

Appendix A - SOUTH HAMS - Priority Actions 2015/16

HOMES

ACTIVITY AREAS:

- *Local Homes for Local People*
- *Healthy, Safe and Secure housing*
- *Responding to Welfare Reform*

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)
<p>Develop and adopt a range of initiatives to support wider housing need across the District</p>	<p><i>Emerging recognition of the need for the Council to look at enabling a wider range of housing solutions that can meet diverse needs.</i></p> <p><i>Smarter intelligence is required to understand the different requirements across the District.</i></p>	<p><i>Undertake a review and sense check of existing intelligence on housing need and commission any additional intelligence required to review present and future priorities and develop policies that are focussed on wider housing need across the District.</i></p>	<p><i>Quarterly monitoring of current intelligence.</i></p> <p><i>Contracts for commissioned intelligence monitored and delivered.</i></p> <p><i>Quarterly monitoring of housing delivery and assessment of how needs being met.</i></p>
<p>Review and revise the Direct Lets, Bond Guarantee, deposit and rent in advance schemes</p>	<p><i>External review of schemes identified scope for improvement, and changing circumstances and demand support the need for a review of service provision.</i></p>	<p><i>Undertake a review of existing policies to ensure meeting statutory homeless duties in an efficient and cost effective manner and update existing policies as required to better meet identified needs.</i></p>	<p><i>Annually through the delivery plan process.</i></p> <p><i>Monitor homelessness and preventions, case studies.</i></p> <p><i>Targets set for Direct Lets: number of properties, operating costs being met through rents and fees and additional income generated.</i></p>

<p>Develop a strategic approach for reducing fuel poverty</p>	<p><i>Increasing Fuel Poverty levels adversely affecting health and wellbeing of residents. Market led delivery of Government initiatives not benefitting rural communities.</i></p>	<p><i>Consolidate existing local (Council and Community) policy initiatives and identify, and fill where feasible, any gaps in support or activity.</i></p>	<p><i>Develop measures to assess outcomes using emerging monitoring framework.</i></p> <p><i>Set targets for interventions and review how measures are making inroads into reducing fuel poverty.</i></p>
<p>Work with Devon County Council, Districts, statutory agencies and voluntary sector partners to understand and mitigate the impact of welfare reform changes on local people and build financial resilience:</p> <ol style="list-style-type: none"> 1. Using Local Discretionary Welfare Support remaining funding to train officers in first line debt advice; 2. Utilising the Devon County Council Community Impact Fund to support the Third Sector organisations that assist people with welfare issues; 3. Supporting an Action Research project with voluntary and community sector organisations who support people through welfare issues to look at effective activity 	<p><i>Welfare changes will require those on low incomes and/or benefits to better manage their own finances to ensure they are able to meet bills and priority commitments.</i></p> <p><i>With the reduction or removal of the Local Discretionary Welfare Support funded by Government there will be less access to emergency funds so better signposting and money management will be crucial to financial sustainability.</i></p>	<p><i>Bringing together key public sector and voluntary and community sector partners to map current advice and provision and develop a robust referral framework and monitoring process.</i></p> <p><i>Train officers to provide initial advice to assist those struggling to maintain tenancies and pay priority bills, referring on to more specialist agencies if necessary.</i></p>	<p><i>Quarterly measures and annual reporting on interventions, financial gains, debts managed and case studies.</i></p> <p><i>Develop measures with partners to assess outcomes using emerging monitoring framework.</i></p>

ECONOMY

ACTIVITY AREAS:

- *Resilient Economic Growth*
- *Business Engagement*

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)
Business Engagement	<i>To signpost businesses to funding opportunities including procurement, best practice, training, changing legislation, mentoring and apprenticeships, etc.</i>	<i>Hold two Business Voice events a year, plus quarterly e-newsletters and business database development. Include swap shop opportunity at Business Voice events. Members to distribute Business Voice sign up cards.</i>	<i>Quarterly monitoring of Business Support contract against pre-agreed targets.</i>
Research and intelligence	<i>To understand business needs and to inform future funding streams.</i>	<i>Delivery of a district wide biennial Business Survey.</i>	<i>Develop measures to assess outcomes using emerging monitoring framework.</i>
Maximising funding opportunities	<i>To ensure Council resources are used to their full potential and deliver added value.</i>	<i>Preparation of bids for LEADER, EUSIF, Growth Deal funding streams. Acting as Accountable Body for the LEADER Programme.</i>	<i>Develop measures to assess outcomes using emerging monitoring framework.</i>
Strategic Working	<i>To benefit from economies of scale and lobbying clout.</i>	<i>Participation in City Deal and LEP initiatives to influence employment sites, road, rail and broadband developments. As well as S106 contributions.</i>	<i>Develop measures to assess outcomes using emerging monitoring framework.</i>

BUILT AND NATURAL ENVIRONMENT

ACTIVITY AREAS:

- ***Connecting People and Nature***
- ***Protecting and Improving our Natural Environment***
- ***Conserving our Built Heritage***

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)
Support the development and delivery of Open Space, Sport and Recreation facilities in towns and villages - Adopt Open Space, Sport and Recreation Framework as part of Our Plan. Introduce Implementation plan utilising s.106 and other funding	<i>New development generates need for new facilities or upgrade of existing.</i> <i>Communities require evidence to support refurbishment and grant applications. Healthy lifestyle contributes significantly to health outcomes.</i>	<i>Conclude and adopt framework. Establish implementation plan. Provide officer support to delivery.</i>	<i>Public Space Working group to monitor and evaluate.</i> <i>Develop measures to assess outcomes using emerging monitoring framework.</i>
Support countryside management and access projects - Adopt Green Infrastructure Framework as part of Our Plan. Introduce Implementation plan utilising s.106 and other funding	<i>New development generates need for new facilities or upgrade of existing. Strategic access routes support communities and tourism.</i> <i>Healthy lifestyle contributes significantly to health outcomes.</i>	<i>Conclude and adopt framework. Establish implementation plan. Provide officer support to delivery.</i>	<i>Public Space Working group to monitor and evaluate.</i> <i>Develop measures to assess outcomes using emerging monitoring framework.</i>
Support management of Public Space for Local People - Support communities in taking enhanced responsibility for open space, sport and recreation facilities in their communities in order to improve management and local accountability	<i>Known pressures on existing management of public space – and opportunities for locally based management.</i> <i>Catalyst of Neighbourhood</i>	<i>Provide advice service to include:</i> <ul style="list-style-type: none"> • <i>Management structures and friends groups</i> • <i>Funding and Grant applications</i> 	<i>Public Space Working group to monitor and evaluate.</i> <i>Develop measures to assess outcomes using emerging monitoring framework.</i>

	<i>Plans and Parish Plans.</i>	<ul style="list-style-type: none"> • <i>Management plans</i> • <i>Maintenance</i> • <i>Mentoring</i> • <i>Web based information</i> 	
Time limited review of environmental partnership arrangements to establish purpose and effectiveness	<i>Council is member of a number of partnerships. There is a need to review effectiveness of spend and outcomes to focus on key issues.</i>	<i>Task and Finish Group</i>	<i>Report to Economy and Environment Scrutiny Panel.</i>
Review of support to built heritage initiatives and projects	<p><i>Council supports heritage work.</i></p> <p><i>Review of conservation area approach and management plan and support to town based projects.</i></p>	<i>Task and Finish Group</i>	<i>Report to Economy and Environment Scrutiny Panel.</i>

CUSTOMER SERVICE

ACTIVITY AREAS:

- *Strategic Leisure Review*
- *Strategic Assets Review*
- *Strategic Waste Review*
- *Car Parking Framework*
- *Street Scene*
- *Health and Wellbeing*

Action (What)	Evidence (Why)	Method (How)	Monitor Impact (How/ Frequency)
Undertake systematic review of Leisure provision and related health and wellbeing activities	<i>Council operates leisure centres and current contracts terminate in 2016. Council needs to consider, agree and implement a future approach.</i>	<i>Councillor consideration and contract procurement exercise.</i>	<i>Member Officer working group or panel. Develop measures to assess outcomes using emerging monitoring framework.</i>
Undertake a systematic review of the Councils assets	<i>Council needs to maximise income generation opportunities to balance budget and maintain services. Community and partner requirements, sharing and co-locating to save money, community needs through neighbourhood and parish plans.</i>	<i>Implement a framework and process to assess Council assets to maximise income generation and sharing opportunities with partners and enhance community benefit.</i>	<i>Develop measures to assess outcomes using emerging monitoring framework.</i>
Maximise opportunities for income generation from delivered waste services where legislation allows	<i>Acute and on-going budget pressure.</i>	<i>Continue to introduce and monitor business and Schedule 2 waste. Review charges for bulky waste collections. Prepare outline</i>	<i>Briefing notes to be completed. New proposals to be developed and considered by Members. Develop measures to assess outcomes using</i>

		<p><i>briefing notes on charged garden collections.</i></p> <p><i>Introduce charging for side waste as per policy once technology is available to support.</i></p>	<p><i>emerging monitoring framework.</i></p>
<p>Maximise opportunities for efficiency savings from waste services</p>	<p><i>Acute and on-going budget pressure.</i></p> <p><i>West Devon contract ends on 31 March 2017 and opportunity to work together to look at waste provision across both Councils.</i></p>	<p><i>Consider all appropriate forms of delivery options.</i></p> <p><i>Continue Executive Waste Board working as aims include reaping financial efficiencies and more 'customer-friendly services from joint working across the county.</i></p> <p><i>Consider benefits of closer shared service work between West Devon & South Hams - Shared working group.</i></p> <p><i>Direct comparison information on SH/WD services to include costs/ recycle rates and credits/ items recycled to help inform debate on future provision.</i></p>	<p><i>New proposals to be developed and considered by Members.</i></p> <p><i>Develop measures to assess outcomes using emerging monitoring framework.</i></p>
<p>Develop a strategic approach to waste education</p>	<p><i>Recognition of need to move towards circular economy which will require need for greater understanding of waste issues to reduce landfill and increase re-use and recycling leading to</i></p>	<p><i>Consider rephrasing terminology e.g. waste – resource.</i></p> <p><i>Make consideration of waste hierarchy in all decision-making more</i></p>	<p><i>Set date for completion of review. Benchmark against Councils that do/don't have a waste education programme.</i></p> <p><i>New proposals to be developed and considered by Members.</i></p>

	<i>environmental and financial benefits.</i>	<i>implicit/accountable.</i>	<i>Develop measures to assess outcomes using emerging monitoring framework.</i>
Develop a shared car parking framework, allowing both South Hams and West Devon to include individual strategic elements	<p><i>To maximise usage and maintain current income levels.</i></p> <p><i>To meet customer need (community led tariff reviews).</i></p> <p><i>To build on previous innovations which have gained national acclaim.</i></p>	<i>Joint framework to be agreed in both authorities. Individual elements in each Council to reflect the differing environments.</i>	<p><i>Framework to be produced in 2015, with Members to consider individual strategic elements.</i></p> <p><i>Develop measures to assess outcomes using emerging monitoring framework.</i></p>
Review Street Scene enforcement work to place greater emphasis on a pro-active and educational approach	<i>Although enforcement has been successfully undertaken should consider an educational approach in order to be pro-active rather than reactive.</i>	<p><i>Street Scene officers to join the Connect officers and Recycling Education officer at roadshows, presentations and other events and talks in schools.</i></p> <p><i>Work with communities to encourage them to take responsibility for their own areas.</i></p>	<p><i>Members to consider this proposal and for officers to trial the approach during 2015.</i></p> <p><i>Develop measures to assess outcomes using emerging monitoring framework.</i></p>
Develop a strategic framework for Health and Wellbeing	<p><i>Public health is a statutory responsibility of the County Council but the District supports the County in this function by delivering many services that impact on health including:</i></p> <p><i>Leisure, development, housing conditions and provision, homelessness, fuel poverty, air quality, food safety, open space management, targeted</i></p>	<i>Set up a Public Health Working Group to develop a strategic framework for Health and Wellbeing informed by the District Public Health Plan, the Department of Health Outcomes Framework, Public Health England's Health Profile for South Hams and the Marmot Review (Fair Society Healthy Lives) using health indicators of relevance to the</i>	<p><i>Develop targets to monitor impact of actions within the public health plan at a local level using emerging monitoring framework.</i></p> <p><i>Use annually published health indicators to evaluate impact of the Health and Wellbeing framework and to inform relevant changes needed.</i></p> <p><i>Public Health Working Group to monitor and review progress. Information and progress to be published on specific health and wellbeing</i></p>

	<p><i>families, community safety, water quality.</i></p> <p><i>In addition to existing services the District is provided with assistance from Devon County Council to deliver interventions that assist in delivering the public health outcomes required by the District Locality Public Health Plan.</i></p>	<p><i>identified priority areas.</i></p>	<p><i>webpage.</i></p>
<p>Review and develop partnerships with health and social care sector and voluntary and community sector to deliver health and wellbeing outcomes for communities</p>	<p><i>To ensure long-term effective integration across providers to deliver health outcomes.</i></p> <p><i>Voluntary sector currently delivers many supporting services across health and social care.</i></p> <p><i>Deficit at New Devon CCG and other funding challenges require sectors to look at different models of delivery and greater focus on prevention in a co-ordinated way.</i></p>	<p><i>Develop a Health and Social Care Group with partners across DNPA, health, social care and voluntary sector that seeks opportunities to work together to deliver health outcomes, Identifying priority communities and groups and developing joint initiatives to be delivered into local communities.</i></p>	<p><i>Develop measures to monitor effectiveness of group through project targets and outcomes.</i></p>