



**South  
Derbyshire**  
District Council

# South Derbyshire District Council

**'Making South  
Derbyshire a better place  
to live, work and visit'**

# Housing & Environmental Service Plan 2013-2014



## **Contents**

### **1.0 Introduction**

### **2.0 Scene Setting**

2.1 Overview of the Service

2.2 Work force Information

2.3 Financial Information

### **3.0 Service Performance**

3.1 Key Achievements

3.2 Key Strengths

3.3 Areas for improvement

3.4 Corporate Plan 2009/14 – 2013/14 Action Plan Monitoring

3.5 Operational Action Plans

### **4.0 Key National, Regional & Local Strategies**

### **5.0 Partnerships**

### **6.0 Consultation & Communication**

### **7.0 Service Review/Transformation Programme**

### **8.0 Managing Risks**

### **9.0 Monitoring & Review**

## **Appendices**

A Organisation Charts

B Key Performance

C Consultation & Communication

D Service Review / Transformation Programme

E Managing Risks

## 1.0 Introduction –

Our service provision seeks to pro-actively protect the public from harm. In this way we play a key role in ensuring a sense of well-being in our community. The Commercial / Food Safety, Pollution Control and Health and Safety teams all work directly with the public, employers and businesses generally, seeking to drive up operational standards. Strategic Housing seeks to similarly drive up standards particularly in the private rented sector in partnership with landlords. The Housing Options Service supports those in housing crisis who are homeless or threatened with homelessness. Our public housing landlord function provides high standard accommodation with responsive services at affordable rents.

Across the service we take great pride in our customer service ethic and our commitment to efficient and courteous service is at the forefront of everything we do. On occasion we do need to exercise our enforcement functions in order to protect the public and or employees. Where this is necessary we will do this efficiently and only after having sought to deliver positive outcomes by other means.

The Housing Service has long been recognised as a leader in the sector in terms of performance, customer outcomes and new initiatives. We have already achieved the Investor's in Excellence Standard which marks us out amongst our peers i.e. we are the only local authority landlord with this high profile accreditation. In 2013 we will seek the prestigious internationally recognised accreditation to the Recognised for Excellence (R4E) standard.

In 2013 the Housing Service will lead on the development of the first new Council Housing in a generation. This is clearly an exciting project for all and will start to make inroads into the high demand and short supply of affordable housing.

Other parts of the service also directly impact on everyone living and/or working here. The quality of grounds maintenance is something that impinges on everybody whether you're driving past the grass verges on one of the main trunk roads or taking a stroll in the park. The waste and cleansing team help maintain a good quality environment that we can all enjoy and they of course provide the alternate weekly waste and composting collection service for all residential property and most businesses in the District. In 2013 we will introduce an enhanced dry recycling doorstep service which will offer more recycling options to all our residents and enable us to maintain our record as the top recycler in the County.

In the plan that follows you will see that we're constantly seeking to drive up standards and service levels. We set ourselves ambitious targets always recognising that it's a great privilege for us to work in support and on behalf of our community.

This Service Plan brings together our priorities in relation to the Council's Corporate Plan 2009/14 and the Sustainable Community Strategy for South Derbyshire 2009/29

Our key priority outcomes in the Corporate Plan are:

- Facilitate new affordable housing for people unable to access market housing.
- Improve the condition of the current housing stock within the District.
- Enable vulnerable people to remain in their own home for longer.
- Bring empty homes back into use.
- Review, consider and implement the applicable requirements of the Localism Act as it relates to the service.
- Focus the Safer Neighbourhood Wardens on the prevention of anti-social behaviour and enviro-crime.
- Reduce the number of vulnerable households experiencing fuel poverty.
- Deliver continuous improvement of the Council's environmental performance, through ongoing accreditation to ISO 14001.
- Develop the opportunities for increasing the range of materials recycled through the re-tendering exercise
- Revise and progress the delivery of the Contaminated Land Inspection Strategy.

In addition, the Sustainable Community Strategy also prioritises the delivery of affordable housing and improving the environmental impact of all our activities.

The Housing & Environmental Service will also

- Positively contribute towards Council policies and procedures in the delivery of services.
- Deliver continuous improvements to the performance of the Council.
- Ensure compliance with relevant legislation.
- Have a 'customer focus' in what we do.
- Ensure a widespread understanding of the Council's core values, key aims, priorities and relevant performance measures, and encourage participation in their development.
- Ensure that data quality principles are applied in order to conduct its business effectively.
- Support the Council's Investor's In People programme.
- Encourage a positive health and safety culture.

Director of Service - Bob Ledger

## 2.0 Scene Setting

### 2.1 Overview of the Service

Housing & Environmental Services play a key role in meeting the Council's strategic objectives for enabling people to feel **'Safe and Secure'** and contribute to **'Lifestyle Choices'**, **'Value for money'** and **'Sustainable Growth & Opportunity.'**

As a result, Housing & Environmental Services cover a number of services that directly impact on people and their communities, which are delivered in the following way:

### Key Service Areas

#### Housing Services

We are the main social housing provider in the District with stock totalling 3,028 properties, comprising of 2,046 general purpose dwellings and 979 supported housing dwellings and 3 properties leased to partners providing support.

We deliver services such as

- Responsive repairs
- Planned improvements
- Homelessness advice and prevention
- Rent accounting
- Rent arrears recovery
- Tackling anti-social behaviour
- Supported housing services
- Careline and Telecare services
- The administration of the Right to Buy scheme
- A common housing register and Choice Based Lettings (CBL) system
- Mutual exchanges and transfers.

In all of these, we aim to involve our tenants through participation in decision making. The Housing Service also has responsibility for the building management of the Civic Offices and the Council's Depot, as well as undertaking maintenance to all the Council's public buildings, and meeting the wider strategic housing needs of all residents irrespective of tenure.

Our tenant services are funded from the Housing Revenue Account which is made up of tenant rental income. This account has an annual turnover of over £11m. Whereas most Council services are funded through Council and general taxation routes, most of our housing services are funded directly by local rental income. There is a legal 'ring fence' around this account to ensure that it only funds services which are in support of tenants.

### Customer Relationships

Our relationship with our customers is different from other departments within the Council as a result of the direct landlord role and other support functions. Through issues such as the allocation of property, the assessment of homelessness

applications, the resolution of neighbour complaints and the operation of customer support plans by Careline Support Co-ordinators, we are involved in the detail of people's lives.

In 2012 we sent out the national STAR survey (Survey of Tenants and Residents) to all of our tenants to gauge satisfaction. The results of the survey showed that 92% of respondents were either very or fairly satisfied with the service. This is extremely high, representing clear top quartile performance and is the 8th highest satisfaction rating of 68 Local Authority or Registered Social Landlords in England. It is also the highest satisfaction rating out of participating local authorities and Registered Social Landlords in the Midlands.

Our commitment to quality customer service is evidenced by the award of our accreditation to the Investors in Excellence standard which assesses both customer perspectives of the organisation and actual customer performance measures. We are due to undergo a new accreditation to the advanced Recognised for Excellence (R4E) standard later this financial year.

## **Housing Operations**

### **Allocations and Homelessness:**

We have a statutory responsibility to manage and regularly review the waiting list, which currently stands at 2015 applicants (accurate as of April 2013). We operate a District wide common housing register through our Choice Based Lettings (CBL) system, advertising and allocating all social rented housing in the district.

We work with partners to provide advice and prevent homelessness. In 2012/2013 we received 224 'formal' homeless presentations ('presentation' is the legal terminology and places statutory responsibilities on the Council to investigate each presentation thoroughly before reaching a decision which needs to be formally notified). We are constantly working hard to tackle homelessness and in 2012 new arrangements for the provision of temporary accommodation were implemented, forging a new partnership with a local charity and housing provider – P3. This coming year we are also set to focus on tenancy sustainment following welfare reform, with the implementation of a new post. The aim being, to support vulnerable tenants to manage their tenancies through what may be a challenging transition.

We accommodate many applicants throughout the year in our own stock, which is brought to a 'Fit to Let' standard before being offered to prospective new tenants. We also assist customers in finding accommodation in the private sector through our Housing Options Service and Home Swapper schemes.

In 2013 we will commence a new debt counselling service to both tenants and residents. We also participate in the national Mortgage Rescue Scheme.

### **Income and Tenancy Management**

We have a team of 5 Housing Officers who monitor and review the collection of rent payments from our customers to ensure that we meet our targets for rent collection or not. Their work is varied covering rent collection, tenancy enforcement

and anti-social behaviour as well as offering support and resolving issues which impact on people's lives. This could mean liaising with other agencies to support a customer with mental health issues and or advising a customer that we are progressing a legal case in relation to a neighbour dispute.

## **Supported Housing**

This service continues to provide housing and support to the elderly and vulnerable residents throughout South Derbyshire through the Housing Related Floating Support Service provided by the Careline Support Co-ordinators and also Community Alarm Monitoring through our Careline 24 hr/365 days a year emergency call centre. Our ongoing commitment to delivering quality and keeping services local was rewarded with a successful tender to Derbyshire County Council, to provide housing related support services for the next 3 years from April 2013.

In the last 5 years we have invested over £1.1m to deliver the Sheltered Housing Vision to improve services. In 2012 we worked in partnership with Trident Housing Association and Derbyshire County Council to deliver an outstanding extra care development in Swadlincote. It provides well designed accommodation with a range of comprehensive facilities and support, to enable vulnerable older people to maintain independent living

We are also assisting vulnerable residents to remain in their own or current home by promoting and providing a Telecare service for all residents in South Derbyshire in both private and public sectors. This allows residents to receive a range of sensors and alarms, linked to our Careline service, to provide a safe and secure solution to living independently. Our commitment to service provision has been recognised and rewarded with our ongoing achievement of the full Telecare Services Association standards (TSA) for monitoring, response and installation. We are also currently working in a consortium with Bolsover, Chesterfield and Derbyshire County Council on a major new initiative to provide Careline services across the whole country.

## **Tenant Involvement and Empowerment**

Changes to regulation in England from April 2012 require landlords to be more proactive in self-regulation and involve tenants fully in the scrutiny process. As a result of these changes we are now formally accountable to tenants rather than the regulator – a process known as co-regulation.

Tenant Involvement and Empowerment is a key element of the regulations and we are committed to providing greater opportunities for all of our tenants to have their say. The Performance & Scrutiny Panel was set up in early 2011. They add an entirely new dimension to our decision making process by monitoring our performance and examining and questioning the decisions taken by us. It investigates the key issues affecting our service delivery and makes recommendations for improvements to current arrangements, as well as undertaking panel led service improvement projects. We have set up several other tenant panels – the Home (Repairs) Panel, Supported Housing Working Group, Publications Panel, Community Events Panel and the Dreamscheme Youth Project, enabling tenants of all ages to get involved with various service areas. We

also support several community groups through an annual grant, including the South Derbyshire Tenants' and Residents' Forum (SDTRF). We offer members of this group training, subsidise networking events and fund their participation in annual Housing sector events, including the ARCH (Association of Retained Council Housing) Conference. A number of key events and reviews were held in 2012 across a number of service areas and tenant input was at the heart of these, allowing them to monitor and scrutinise our performance and be at the centre of decision-making.

### **Performance and Business Support**

The service is supported by its Performance and Business unit which provides administration support and functions such as rent accounting, former tenant arrears recovery, rechargeable repairs recovery as well as running our own IT systems.

The Performance & Projects Officer is the key point of contact within the Service for the Performance & Scrutiny Panel and also co-ordinates and leads on service improvement and performance monitoring, by researching best practice, analysing and reporting performance data and driving through change to reach or maintain top quartile performance and improve the service received by our customers. The role also co-ordinates a range of short and long term projects aimed at service improvement and customer satisfaction

### **Responsive and Planned Maintenance**

Our Direct Labour Organisation (DLO) carried out 7389 responsive repairs in the last financial year; 480 as emergencies (within 24 hours), 1172 as urgent (within 3 days), and 5737 as routine repairs.

99% of urgent repairs and 97% of routine repairs completed on time. In addition, 99% of repairs were completed on the first visit to the property, ensuring the tenants were inconvenienced as little as possible. In total over 10,000 repairs were completed by us and our partner contractors over the year at a cost of £1,094,000

The planned maintenance team will soon commence the second year of the substantial £27m capital investment programme set to span over the remaining four years of the plan. This level of investment has never before seen by this Council. It will ensure the Council maintains and exceeds the Decent Homes Standard up to and including 2017. The total number of improvements and replacements completed last year was double that of the previous year and this level will be maintained for the next four years. We have made great progress in providing over bath showers in our properties following the HRA Business Plan consultations, and are continuing to programme works to meet these tenant aspirations. All of these works are being undertaken in consultation with the Homes Standard Panel.

Overall satisfaction with responsive maintenance, as assessed through surveys completed following works, is exceptionally high at 98%.

## **Strategic Housing**

The Strategic Housing function is a cross tenure service influencing the development of a mix of new build housing types to meet housing need as well as working to the improvement of existing housing stock across the district. It sets the policy direction relating to community wide housing issues such as housing standards for both new and existing homes, homelessness provision and provision of new affordable housing. This section also leads on delivering disabled persons home adaptations, reducing fuel poverty by promoting energy efficiency schemes and the issuing of Caravan Licences including monitoring standards of Park Homes.

## **Environmental Services**

Our service provision seeks to pro-actively protect the public from harm. In this way we play a key role in ensuring a sense of well being in our community. The Commercial / Food Safety, Pollution Control and Health and Safety teams all work directly with the public, employers and businesses generally, seeking to drive up operational standards.

Other parts of the service are the only ones delivered by the Council that directly impact on everyone living and/or working here. The quality of grounds maintenance is something that impinges on everybody whether you're driving past the grass verges on one of the main trunk roads or taking a stroll in the park. The waste and cleansing team help maintain a good quality environment that we can all enjoy and they of course provide the alternate weekly waste and composting collection service for all residential property and most businesses in the District. In these ways Environmental Services affect us all and this is a key reason that we maintain and seek to improve the quality of those services.

## **Commercial Team**

The focus of the Commercial Team is on infectious disease control, consumer protection and providing support to local businesses to help them achieve the highest possible hygiene and safety standards. The team routinely inspects food retailers and producers to help them prevent risks to their customers as well as helping local businesses to comply with health and safety law. They provide guidance and support about the law and best practice to aspiring and new businesses, they co-ordinate sampling of food to check on quality and safety and they investigate incidents of infectious disease to support public health protection.

## **Pollution**

The Pollution team respond to a diverse range of nuisance complaints including noise, air pollution, land contamination and anti-social behaviour. They seek to resolve often much polarised disputes through negotiation and where necessary legal action. They provide advice on the environmental impacts of proposed developments to both County and District Planning Officers. They issue permits for certain types of industry to emit regulated amounts of pollution and they routinely inspect these sites to check for compliance. They monitor air quality levels across

the District to check that legal standards to ensure the health of our residents are met.

### **Safer Neighbourhoods and Pest Control**

The Safer Neighbourhood Wardens are in the front line of keeping our streets safer and cleaner. They help catch and re-home stray dogs, they routinely patrol littering and dog fouling hot spots to deter offenders, investigate fly tipping to bring offenders to book and they remove abandoned vehicles from the streets. The Pest Control service provides an at-cost means by which South Derbyshire residents can eradicate public health pests such as rats, mice, fleas and wasps.

### **Climate change / Environmental Management System (EMS)**

The Council's Environmental Management System is our way of demonstrating our clear commitment to managing the impact of the Council's activities on both a local and wider scale. Our ISO14001 accreditation shows that we are continually improving our environmental performance enabling us to provide leadership to local businesses and communities.

### **Direct Services**

Direct Services delivers Waste and recycling collections; street cleansing; grounds maintenance and vehicle maintenance.

### **Waste Collections**

The in-house service provides a number of different waste type collections which include Household, Commercial and industrial waste.

This is delivered by means of alternate weekly collections of compostable waste and residual waste and weekly collections of household, commercial and industrial clinical waste. The service is also responsible for the provision, distribution, replacement and repairs, for wheeled bins as well as on request collections of bulky household and commercial waste collections, litter bin emptying and delivery of all wastes to appropriate treatment / disposal facilities.

Responding to the needs of the customers, the service is also now operating a Saturday Morning Household Refuse Service.

## **Recycling**

The service provides the client role for delivery of recycling collections carried out by contractors; this is delivered by means of alternate weekly kerbside collections and collections from recycling centres. The service is also responsible for the provision, distribution, replacement and repairs for receptacles as well as the transfer and processing of materials to appropriate Reprocessing facilities;

## **Street Cleansing**

The service provides both client and contractor roles for South Derbyshire and some contracted services for Derbyshire County Council, the main service elements include the Cleansing of bus shelters, car parks, town centres, and footpaths, This includes litter picking and weed control. There is also the provision of a full time "rapid response" unit to deal with fly tipping, dog fouling, abandoned supermarket trolleys, graffiti and emergencies.

## **Grounds Maintenance**

The service provides the principal contractor role for the District Council and Derbyshire County Council within the South Derbyshire area.

The service will cut in excess of three million square metres of grass through the summer cutting season ranging from high quality bowling greens and sports pitches to rural highway verges.

There is a range of tasks performed by the service throughout the year, which includes, maintaining flower beds, hedgerows and cemeteries' as well as the inspection and maintenance of play equipment on 51 sites.

## **Vehicle and Plant Maintenance**

The service undertakes the provision, renewal, replacement, maintenance, repairs and operation of the Council's vehicles and plant necessary for the performance of Waste, Composting, Recycling, Street Cleansing and Grounds Maintenance services and Crime and Disorder Partnership, Environmental Health, Housing Maintenance and Leisure Services

Providing and maintaining over sixty vehicles ranging in nature from small cars and ride on mowers to 26 tonne refuse collection vehicles, the service also ensures that the Council meets its legal responsibility under its Vehicle operator's licence.

A copy of Housing & Environmental Services organisation chart can be found at Appendix A

## **2.2 Workforce Information**

As at the 31 March 2013, there were 166.42 full time equivalents (FTEs) within Housing & Environmental Services.

During the year, 12.84 FTE days sickness was lost.

### Workforce priorities for 2013/14:

- Implement the restructure of Housing Services

- Continue supporting the Apprenticeship scheme - two local young people have benefited from this project in 2012/2013
- Evaluate all training requests through the PDR process to ensure training delivered is appropriate to the role and development of employees
- Promote development and membership of professional bodies
- Undergo a development and training programme for users of the new Orchard Housing Management System.
- Continue with the development and training programme for Grounds Maintenance staff to gain more skills and qualifications in regard to tree maintenance work.
- Ensure that the Commercial team have fully integrated mobile working technology to help maximise the amount of time they can spend with local businesses.
- Undertake a skills gap analysis in Environmental Health, based on a new national competency framework published by the Better Regulation Office.
- Review and re prioritise the activities of the Safer Neighbourhood Wardens, based on customer feedback.
- Progress the Introduction of four day working in waste & cleansing
- The Service has high sickness levels. Ensure that the corporate policies, procedures and monitoring are adhered to in full and undertake further analysis on trends and possible additional actions.

### 2.3 Financial Information

Details of the Service areas budgets for 2013/14 are outlined below:

#### Net Revenue Budget 2013/14

<b>Service Area</b>	<b>£</b>
Environmental Services	634,622
Highways	22,152
Waste Collection and Street Cleansing	1,523,416
Private Sector Housing	395,063
<b>Total</b>	<b>£2,575,253</b>

#### **Housing Revenue Account ( HRA)**

	<b>£</b>
Expenditure	6,943,316
Income	-12,601,780
Recharges	226,994
<b>Total</b>	<b>-5,431,470</b>

Capital Expenditure	5,500,000
Capital Salaries	50,000
<b>Total</b>	<b>5,500,000</b>

<b>HRA Summary Total</b>	<b>£118,530</b>
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Summary of Assets 2012/13

	Sum of Net Book Value (as at 31 March 2013) (£)
<b>Environmental and Development Services Committee</b>	
Land & Buildings	45,000
Plant / Vehicles / Equipment	643,891
<b>Total</b>	<b>£688,891</b>
<b>Housing and Community Services Committee</b>	
Community	1,336,774
Land & Buildings	10,149,652
<b>Total</b>	<b>11,486,425</b>
<b>Housing Revenue Account (HRA)</b>	
Council Dwellings	86,676,710
Land & Buildings	8,670
<b>Total</b>	<b>£86,685,380</b>

### 3.0 Service Performance

#### 3.1 Key Achievements 2012/13

**Corporate Plan Theme: Sustainable Growth & Opportunity**

**Housing Services**

- Continued to train and support the Performance & Scrutiny Panel and are currently assisting them to launch an official panel project.
- Consulted with South Derbyshire tenant groups in the allocation of designated persons to be involved in a new complaints handling procedure, in response to the Localism Act.
- The Chairman of Housing & Community Services and Head of Service have gained status of Directors on the National Arch board
- Delivered a unique extra residential care scheme in partnership with Trident and Derbyshire County Council.
- Continued to meet with the local best practice landlords

**Environmental Services**

- Published and implemented a new Environmental enforcement policy
- Implemented tree maintenance team
- Maintained the prestigious green flag status for Maurice Lea Park
- Confirmed that air quality in the district is compliant with European Directives

### **Corporate Plan Theme: Safe & Secure**

#### **Housing Services**

- Produced a successful tender for Derbyshire County Council to provide housing related support services for the next three years.
- Launched £27 million capital procurement program
- Published and implemented a new Tenancy strategy
- Successfully forged a new Partnership with P3 the Charity for additional temporary accommodation provisions.
- Trained wardens in dementia awareness
- Reduced Anti Social Behaviour in partnership with the police & and the Safer South Derbyshire partnership
- Excellent performance on re-letting void properties, considerably reducing the time taken to re-let council properties from 2011/2012
- Introduced a new falls package in conjunction with Derbyshire County Council
- Led on welfare reform group
- Have made personal contact with the tenants due to be affected by the Housing benefit changes relating to bedrooms.
- Launched the community tenant champion awards
- Launched two Dreamschemes Youth projects.

#### **Environmental Services**

- Performed 10% higher than national average for food premises receiving a 5\* rating
- Achieved record numbers of enforcement actions on fly tipping
- Dealt with critical food poisoning incident in the preparation for the Olympics event.
- Coordinated enforcement on scrap metal dealers
- Co-ordinated Countywide project to sample and analyse eggs being used in the catering sector for safety and quality.
- Performed joint 'stop and search' operations with the Police resulting in vehicle seizures.
- Produced and implemented new dog control orders

### **Corporate Plan Theme: Lifestyle Choices**

#### **Housing Services**

- Gained Political agreement on extending service areas
- Started delivering improved shower provisions in all council properties.

#### **Environmental Services**

- ISO14000 won reaccreditation
- Acquired £176K funding to tackle fuel poverty in the private sector

## **Corporate Plan Theme: Value for Money**

### **Housing Services**

- The annual Benchmarking report showed that South Derbyshire are a high performing low cost landlord in comparison with 505 other social Housing providers in the UK.
- Completed and received results back from the STAR survey which evidenced excellent customer satisfaction
- Introduced a new Housing Staff performance newsletter
- Undertook significant updates to the HRA business plan
- Launched a consultation on the vision for the service

### **Environmental Services**

- Implemented a restructure at the depot.
- Outsourced stray dog collections
- NVQ's have been accredited to 6 street cleaning staff
- Provided consultancy services for other local authorities

## **3.2 Housing & Environmental Services Key Strengths**

- High Customer Satisfaction
- Recognised as the top performing housing provider in the region
- Low staff turnover
- Operate with integrity and with a customer focused approach at all times.
- Housing services are recognised as a high performing low cost authority
- Financial ability to maintain the Decent Homes Standard until 2017.
- Continuous improvement in the Council's work on managing its environmental impact.
- Proven value for money for waste, cleansing and Grounds Maintenance services
- One of the top authorities for recycling in Derbyshire.
- High levels of staff commitment.

### 3.3 Areas for Improvement

We always recognise that there are areas of the Service that we can improve on and in 2012 we said we would...

We said we would ...	We did
Address the length of stay in temporary accommodation	
Improve our empty property re-let time following a mini review of repairs and allocations	
Increase the use of mobile working to ensure timely customer service	 Ongoing
Improve the visibility and perceived effectiveness of our safer Neighbourhood Wardens	
Improve our Understanding of how the way we enforce environmental law affects the behaviour and competitiveness of our local business community	
Improve understanding of the extent in which our interventions into environmental complaints go to produce real benefits.	
Review our Housing enforcement and caravan licensing procedures	
Improve guidance and information available to customers making it more accessible via the internet and other media forms	
Improve our relationship with house builders to ensure they understand the District's needs and deliver homes which meet the community needs.	 Ongoing
Further develop our work to continue to address empty homes across the District	 Ongoing
Improve the kerbside recycling service.	 Ongoing

In 2013/14 we need to:

- Review our housing enforcement and caravan licensing procedures.
- Improve guidance and information available to customers making it more accessible via the internet and other media forms.
- Improve our relationship with house builders to ensure they understand the Districts needs and deliver homes which meet the community needs.
- Further develop our work, continuing to address empty homes across the district.
- Improve the kerbside recycling service.
- Implement a scheme to tackle worklessness.
- Upgrade the Flare system.
- Implement enhanced Housing Options module.
- Work on improved fire safety awareness (carbon monoxide poisoning).
- Implement required changes following the acquisition of the warden contract
- Undertake research into Gypsy & Traveller accommodation.
- Successfully deliver the Health & Wellbeing strategy.
- Update the Derbyshire Waste Strategy.
- Conduct private sector stock condition survey.
- Work towards the introduction of a private sector leasing scheme.
- Successfully introduce an Orchard system upgrade.
- Undertake two new Dreamscheme Youth projects

### **3.4 Corporate Plan 2009/14 – 2013/14 - Action Plan Monitoring**

The Action Plans detail our key actions for the year, which are broken down into quarters to help us monitor and manage our performance effectively.

These actions directly contribute to our outcomes identified in the Corporate Plan. They are essential if the Council is going to achieve its ambitions. Complementing these actions is a set of performance measures. Again, the achievement of the targets set against these performance measures will tell us whether we are meeting outcomes and providing excellent services.

In some instances, proxy measures will be used. These are indicators which are outside the Council's direct control but provide an indication of the 'overall health of the district'. For instance, monitoring the number of people who are in need of social housing. The implementation of those policies that will have a positive impact on this, are likely to take place over a long period of time, so performance may not be measurable over a quarter or a year. Therefore, the status of proxy measures may suggest likely progress, while not specifically measuring a Council outcome.

The Housing & Environmental Services key performance measures against Corporate Plan outcomes can be found at Appendix B

### **3.5 Operational Action Plan Monitoring**

Local performance indicators and planned projects are in place to monitor and improve standards of service delivery across Housing & Environmental Services. See Appendix B, Section 3 for details

## 4.0 Key National, Regional & Local Strategies

There are a number of national, regional and local strategies which influence the work of the 'service area', some of which we need to respond to and others which we are involved in developing.

### National/European

- Localism Act 2011 – Establishes new regulations around tenancies, allocations and homelessness, as well as the new Housing Revenue Account funding arrangements
- TSA Regulatory Framework – Sets out the standards, as a landlord, we must adhere to in terms of opportunity for tenant involvement and quality standards
- Welfare Reform Act 2012 – The Act provides for the introduction of a "Universal Credit" to replace a range of existing means-tested benefits and tax credits for people of working age – starts 2013. Also includes proposals to restrict Housing Benefit entitlement for social housing tenants whose accommodation is larger than they need.
- European Landfill Directive (99/31/EC) – was implemented in June 2002
- Energy Bill 2010/11 – designed to provide a step change in the provision of energy efficiency – includes "Green Deal"
- Laying the Foundations for Housing: A Housing Strategy for England (November 2011) - sets out the actions the government proposes to support communities, local authorities and developers to get England building to meet housing needs. Includes measures to build new homes as well as making the best use of the existing housing stock.
- Environmental Protection Act 1990.
- Hazardous Waste Regulations.
- Controlled Waste Regulations 2012.
- EU Waste Framework Directive.
- The Waste (England & Wales) Regulations 2011.
- Better Regulation Agenda
- National Planning Policy Framework
- Derbyshire Health & Wellbeing Strategy
- Home Energy Conservation Act 1995 (HECA)
- Mobile Homes Bill 2013 (pending)

### Regional

- Derbyshire Accommodation Support Team – Sets out the programme for funding, planning and monitoring of housing-related support services.
- Derbyshire Health & Wellbeing Strategy.
- Derbyshire Waste Strategy 2006.

### Local

- Housing Strategy 2009/14 – Sets out the District's strategic housing priorities
- Homelessness Prevention Strategy 2013/2018 – Sets out the District's actions for homelessness provision and prevention.
- Private Sector Renewal Policy 2008 – Sets out the Council's policy for improving the quality and accessibility of the private housing.
- Affordable Warmth Strategy 2008– Sets out how the Council will effectively tackle fuel poverty.

- Empty Homes Strategy 2012/17 – sets out the Council’s approach to reducing the number of long-term empty properties.
- Guidance to Delivering Affordable Housing – 2008 – sets out the Council’s approach to delivering affordable housing across the District.
- Private Sector Enforcement Policy 2007 – Sets out the Council’s approach to housing enforcement in relation to residential premises.
- Tenancy Strategy 2012

## 5.0 Partnerships.

The process set out in the Council’s Partnership Policy has been followed. Our significant partnerships are summarised below

Partnership	Main purpose
District Wide Choice Based Lettings Scheme	Provide a common housing register for the District.
Derbyshire Housing Aid	Provide a range of housing advice and support services, including debt management.
Careline Consortium	A county wide call monitoring service for Supporting People funded and private clients across Derbyshire.
LEAP (Local Energy Area Partnership)	Provide advice and guidance on a range of carbon reduction initiatives.
HIA (Home Improvement Agency)	Provide support to vulnerable households to improve house conditions.
Waste Processing - Biffa	Provide a range of waste processing services.
Waste Processing – Vital Earth	Provide a range of waste processing services.
Derbyshire Traveller Issues Working Group	Co-ordinating a County wide approach to dealing with Gypsies and Travellers.
Derbyshire Accommodation & Support Team	Supporting the housing needs of vulnerable people.
EEM (Efficiency East Midlands) Procurement Group	Provide services and support for Social Housing.
Association of Retained Council Housing Ltd (ARCH)	Representing the interests of stockholding landlords and their tenants.
P3 Charity	Supplying additional housing provision for people defined as homeless.

## 6.0 Consultation & Communication

We have a structured approach to consultation with our tenants and customers. Where a policy is to be reviewed or service to be restructured we will always consult with our customers to obtain feedback and experiences of current services. This may take the form of project boards or one day workshops.

A summary of the proposed consultation and publicity /communication campaigns planned for 2013/14 can be found at Appendix C.

## **7.0 Service Review / Transformation Programme**

In order for Housing & Environmental Services to positively meet the challenges facing the Council, it will create and develop innovative solutions which will help deliver the outcomes communities need and want at a cost that the Council can afford.

A commitment within the Northgate Partnership ensured that all Service areas participated in an efficiency review covering all aspects of the service they deliver. The completed reviews resulted in detailed transformation proposals aimed at improving efficiency and delivering savings that could be delivered through the Partnership

A second tranche of theme based and cross cutting reviews are now being explored, these are:

- Customer access and channel shift
- Electronic document storage and 'paper-lite'

These reviews are being supported by additional and ongoing partnership activity in areas such as IT infrastructure improvements and analysis of current administrative support and functionality.

## **8.0 Managing Risks**

*The process set out in the Council's Risk Management Strategy has been followed.* The risk registers can be found at Appendix D.

## **9.0 Monitoring and Review**

This Service Plan will be monitored on a quarterly basis as part of the Council's Performance Management Framework and will be used throughout the year to manage service delivery.