering the Council's economic development delivery programme and the initiatives discussed in this report. If any additional resources are required, these are to be highlighted in the forthcoming budget report for 2017/18
 - 8) Establish a West Devon Economy Working Group (WDEWG) consisting of 4 members
 - 9) That the WDEWG submit periodic reports to Hub Committee

6.0 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/ Governance	Y	If the proposals are approved, an SLA will be prepared to cover the increased investment with BIP and existing SLAs with VIA and SWMD will be amended accordingly. A new SLA will be prepared with the Teenage Market. Supporting the local economy is not a statutory duty for the Council. Devon County Council have a responsibility to support the local economy, but the proposals highlighted in this report and the delivery programme focus on local deliverables outside of the County remit.
Financial	Y	<p>It is proposed that funding is reduced to some organisations, whilst it is increased to others. The recommendations are self-financing and are based on them all being agreed simultaneously. If the below recommendations are not all agreed, a budget pressure could result. In summary:</p> <p>VIA reduction £4,000 pa (for 2016/17 onwards) SWMD reduction £1,000 pa (for 2016/17 onwards) Economy Grant reduction £5,571 pa (£5,071 for 16/17, full amount 17/18 onwards) Total Saving: £10,571 pa</p> <p>Increase in BIP support (£6,770) per annum, pro-rata for 16/17 Award to Youth Markets (£1,000) per annum Total Additional Cost: (£7,770)</p> <p>Net Saving of £2,801 per annum which is available to reinvest in other economy initiatives. This will be used to cover the increased cost of delivering the town benchmarking reports for Okehampton and Tavistock as described in Appendix 1.</p> <p>This report recommends that appropriate resources are deployed to focus on the economic development delivery programme outcomes highlighted in this report. Officers will be tasked with identifying the impact of these on the staffing establishment – if an increase is required, this will be highlighted to members as part of the 2017/18 budget planning process.</p>
Risk	N	None identified
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	N/A
Safeguarding	N	N/A
Community Safety, Crime and Disorder	N	N/A
Health, Safety and Wellbeing	Y	WDBC does not directly invest into local museums or arts events. The reduced funding to VIA & SWMD will not prevent local groups from engaging with these organisations.

Other implications	N	N/A
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Supporting Information

Appendices:

Appendix 1: Proposed WDBC Our Plan Annual Delivery Plan 2016-2017
Appendix 2: WD Business Support April 16- Sept 16 Delivery Report
Appendix 3: South West Museum Development Report 2016/16 for West Devon

Background Papers:

- "Our Plan Review" presented to O&S External, 15th March 2016

WDBC Our Plan Annual Delivery Plan 2016-2017

Economic Development Programme

The Our Plan delivery plan establishes actions underpinning the Councils objectives to support communities to have access to housing, employment, services and facilities that meet their needs, communities that are resilient, safe and able to make choices about their future. We want our communities to be places where businesses can develop and grow.

We want to make a positive contribution to the equality, fairness and spiritual wellbeing of our communities.

This part of the Delivery Plan sets out an Economic Development Programme and includes current activity and the future programme

Current Activity

This table sets out the activity supporting Economic Development that will be progressed during the 16/17 financial year. It is grouped under the following work streams that were established in the 15/16 Delivery Plan and have guided work until now.

- Business Engagement and Support
- Research and Intelligence
- Maximising Funding Opportunities
- Strategic Working

Economy - Creating places for enterprise to thrive and business to grow					
Workstreams	Activity	Method and resources	Outcomes	Where	Lead / resource available?
Business Engagement and Support <i>To signpost businesses to funding opportunities, best practice, training, changing legislation, apprenticeships, etc.</i>	Business Advice & Support	Provision of a Business Support service delivering information guidance and advice to local businesses. Business Information Point (BIP Okehampton) provide advice in WD. Cost £8,000 pa – WD only. Recommend to increase this funding to £15,100 pa for increased outputs and improvements in MI	Quarterly monitoring of Business Support contract against pre-agreed targets. <i>Number of businesses receiving support. This MI is to be grown for 17/18 to show outcomes of businesses started; businesses still in existence after 12/24/36 months; Number of jobs created.</i>	West Devon	Strategy & Commissioning (S&C) Yes – largely outsourced. <i>However, more contract monitoring is required – to be completed by L3 vacant post in S&C, supported by proposed new post.</i>
	Business Advice & Support	Growth Hub WD £2k pa but subject to European Investment being received by Devon CC	Information passed to local Business. Assistance with training, signposting, funding, advice Continue whilst free of charge. <i>Number of businesses receiving support. This MI is to be grown for 17/18 to show outcomes of businesses started; businesses still in existence</i>	SHWD	Strategy & Commissioning Yes – largely outsourced. <i>However, more contract monitoring is required – to be completed by L3</i>

			<i>after 12 months; Number of jobs created.</i>		<i>vacant post in S&C, supported by proposed new post.</i>
	Business Rates Discretionary Support	Promoted via Members, website and Business Rate team.	Inward investment / Business retention (Businesses given opportunity to reduce outgoings when expanding or remaining in area) <i>No of businesses assisted No of additional jobs secured Value of discretionary benefit awarded Value of additional business rates secured</i>	SHWD	Strategy and Commissioning / Customer First Yes – processes in place
	Regulatory and Licencing, Support and Advice	Better Business For All (BBfA) Regional partnership supporting regulation reduction and business advice.	<i>No of businesses assisted</i>	SHWD	Environmental Heath CoP Yes
	Business Improvement District - BID	Active in Tavistock. For a BID to take place, a vote must take place within the boundary where the BID will act. This has recently been extended for a further 5 year period. All businesses invited to vote & consulted on what money collected will be spent on. All businesses in that defined area must pay a levy towards the BID (regardless of whether they voted favorably or not). The BID may subsidise parking, market the town etc. No ongoing funding directly from SHWD.	<i>Improved economic output from Tavistock. WDBC provide support services to BID in return for £4k fee per annum.</i>	West Devon	Strategy & Commissioning & Finance CoP Finance resources available. <i>Proposed new economic delivery resource could forge greater ties with BID.</i>
Research & Intelligence <i>To fully understand business needs</i>	Delivery of annual Town Benchmarking in Tavistock	Annual Reports Cost £350 for a “peoples and places” licence each town and Council resources used for fieldwork, data	Background Information to support policy and delivery	West Devon	Resources could be made available but only at expense of other activities.

<i>and to inform future plans, policy & strategy.</i>	and Okehampton	intepretation and analysis or £2k per town for turnkey solution			Outsourced solution to be pursued, due to complete Nov 2016 – overseen by Group Manager, S&C <i>Proposed new economic delivery resource would utilise the output of this work to fulfil identified role</i>
	Asset Management Programme	Business Unit development Programme Work underway as part of capital programme and innovation invest to earn fund. New opportunities to deliver employment units and income generation to be sought	Part of Asset Management strategy to enhance income stream. Increased income streams and occupancy rates.	SHWD	Group Manager, S&C and Assets CoP
Strategic Working <i>To benefit from economies of scale and lobbying clout along with strategic policy development; partnering with other entities who hold shared values and goals</i>	Local Enterprise Partnership HotSW (LEP) www.heartofswale.com wlep.co.uk	3 main areas of focus – people, place and business – with delivery on all of these points in various guises, eg pop up business café, growth hub service (advice for all), connecting devon and somerset, inward investment liaison and marketing. The LEP also manage the local transport board (LTB) Participation in City Deal and LEP initiatives to influence employment land, road, rail and broadband developments.	Set out a SEP (Strategic Economic Plan) for the LEP region in 2014 which was shared with Government. This is currently under review. LEP to work with districts, unitaries and counties on refresh. Success against these goals can be viewed via the LEP website, as part of their monitoring framework. Not necessarily a funding route for Council projects, but can advise and signpost for potential matches and can be used as an influencer in other funding decisions; mainly focus on big	SHWD	Director & Group Manager, Strategy & Commissioning However, proposed new Economic Development resource could strengthen relationships and increase Council focus on LEP

		<p>Involvement in determining successful Growth Deal / European Structural Investment Fund (ESIF) / ERDF (European Regional Development Fund) business support projects and managing bank of projects, Regional growth Fund, Devolution, inward investment, etc.</p> <p>SHWD contribute £5k pa each towards LEP provision</p>	<p>picture investments / issues / infrastructure</p> <p>Operate an Enterprise Adviser Service – working with secondary schools, to make business part of curriculum to show students the possibilities of local jobs after school.</p>		<p>initiatives for the WDBC area</p>
	City Deal	<p>At present, not SHWD centric.</p> <p>No financial commitments</p> <p>Officer input into reviewing delivery plans, but this is focussed on city (Plymouth and Exeter delivery) and is led by those city councils along with DCC & LEP.</p>	None within SHWD	SHWD	<p>Director & Group Manager, Strategy & Commissioning</p> <p>However, proposed new Economic Development resource could strengthen relationships and seek improved outcomes/ benefits for the WDBC area</p>
	Devolution Deal	Work with LEP, Devon & Somerset County and districts / boroughs regarding devolution plans	Ongoing work, nothing definitive delivered as yet, but increased collaboration is potential outcome. Officers / Members engaging across authorities to seek opportunities for efficiency and service improvements.	SHWD	<p>Director, Strategy & Commissioning; elected members</p> <p>Yes – Other Group Managers likely to be involved and</p>

					engagement increases
	Peninsula Rail Partnership	Support	Lobbying partnership to help improve rail connections; could contribute by encouraging businesses to participate	SHWD	Group Manager, Strategy & Commissioning Dependent on activity; a new Economic Development Resource could participate in this.
	Strategic Polices	Policies to support local economy / community	Completion of joint local plan to ensure it does everything it can to support economic growth & comply with national planning policy framework; discretionary business rate relief policy introduction; asset management strategy; Car Parking Strategy	SHWD	Strategy & Commissioning; Customer First; Commercial Services Yes – though no lead specifically identified
	Strategic Site development	Partnerships and Liason over Opportunity Okehampton (as was) to bring forward employment units. Engagement with Devon County to support planning process	Worked with DCC to write off long term debt regarding overage on Okehampton land, enabling sites to be prepared ready for sale & build-out.	SHWD	Group Manager, Strategy & Commissioning To be considered & resourced as need arises; proposed new economy resource can assist
	LEADER Programme:	European funded scheme, managed by DEFRA / Rural Payments Agency and project managed by DR Company.	Across the two LAG areas (not co-terminus with SH or WD), a total of 126 jobs are expected to be created, from	SHWD	Officers at SHWD (Strategy & Commissioning, Audit, Finance), DR Company

	Greater Dartmoor LEAF South Devon LAG	This is an economic programme, focussed on job creation, through granting of €4.4m of european funding between 2016 and 2020. SH & WD both have committed £16k pa each for 5 years.	105 separate projects. The target is one job per £12,000 of funding. <i>Value of funding awarded</i> <i>No of jobs created / protected</i>		Currently resourced at expense of other work; a new economy resource would assume responsibility
Maximising funding opportunities <i>To ensure Council resources are used to their full potential and deliver added value.</i>	Economy Grants / Investment	Tamar Valley Mining Heritage Project (TVMHP) The TVMHP was set up in Partnership with the TV AONB. c£250k was committed by WDBC. The site consists of the 'Tamar Trails' and some of the facilities supporting them (car parks, Trails Centre, interpretation, marketing, etc). WDBC is committed to: - Leases for 27 years costing circa £40K p/a (will rise with RPI) - Have a management agreement in place with the Tamar Community Trust who monitor and manage the trails on WDBC's behalf for £10,275 p/a (good value and works well) - Continue to run a 'Tamar Trails Partnership' - meets quarterly – essentially covers trail management/issues and marketing ideas - Provide funds for marketing – includes promotional material, printed and internet campaigns, events, etc – idea being to draw visitors who spend money at carparks.	Economic and tourism / lesiure benefits to area. The TVMHP saw several £7m invested by the Heritage Lottery Fund (HLF) into making mining structures safe, renovating heritage buildings (chapels), creating 25km of multi-use recreational trails, building a visitor centre, installing interpretation. WDBC acted as accountable body, and to secure the 25km of trails it entered a series of leases with circa 10 landowners. WDBC is under an obligation to the HLF to maintain the project works for a period of 10 years and maintain public access for 30 years from March 2013. It was originally envisaged that increased car parking income would offset the cost of the leases. WD Resources Committee in circa 2014 accepted that there would be a £30-35K deficit on the Tamar Trails/TVMHP per annum as car park income has not been as great as forecast. Monitoring UPDATE planned for O&S External	West Devon only	Assets CoP & Vacant Level 3 post, Strategy & Commissioning Yes

	Economy Grants / Investment	<p>Tavistock Townscape Heritage Initiative £10k pa committed towards THI, payable for 4 years until 2019/20. The Tavistock Townscape Heritage Partnership was set up by WDBC in 2008.</p> <p>It has both member and officer representation. Its main focus has been the Tavistock THI bid and preparing and reviewing the Appraisal and Management Plan, (both adopted by WDBC along with a Public Realm Strategy in May 2014). Funding support from the GD LEAF programme and s106 funds secured to deliver the THI scheme.</p>	<p>SLA in place for 16/17.</p> <p>Monitoring UPDATE delivered to O&S Internal 11/10/16</p>	West Devon Only	<p>Place Making CoP / Development Management CoP</p> <p>Yes</p>
<p>Maximising funding opportunities <i>To ensure Council resources are used to their full potential and deliver added value.</i></p>	Economy Grants	<p>South West Museum Development Programme www.southwestmuseums.org.uk £2k per annum, WD only. Payable to Bristol City Council in respect of the South West Museum Development programme support service for the area of West Devon for the period 1 April 2015 – 31 March 2016.</p> <p>Recommended that this funding is reduced to £1k for 16/17 and beyond</p>	<p>Memorandum of Agreement in place for 16/17 and 17/18. Been made aware that funding is under review. This money part funds the administration of a grant allocation from the Arts Council to support local museums. Accredited museums in West Devon of between can apply for grants of between £500 and £10,000. Dingles, Museum of Dartmoor Life and Tavistock Museum in West Devon benefited by c.£4k (total) in 2015 and several plan to reapply during 2016.</p> <p>The grants, consultancy and technical conservation advice offered by the service are only accessible to museums in LA areas where there is a live Memorandum of Agreement. The Arts Council look for LA commitment to</p>	West Devon Only	<p>Place Making CoP / Group Manager / Vacant Level 3 post, Strategy & Commissioning</p>

			<p>culture as a driver of local priorities for tourism, health and well-being and place-making.</p> <p>South West Development Programme supports local museums to meet national standards, deliver quality services, and maximise the funding available from national organisations and Arts Council England, for whom Museum Development is the natural regional and local conduit.</p>		
<p>Maximising funding opportunities <i>To ensure Council resources are used to their full potential and deliver added value.</i></p>	Economy Grants	<p>Villages in Action (VIA) www.villagesinaction.co.uk No payments made by SH as stopped 3 years ago.</p> <p>£8000 per annum paid by WD. Spend approved by WD Leader / Exec Dir for 16/17. VIA made aware that this is under review.</p> <p>VIA is a community development organisation supporting and enhancing the vitality of rural communities through the arts. It exists to bring an expanding range of high quality arts experiences to all sections of rural communities by securing high quality artists, supporting local promoters and providing opportunities for local people to participate. By doing this, VIA supports the development of vibrant, sustainable communities.</p>	<p>SLA in place for 16/17 to ensure minimum of 18 performances in West Devon covering a minimum of 10 West Devon Venues</p> <p>WD members are made aware of events taking place through leaflets in pigeonholes.</p> <p>Agreed indicators are:</p> <ol style="list-style-type: none"> 1. Quarterly details of performances and workshops to be held within the Borough of West Devon (a minimum of 18 performances annually) 2. Quarterly details of locations visited (a minimum of 10 different parish or town locations annually) 3. Number of people attending each performance. 4. Number of people attending each workshop. 	West Devon Only	Place Making CoP / Group Manager / Vacant Level 3 post, Strategy & Commissioning

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West Devon Business Support April – September 2016

West Devon Business Support Project

Support Given

Since the beginning of the 2016 West Devon Business Support Project we have held 39 interventions with clients in the area. Of these 39 clients we have assisted 17 clients who are looking at starting a new business, 10 who have started a business in the last 2 years and 6 who are in an existing business. The majority of these have been in the Tavistock and Okehampton areas of West Devon.

Workshops Held

BIP has held two workshops, Federation of Small Businesses, covering funding and access to finance and an Enterprise Club, a group led session that looks at all areas of setting up a business. There have been a total of 7 clients from the West Devon area at these workshops.

Marketing

To help market the project we have sent information in the following ways:

An email newsletter for BIP subscribers continues to be sent out twice a month, covering relevant business news and advice. This is a useful means of promoting new initiatives.

Regular Email marketing campaigns have been sent to our mailing list informing them of relevant workshops and support in their area.

Social media, particularly on Facebook and LinkedIn, growing the BIP audience and engagement on all platforms.

BIP Activity in the West Devon Area (not funded by WDBC)

We also have the following projects within the West Devon Area which provide additional support.

New Enterprise Allowance (NEA)

The new NEA project started in April 2016 of which BIP are a delivery partner. Since April 2016 there have been 15 clients referred onto the scheme from the West Devon Area needing assistance to complete their business plan and begin trading. Of these, 7 have gone through to successfully complete a business plan and 2 have confirmed they have commenced trading.

In addition, 1 client already on the scheme has completed their business plan and commenced trading and 4 have confirmed they have reached 26 weeks trading during the same time frame.

Natwest

A successful bid to Natwest/RBS banking group has brought a small amount of additional funding (around £3000) into the district to support rural women who are contemplating starting a business but are a long way short of starting up. The project is in its early days and so far has recruited 1 West Devon client, she has undergone her initial diagnostic.

Start-Up Loans

Start-up Loans is a government alternative source of funding where conventional sources prove difficult to access, up to £25,000 is available as an unsecured personal loan at 6.2% over 5 years. 6 people in West Devon have been supported through this process since April 2016.

Future Activity

Workshops for both West Devon Business Support and the Natwest contracts are currently being planned. The topics that will be covered in the coming months are:

- Self-Employment – Is it for me?
- Business Start up
- Business Planning
- A couch potatoes guide to marketing

West Devon Business Support Project Outputs	April	May	June	July	August	September	Grand total	Total Target 2016 - 2017
							April – September 2016	
Number of interventions delivered	7	2	9	13	6	2	39	100
Pre-start business assisted	4	1	5	6	0	1	17	
New businesses assisted	2	0	3	2	2	1	10	
Existing businesses assisted	1	1	0	1	2	1	6	
Number of new businesses set up							0	
Number of new jobs created							0	
Number of participants at workshops & enterprise clubs	6	0	0	1	0	0	7	160
Number of workshops	1	0	0	1	0	0	2	4
Number of clients engaged with project	7	2	7	12	4	2	34	
Number of females	5	2	1	7	2	1	18	
Number of males	2	0	6	5	2	1	16	
Number of enquiries received	5	3	1	5	2	6	22	

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Museums in West Devon

Over 195,000 visits
to museums in
2014/15

5 museums in the
Accreditation scheme
The National standard for
museums

79% of adults visited a
heritage site in the last
12 months in the South
West – Taking Part 2015/16

121 education, activity
and outreach events run
by museums in 2014/15

34,398 hours contributed
by 191 volunteers in 2014/15

£245,678
the value of volunteer
contributions to museums and
their surrounding communities

To find out more visit:
www.southwestmuseums.org.uk
[@swmuseums](https://twitter.com/swmuseums)

Visits contributed
£4.6 million to local
tourism economy



Dingles Fairground Heritage Centre

History, heritage and culture
are key drivers of tourism in
UK – Visit England

Museums are a vital part of
our social fabric. They enrich
people's lives and can act as
a focal point for their
communities. They inspire
creativity, promote wellbeing
and support active education
and lifelong learning.

Museum Development in West Devon is
co-funded by Arts Council England and
West Devon Borough Council ensuring all
museums can access professional
advice to develop sustainably and
thrive.

Museum Development 2015-18

Arts Council England's (ACE) Museum Development programme supports museums to meet and exceed national standards driving excellence, raising ambition and strengthening resilience. The programme works with museums to provide engaging, valued and inspirational services for their audiences and communities.

For the period April 2015 to March 2018 ACE has awarded funding to the South West Museum Development Programme to continue to deliver Museum Development services for the 200+ Accredited museums in the South West, awarding £1.4 million over the three years.

2015-18 programme structure

For the period 2015-18, there is an enhanced level of support available to museums in areas where the local authority co-funds Museum Development provision.

The core offer available to all museums includes the following:

- Access to a local Museum Development Officer (MDO) providing professional advice covering all areas of a museum's operations.
- Free, high-quality training through the South West Museum Skills Programme.
- Remote advice and support through Museum Group meetings from four specialist regional posts covering audiences, collections, digital engagement and volunteering.
- Access to sector data to support performance benchmarking, advocacy and local impact reporting.

There are currently 24 local authorities, including West Devon Borough Council, that co-fund Museum Development provision that collectively invest over £135,000 per year in the programme.

To find out more about Museum Development provision contact Programme Manager, Victoria Harding, victoria.harding@bristol.gov.uk

Investing in South West Museum Development

The support of local authorities is vital in enabling museums to prosper. Making a financial contribution to South West Museum Development provides local authorities with a cost effective means of supporting museums in their locality through an existing support infrastructure.

In addition to the core offer, the enhanced level of support available to museums in West Devon includes:

- Increased MDO capacity to respond to local needs and support fundraising and partnership development.
- A grants programme offering museums up to £2,000 and up to £10,000 for partnerships of two or more museums.
- Increased investment through externally funded project initiatives which will focus on collections, digital and volunteering.
- Enhanced micro-consultancy support from our specialist posts (audiences, collections, digital and volunteering) to support project development, skills training, fundraising and partnership work.
- Dedicated capacity to support museums to collect, understand and apply audience data more effectively.

Museum Development 2015-16

In the last year, the South West Museum Development programme has delivered a range of support to museums in West Devon, including investment in a local Museum Development Officer, awards of grants and provision of skills development opportunities worth a total of £8,769 to museums in West Devon.

Dingles Fairground Heritage Centre

Dingles provides a unique opportunity to view the UK's largest historic fairground collection. It houses an array of vintage stalls and rides, many of which are still operational.

Over the last year the MDO has provided significant support to Dingles as the museum has begun to formally work towards Accreditation, the national standard for museums. This has included supporting them to appoint their first paid Curator.

The museum also secured a grant of £1,353 from our small grants scheme to purchase new collections management software as part of a project to audit and re-catalogue their collections.

Museum of Dartmoor Life

The museum tells the story of people on Dartmoor from prehistoric settlement to 20th century mining and hill farming.

In the last year the museum has received support to establish a programme of audience data collection as part of a cluster of smaller museums in Devon. The data collected will provide evidence to support future marketing, fundraising and business planning.

The museum also secured a grant of £1,624 from our small grants scheme to fund upgrades to their collections management software and provide training for a new volunteer documentation team.

National Trust properties

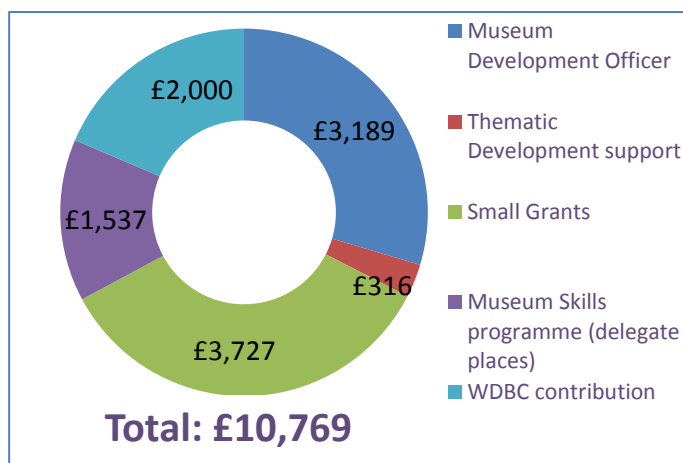
The National Trust, whilst not accessing the support of the MDO, access all services provided by the South West Museum Development programme including, grants, training and development advice.

Tavistock Museum

Tavistock Museum is an entirely volunteer-run town museum with collections relating to its monastic, market, and mining past.

In 2015/16 the museum successfully secured a grant of £750 from our small grants scheme to enable them to improve external signage including a new bespoke sign at the museum entrance. The new signage will help increase the visibility of the museum to passers by and help raise local awareness of the museum.

Museum Development investment in West Devon museums 2015-16



“The museum is in regular touch with the CDO and the MDO through meetings of the West Devon Museums Group. This professional support has been critically important to the improvements at this museum which has been under new management since 2012.” Museum Manager, Museum of Dartmoor Life

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