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Our Ref: DS  
Your Ref:

Date: 12 April 2017

Dear Councillor,

**Housing and Community Services Committee**

A Meeting of the **Housing and Community Services Committee** will be held in the **Council Chamber**, on **Thursday, 20 April 2017 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**

Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Billings, Coe, Mrs Coyle, Grant, MacPherson, Muller and Mrs Wyatt.

**Labour Group**

Councillors Rhind, Richards, Mrs Stuart and Taylor.

## **AGENDA**

### **Open to Public and Press**

- 1** Apologies and to note any substitutes appointed for the Meeting.
- 2** To receive the Open Minutes of the Meetings held on 10th January 2017 and 2nd February 2017.  
Housing and Community Services Committee 10th January 2017 Open Minutes **4 - 5**  
Housing and Community Services Committee 2nd February 2017 Open Minutes **6 - 9**
- 3** To note any declarations of interest arising from any items on the Agenda
- 4** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 5** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 6** Reports of Overview and Scrutiny Committee
- 7** PRESENTATION BY ACTIVE NATION ON THE LEISURE MANAGEMENT CONTRACT
- 8** CORPORATE PLAN 2016-21 PERFORMANCE REPORT **10 - 42**
- 9** HOUSING WHITE PAPER CONSULTATION **43 - 54**
- 10** CORPORATE ANTI SOCIAL BEHAVIOUR POLICY **55 - 69**
- 11** SAFER SOUTH DERBYSHIRE PARTNERSHIP COMMUNITY SAFETY PARTNERSHIP PLAN 2017-20 **70 - 83**

<b>12</b>	<b>HOUSING SAFETY POLICY 2017</b>	<b>84 - 95</b>
<b>13</b>	<b>ROSLISTON FORESTRY CENTRE – OPTIONS APPRAISAL FOR THE PROCUREMENT PROCESS TO BEGIN FOR A NEW MANAGEMENT STRUCTURE</b>	<b>96 - 103</b>
<b>14</b>	<b>DELIVERING A FIRST CLASS REPAIRS SERVICE</b>	<b>104 - 111</b>
<b>15</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>112 - 116</b>

**Exclusion of the Public and Press:**

- 16** The Chairman may therefore move:-  
That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.
- 17** To receive the Exempt Minutes of the Meeting held on 2nd February 2017.  
Housing and Community Services Committee 2nd February 2017 Exempt Minutes
- 18** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 19** ROSLISTON ASTRONOMY GROUP - OBSERVATORY
- 20** SUPPORTED HOUSING REVIEW

HOUSING AND COMMUNITY SERVICES COMMITTEE: SPECIAL - BUDGET

10<sup>th</sup> January 2017

**PRESENT:-**

**Conservative Group**

Councillor Hewlett (Chairman) and Councillors Mrs Coyle, Ford (substituting for Councillor Billings), Grant, Mrs Hall (substituting for Councillor Smith) and Muller

**Labour Group**

Councillors Rhind, Richards, Mrs Stuart and Taylor

**In attendance**

Councillors Atkin and Swann (Conservative Group)

HCS/67 **APOLOGIES**

Apologies for absence were received from Councillors Billings, Coe, Smith and Mrs Wyatt (Conservative Group)

HCS/68 **DECLARATIONS OF INTEREST**

The Committee was informed that no declarations of interest had been received.

HCS/69 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

The Committee was informed that no questions from members of the public had been received.

HCS/70 **QUESTIONS FROM MEMBERS OF COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

The Committee was informed that no questions from Members of the Council had been received.

**MATTERS DELEGATED TO COMMITTEE**

HCS/71 **SERVICE BASE BUDGETS 2017/18**

The Director of Finance and Corporate Services presented the report to Committee, drawing attention to the savings identified in certain budgets and the risks associated with the use of some reserves, growth within the District and the Markets Service. The Director also confirmed that fee increases were being proposed for cemeteries and parks, with streamlining of the fees made for use of Swadlincote Town Hall.

Members raised queries relating to the use of Section 106 funds, any time limit restrictions on the use of reserve sums, the treatment of VAT in relation to travelling fairs and the policy regarding Festival of Leisure bookings. These issues were addressed by both the Director of Finance and Corporate Services and the Director of Community and Planning.

With regard to the level of grants to voluntary and community bodies, an amended proposal of maintaining the increase at 2% was not supported by Committee.

**RESOLVED:**

- 1.1 That the proposed revenue income and expenditure for 2017/18 for the Committee's Services as detailed in Appendix 1 to the Report were considered and referred to the Finance and Management Committee for approval.***
- 1.2 That the proposed fees and charges as detailed in Appendix 3 to the Report for 2017/18 were considered and approved.***
- 1.3 That grants to voluntary and community bodies be increased by 1% in 2017/18 subject to approval by the Finance and Management Committee.***

HCS/72 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

**RESOLVED:-**

***That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.***

**TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO. 11**

***The Committee was informed that no questions had been received.***

The Meeting terminated at 6.30pm.

COUNCILLOR J HEWLETT

CHAIRMAN

HOUSING AND COMMUNITY SERVICES COMMITTEE

2<sup>nd</sup> February 2017

**PRESENT:-**

**Conservative Group**

Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Billings, Coe, Mrs Coyle, Grant, Mrs Hall (substituting for Councillor Swann), Muller and Mrs Wyatt

**Labour Group**

Councillors Rhind, Shepherd (substituting for Councillor Richards), Mrs Stuart and Taylor

**In attendance**

Councillors Atkin, Mrs Coe, Murray and Swann (Conservative Group)

HCS/73 **APOLOGIES**

Apologies for absence were received from Councillor Richards (Labour Group).

HCS/74 **MINUTES**

The Open Minutes of the Meeting held on 24<sup>th</sup> November 2016 were noted and approved as a true record and signed by the Chairman.

HCS/75 **DECLARATIONS OF INTEREST**

Councillor Billings declared an interest in Item 12 Housing Revenue Account Budget, Financial Plan and proposed Rent 2017/18 by virtue of being a Member of the Overview and Scrutiny Committee, opting to leave the Chamber whilst that item was debated.

HCS/76 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

The Committee was informed that no questions from members of the public had been received.

HCS/77 **QUESTIONS FROM MEMBERS OF COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

The Committee was informed that no questions from Members of the Council had been received.

HCS/78 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no Overview and Scrutiny Reports to be submitted.

**MATTERS DELEGATED TO COMMITTEE****HCS/79 PRESENTATION OF ICON ATHLETES – SOUTH DERBYSHIRE TALENTED ATHLETES**

Hannah Peate, Sport & Health Partnership Manager, Laura Winter, Community Sport Activation Officer, along with Margaret Blount and Matt Halfpenny of Derbyshire Sport, introduced the South Derbyshire ICON Athletes:

<i>Hope Collard</i>	<i>12</i>	<i>Taekwondo</i>
<i>Gareth Griffiths</i>	<i>17</i>	<i>Hockey</i>
<i>Jessica Lear</i>	<i>13</i>	<i>Taekwondo</i>
<i>Matthew Lear</i>	<i>16</i>	<i>Taekwondo</i>
<i>Ross Orme</i>	<i>18</i>	<i>Canoeing</i>
<i>Katie Reilly</i>	<i>11</i>	<i>Badminton</i>
<i>Lewis Richardson</i>	<i>15</i>	<i>Taekwondo</i>
<i>Liam Richardson</i>	<i>17</i>	<i>Taekwondo</i>
<i>Lewis White</i>	<i>16</i>	<i>Swimming</i>
<i>Caitlin Williams</i>	<i>13</i>	<i>Gymnastics</i>

The Members commended the athletes on their achievements to date and the Chairman thanked them for attending the Meeting.

Councillor Murray left the Meeting at 6.20pm.

**HCS/80 HOUSEMARK CORE BENCHMARKING REPORT 2015/16**

The Director of Community and Planning Services presented the report to Committee.

The Chairman commended the results detailed in the report and the work undertaken by the Housing staff in achieving them.

**RESOLVED:-**

***Members noted the findings of the recent Housemark report into performance across Housing Services for 2015/16.***

**HCS/81 DERBYSHIRE SAFE PLACE SCHEME AND BREASTFEEDING WELCOME HERE AWARD SIGN UP**

The Health Partnership Manager presented the report to Committee.

Members queried how interested organisations / businesses access the schemes and welcomed the Council's involvement.

**RESOLVED:-**

***Members approved South Derbyshire District Council to sign up to both the Derbyshire Safe Place scheme and South Derbyshire's Breastfeeding Welcome Here Award Scheme.***

**HCS/82 ROSLISTON FORESTRY CENTRE – VISION STATEMENT 2016-26**

The Rosliston Forestry Centre Project Officer presented the report to Committee.

Councillor Taylor commended the report's contents regarding this valuable asset, recognising both the opportunities and challenges that lay ahead. The Councillor queried the proposed timetable and Member involvement in decision-making. The Director of Community and Planning outlined the role of the Executive in this process, Member representation on the Executive and confirmed that a further report would be submitted to a future Committee.

**RESOLVED:-**

***Members adopted the Rosliston Forestry Centre Vision 2016-2026 to enable the next stage of the change process of management of the Rosliston Forestry Centre in 2018, to be taken forward.***

**HCS/83 GRESLEY OLD HALL – COMMUNITY HUB**

The Director of Community and Planning Services presented the report to Committee.

Councillor Rhind praised the initiative regarding Gresley Old Hall and the positive impact it will have on the area, providing a blueprint for use elsewhere in the District.

**RESOLVED:-**

***Members approved the Council's involvement in the Gresley Old Hall Community Project and supported the application to the 'Communities Fund'.***

Councillors Billings and Mrs Coe left the Meeting at 6.45pm.

**HCS/84 HOUSING REVENUE ACCOUNT BUDGET, FINANCIAL PLAN and PROPOSED RENT 2017/18**

The Director of Finance and Corporate Services presented the report to Committee.

Councillor Rhind commented that whilst the Authority is obliged to be self-financing, it remains subject to Government policies that, whilst out of the Authority's control, can impact on its HRA.

**RESOLVED:-**

***1.1 That Council House Rents be reduced by 1% for Tenants with effect from 1st April 2017 in accordance with provisions contained in the Welfare Reform and Work Act 2016.***



**1.2 That the proposed estimates of income and expenditure for 2017/18, together with the 10-year Financial Plan for the Housing Revenue Account as detailed in Appendix 1, were considered and referred to the Finance and Management Committee for approval.**

**1.3 That the HRA is kept under review and measures identified to mitigate the financial risks detailed in the report and to maintain a sustainable financial position.**

HCS/85 **COMMITTEE WORK PROGRAMME**

**RESOLVED:-**

***Members considered and approved the updated work programme.***

HCS/86 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

**RESOLVED:-**

***That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.***

**MINUTES**

***The Exempt Minutes of the Meeting held on 24<sup>th</sup> November 2016 were received.***

**TO RECEIVE QUESTIONS FROM MEMBERS OF THE COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO. 11**

***The Committee was informed that no questions had been received.***

The Meeting terminated at 6.55pm

COUNCILLOR J HEWLETT

CHAIRMAN

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>20<sup>th</sup> APRIL 2017</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>CORPORATE MANAGEMENT TEAM</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>DAVID HUCKER (EXT. 5775) STUART BATCHELOR (EXT. 5820)</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>CORPORATE PLAN 2016-21: PERFORMANCE REPORT (1 OCT – 31 DEC 2016)</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

## 1.0 Recommendations

- 1.1 That progress against performance targets is considered.

## 2.0 Purpose of Report

- 2.1 To report progress against the Corporate Plan for the period 1 October to 31 December 2016 under the themes of People, Place, Progress and Outcomes.

## 3.0 Detail

- 3.1 The Corporate Plan 2016 – 2021 was approved following extensive consultation into South Derbyshire's needs, categorising them under four key themes: People, Place, Progress and Outcomes. The Corporate Plan is central to our work – it sets out our values and vision for South Derbyshire and defines our priorities for delivering high-quality services.

- 3.2 This Committee is responsible for overseeing the delivery of the following key aims:

### **People**

- *Enable people to live independently*
- *Protect and support the most vulnerable, including those affected by financial challenges.*
- *Use existing tools and powers and take appropriate enforcement action*
- *Increase levels of participation in sport, health, environmental and physical activities*
- *Develop the workforce of South Derbyshire to support growth*

### **Place**

- *Facilitate and deliver integrated and sustainable housing and community infrastructure*
- *Help maintain low crime and anti-social behaviour levels in the District*
- *Support provision of cultural facilities and activities*

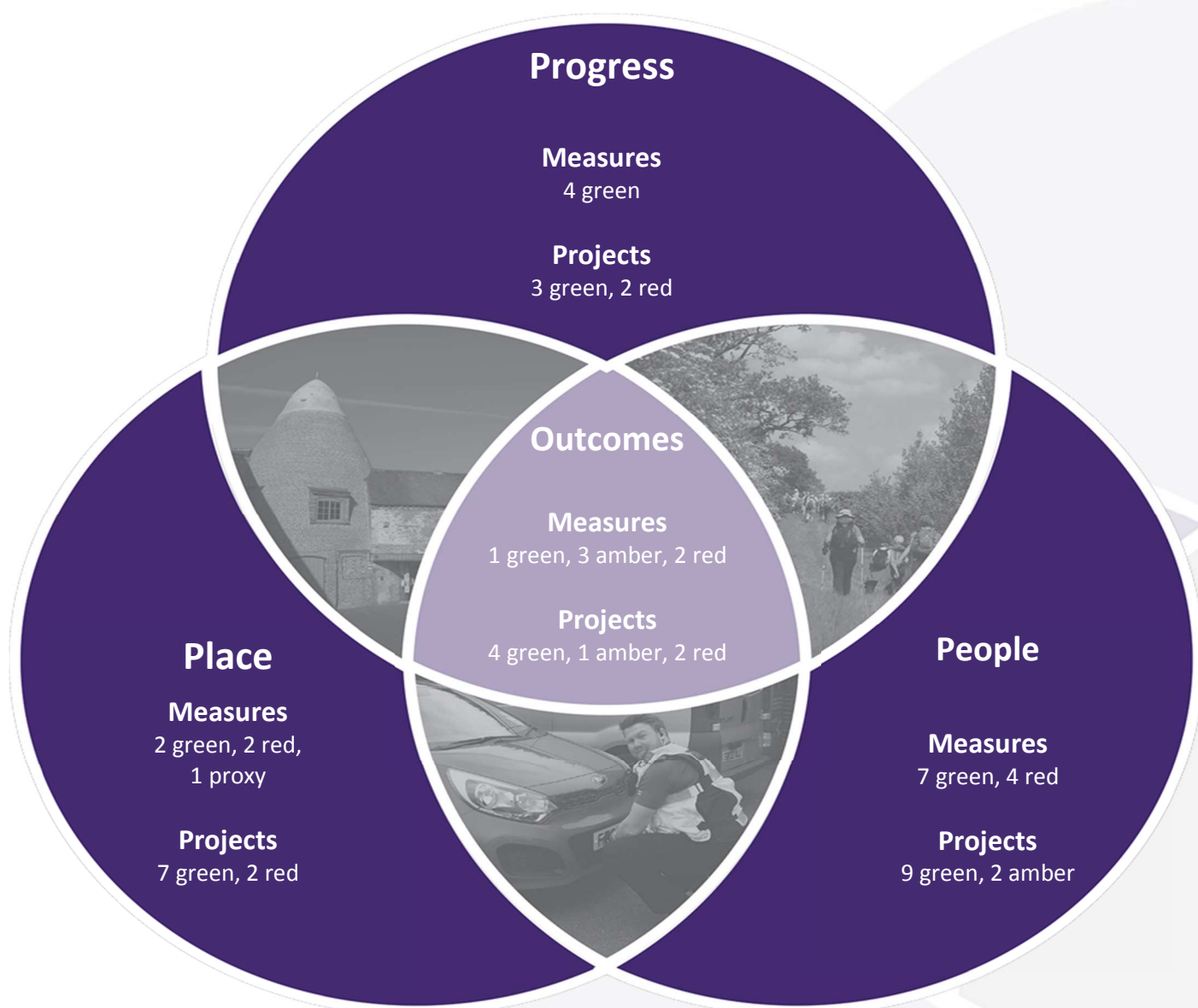
These aims are underpinned by outcomes including financial health, improved customer focus, good governance, enhanced environmental standards and maintaining a skilled workforce.

- 3.3 Of the 26 measures and projects under the jurisdiction of the Housing and Community Services Committee, 21 are green, two are red and one is amber. One is a proxy measure.

- 3.4 More information can be found in the Performance Board in **Appendix A**. A detailed breakdown of performance for Housing and Community Services is available in the Success Areas document (**Appendix B**)

and Action Plan (**Appendix C**), while associated risks are contained in the risk registers in **Appendices D** and **E**.

#### **4.0 Overall Council performance – Quarter three (October 1 to December 31, 2016)**



#### **5.0 Financial and Corporate Implications**

5.1 None directly.

#### **6.0 Community Implications**

6.1 The Council aspires to be an “excellent” Council in order to deliver the service expectations to local communities. This report demonstrates how priorities under the People, Place and Progress and Outcomes themes contribute to that aspiration.

#### **7.0 Appendices**

Appendix A – Performance Board  
Appendix B – Housing and Community Services: Success Areas  
Appendix C – Housing and Community Services: Action Plan  
Appendix D – Community and Planning Risk Register  
Appendix E – Housing and Environmental Services Risk Register

# Appendix A – Performance Board

## Quarter 3 (October 1 to December 31, 2016)

People Measures						
Action	Measure	Last quarter	Q3 target	Q3 actual	2016/17 target	Detail
PE1: Enable people to live independently						
Provide an efficient and well-targeted adaptation service	% of adapted properties allocated on a needs basis <b>PE1.1</b>	91.60% <b>Target &gt;90%</b>	>90%	100%	>90%	16 adapted properties were allocated on a needs basis.  <b>H&amp;CS</b>
	% of residents very or fairly satisfied with the quality of their new home <b>PE1.2</b>	91% <b>Target &gt;88%</b>	>88%	100%	>88%	30 residents responded to the survey, all of which were either very or fairly satisfied with the quality of their new home.  <b>H&amp;CS</b>
PE2: Protect and help support the most vulnerable, including those affected by financial challenges						
Maintain regular contact with tenants, with a focus on those identified as 'vulnerable'	Total number of tenancy audits completed <b>PE2.1</b>	500 <b>Target 500</b>	750 (Cumulative)	693	1,000	See Action Plan.  <b>H&amp;CS</b>
	% of successful introductory tenancies <b>PE2.2</b>	95.55% <b>Target &gt;85%</b>	>85%	100%	>85%	31/31 Intro tenants were successfully transferred to secure tenancies.  <b>H&amp;CS</b>

<b>Process Benefit claims efficiently</b>	Average time for processing new Benefit claims <b>PE2.3</b>	17.59 days <b>Target &lt;18 days</b>	<18 Days	22 Days	<18 days	See Action Plan. <b>F&amp;M</b>
	Average time for processing notifications of changes in circumstances <b>PE2.4</b>	7.99 days <b>Target &lt;8 days</b>	<8 days	11 Days	<8 days	See Action Plan. <b>F&amp;M</b>

**PE4: Increase levels of participation in sport, health, environmental and physical activities**

<b>Delivery of sport, health and physical and environmental activity opportunities</b>	Number of sport, health, physical activity and play scheme participations <b>PE4.1</b>	13,394 <b>Target 11,500</b>	4,980	7,980	37,845	Thursday Night Project launched in Hilton and Netball in Melbourne with good attendance being maintained (launched late September) <b>H&amp;CS</b>
	Number of Environmental Education participations <b>PE4.2</b>	2,523 <b>Target 1,500</b>	1,300	8,675	5,250	Over 6,400 are through grant-funded Sainsbury's outreach work in primary schools <b>H&amp;CS</b>
	Number of Parklife opportunities <b>PE4.3</b>	1,650 <b>Target 150</b>	150	382	500	Well-attended sessions included a weekly buggy walk, over 50s tennis group and outdoor table tennis coaching. Events at Swadlincote Woodlands included a macro photography workshop. <b>H&amp;CS</b>

**PE5: Reduce the amount of waste sent to landfill**

<b>Minimise waste sent to landfill</b>	Household waste collected per head of population <b>PE5.1</b>	120kgs <b>Target &lt;125kgs</b>	<130kgs	94.3kgs	<510 kg	Continues to remain better than target.  <b>E&amp;DS</b>
	% of all collected waste recycled and composted <b>PE5.2</b>	53.70% <b>Target &gt;52%</b>	>48%	43.4%	>50%	See Action Plan.  <b>E&amp;DS</b>

## People Projects

Action	Last quarter	Q3 target	Q3 actual	2016/17 target	Detail
<b>PE1: Enable people to live independently</b>					
<b>Support the voluntary and community sector to enable people to maintain living independently</b>	Support offered to Goseley Festival and the Hatton Centre.	Support promotion of voluntary and community sector to Elected Members.	On track. See Detail Column.	Maintain SDDC grant funding to the voluntary and community sector. <b>PE1.3</b>	New SDDC Volunteer Policy and development plan approved at committee. Plan drawn up with CVS and includes actions to develop volunteer management within the Council and to celebrate volunteering in the community.  <b>F&amp;M</b>
<b>Continue to contribute to the county wide review of Disabled Facilities Grants (DFGs)</b>	SDDC allocated £336,000 for the DFGs.	Implementation of appropriate recommendations.	No Actions for Q3.	All recommendations implemented by April 1, 2017. <b>PE1.4</b>	No Actions for Q3.  <b>H&amp;CS</b>
<b>Expand the use of Telecare services to increase independence</b>	The Supported Housing Service was under review with external support.	Achieve accreditation from TSA.	See Detail Column.	Provide a value for money Supported Housing product. <b>PE1.5</b>	There is a 6-month wait for TSA accreditation visits owing to a new Telecare standard being introduced. SDDC's order has been placed but wait time prevented accreditation visit.  <b>H&amp;CS</b>

**PE2: Protect and help support the most vulnerable, including those affected by financial challenges**

<b>Approval and implementation of South Derbyshire as a Dementia friendly District</b>	71 SDDC Staff/Elected Members became 'Dementia Friends'.	Deliver Elected Member and staff dementia awareness sessions.	On track. See Detail Column.	Work progressed towards Dementia Friendly Community status. <b>PE2.5</b>	113 SDDC Staff/Elected members have become 'Dementia Friends' to date. More sessions planned for Quarter 4.  <b>H&amp;CS</b>
<b>Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'</b>	Good practice identified and implemented, including advice leaflets being issued.	Prepare submission for accreditation.	On track. See Detail Column.	To attain NPSS Standard for Homelessness <b>PE2.6</b>	Submission has been prepared  <b>H&amp;CS</b>
<b>Develop a Community Champion Scheme through volunteer development</b>	Initial scheme plan drawn up.	Develop volunteering scheme and consult with partners.	On track. See Detail Column.	Scheme to be approved. <b>PE2.7</b>	Scope of Community Champion Scheme agreed with CVS. South Derbyshire Day will have an increased focus on nominated volunteers to celebrate their contribution.  <b>H&amp;CS</b>

**PE3: Use existing tools and powers to take appropriate enforcement action**

<b>Publish and annually review a single Enforcement Policy covering all SDDC regulatory activity</b>	A final draft of the policy was produced following consultation.	Committee item seeking endorsement of the final draft Enforcement Policy.	On track. See Detail Column.	Develop and publish a Corporate Enforcement Policy. <b>PE3.1</b>	Approved by E&DS on Nov 17 and H&CS on Nov 24  <b>H&amp;CS/ E&amp;DS</b>
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**PE4: Increase levels of participation in sport, health, environmental and physical activities**

<b>Develop a Healthy Communities approach for SD</b>	Family 'Parklife' activities in development to support priority physical activity area.	Work with partners to deliver healthy communities plan.	On track. See Detail Column.	Work towards Healthy Communities Accreditation. <b>PE4.4</b>	Work started to support development of BNE1 Healthy Lifestyle section of the Supplementary Planning Document (SPD) of the Local Plan. Supports Urban Planning priority.  <b>H&amp;CS</b>
<b>Develop a Sport, Health and Physical Activity Strategy</b>	Research and data gathering undertaken.	Complete draft strategy.	On track. See Detail Column.	Strategy developed and implemented. <b>PE4.5</b>	Draft strategy completed and being reviewed by strategic partners. Area profiles underway to support strategy  <b>H&amp;CS</b>

**PE6: Develop the workforce of South Derbyshire to support growth**

<b>Stage a careers fair for young people and jobseekers</b>	Work underway on planning for 2017 event.	Start planning 2017 event.	On track. See Detail Column.	Deliver event, review and plan for 2017 fair. <b>PE6.1</b>	Planning is underway and the date set for the Jobs & Skills Fair - 6 April 2017  <b>E&amp;DS</b>
<b>Increasing school engagement to raise aspirations</b>	Raising Aspirations project update delivered at the July South Derbyshire Partnership Board.	Review SDDC involvement with Raising Aspirations Project.	On track. See Detail Column.	Schools agree to work with SDDC. <b>PE6.2</b>	SDDC supporting strategic and operational working groups. Raising Aspirations work now a priority for the Locality Children's Partnership Action Plan 2016/17.  <b>H&amp;CS</b>

## Place Measures

Action	Measure	Last quarter	Q3 target	Q3 actual	2016/17 target	Detail
<b>PL1: Facilitate and deliver a range of integrated and sustainable housing and community infrastructure</b>						
<b>Increase the supply and range for all affordable housing provision</b>	Increased supply of affordable homes. <b>PL1.1</b>	Homes delivered by Trent & Dove in Rose Hill, Woodville.	Proxy	11	Proxy	11 properties in Rowley Court, Swadlincote (including 1 DFG property) delivered by SDDC. 34 properties (including Stenson Fields and Boulton Moor) have been delivered by Derwent Living and Trent and Dove. We are still awaiting more information from some external organisations and will provide a final number for 16/17 at year end.  <b>H&amp;CS/E&amp;DS</b>
<b>Deliver Housing Asset Management Strategy</b>	Deliver against targets set out in the Asset Management Strategy Action Plan. <b>PL1.2</b>	Asset Management Strategy approved by Committee.	Following review, no measures were developed. We will continue to monitor actions that emanate from the strategy.	All actions delivered	Targets to be finalised once strategy is adopted.	Asset data for the HRA Business plan published and the 5-year capital improvements programme produced. A self-help video to reduce mould was published and an external advisor appointed to facilitate new build and

						regeneration opportunities. An appraisal of all land in HRA and General Fund ownership for potential development opportunity or sale has been produced.  <b>H&amp;CS</b>
<b>PL3: Help maintain low crime and anti-social behaviour levels in the District</b>						
<b>Deliver a programme of proactive interventions to reduce environmental crime</b>	Downward trend in fly-tipping incidents. <b>PL3.1</b>	349 <b>Target &lt;338</b> (cumulative)	507 (cumulative)	536 (cumulative)	<676	See Action Plan.  <b>E&amp;DS</b>
<b>PL4: Connect with our communities, helping them to feel safe and secure</b>						
<b>Reduce number of noise complaints</b>	Reduce number of noise complaints. <b>PL4.1</b>	7.1 <b>Target &lt;5.5</b> <b>complaints per 1,000 people.</b>	<4.8 complaints per 1,000 people.	6.1	Q4 <4.6	See Action Plan.  <b>E&amp;DS</b>
<b>PL6: Deliver services that keep the District clean and healthy</b>						
<b>Reduce contaminated risk rating of land</b>	Number of contaminated land assessments. <b>PL6.1</b>	1 <b>Target 1</b>	One completed	1	Four contaminated land assessments completed.	Site assessed was Hunts View, Netherseal. This highlighted no significant constraints with regard to contaminated land and concluded the site is suitable for residential use without further investigatory action.  <b>E&amp;DS</b>

## Place Projects

Action	Last quarter	Q3 target	Q3 actual	2016/17 target	Detail
<b>PL1: Facilitate and deliver integrated and sustainable housing and community infrastructure</b>					
<b>Deliver an adopted South Derbyshire Local Plan, Parts 1 and 2</b>	Draft consultation took place from June to August 2016.	Regulation 19 consultation of submission version of Local Plan Part 2.	On track. See Detail Column.	Plan adopted. <b>PL1.3</b>	Regulation 19 consultation undertaken in Quarter 3.  <b>E&amp;DS</b>
<b>Increase the supply and range of affordable housing provision</b>	Draft prepared, awaiting consultation alongside another Supplementary Planning Document (SPD).	Approval and consultation for SPD.	See Action Plan.	Framework to review rural housing needs developed. Develop affordable housing SPD. <b>PL1.4</b>	See Action Plan.  <b>H&amp;CS</b>
<b>Consider the introduction of a Community Infrastructure Levy (CIL)</b>	The drafting of the report was put on hold as Government announcements were awaited.	Conclusion of final report and submission to E&DS Committee.	See Action Plan.	Informed decision made. <b>PL1.5</b>	See Action Plan.  <b>E&amp;DS/F&amp;M</b>
<b>PL2: Enhance understanding of the planning process</b>					
<b>Support the development of Neighbourhood Plans</b>	Grants Panel held on October 18. On track to meet annual target.	Provide support to interested parties.	On track. See Detail Column.	Level of support provided to interested parties. <b>PL2.1</b>	The screening report for the Repton Neighbourhood Plan in respect of the Habitats Regulations and Strategic Environmental Assessment consulted upon and responses received. The opinion will be published in Q4. No further update for Melbourne.  <b>E&amp;DS</b>

**PL3: Help maintain low crime and anti-social behaviour levels**

<b>Review, publish and deliver the Safer South Derbyshire Community Safety Partnership Plan</b>	Summer Scheme diversionary activities funded in urban core. Public Space Protection Order (PSPO) on Swadlincote Town Centre went live.	Deliver the actions and objectives within the partnership plan.	On track. See Detail Column.	Plan published. Actions within the plan delivered. <b>PL3.2</b>	<p>Actions delivered against all six priority themes. Education sessions held for parents and students on Child Sexual Exploitation and Drugs and Sexting. Other successes include domestic violence campaigns to promote local services and White Ribbon Day, the Safer Homes Scheme being extended to include domestic violence victims and tool marking operations being held.</p> <p><b>H&amp;CS</b></p>
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**PL5: Support provision of cultural facilities and activities**

<b>Introduce and progress the Sport, Recreation and Open Space Facility Strategy</b>	Project list in production and site plans being identified.	Commission site plans.	On track. See Detail Column.	Number of facilities enhanced. <b>PL5.1</b>	<p>Initiation of Cockshut Lane site development plan for future pitch and facility developments in liaison with MSP and Hillside Recreation Ground, Findern (in partnership with Findern PC).</p> <p><b>H&amp;CS</b></p>
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<b>Implement and manage the leisure facility capital build programme</b>	Newhall Park Memorial Garden and Melbourne Sports Park officially opened.	Complete Cockshut Lane Recreation Ground Phase II.	On track. See Detail Column.	Facilities completed.  External investment and grants brought to District. <b>PL5.2</b>	Building and site operational, supporting member clubs and new activities  <b>H&amp;CS/F&amp;M</b>
<b>Introduce and progress the District Cycle Plan, including an annual cycle event</b>	Stakeholders identified and included. Plan adopted at Committee identifies five-year activity programme.	Trial community cycle event.	On track. See Detail Column.	Develop and implement action plan. Number of opportunities offered <b>PL5.3</b>	Findern, Linton and Belmont Primary Schools held Early Rider sessions.  Format for community event trialled. Sustrans and Community Sports Trust committed to 'Cycle Sunday' events in new year.  <b>H&amp;CS</b>
<b>PL6: Deliver services that keep the District clean and healthy</b>					
<b>Ensure that food, water, housing, land and air all meet designated standards for human health</b>	Review of existing monitoring locations completed.	Publish a report for the Derbyshire Health Protection Board.	On track. See Detail Column.	Air Quality meets Directive 2008/50/EC and the Air Quality Strategy standard. <b>PL6.2</b>	Report taken to the Health Protection Board on Oct 10, 2016.  <b>E&amp;DS</b>

## Progress Measures

Action	Measure	Last quarter	Q3 target	Q3 actual	2016/17 target	Detail
<b>PR2: Unlock development potential and ensure the continuing growth of vibrant town centres</b>						
<b>Delivery of Swadlincote Townscape project</b>	Number of target buildings offered grants. <b>PR2.1</b>	0 <b>Target 0</b>	1	3	2	Grants Panel awarded three grants on October 24.  <b>E&amp;DS</b>
<b>PR3: Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend to tourists</b>						
<b>Support the development of the tourism sector</b>	Tourist centre enquiries handled. <b>PR3.1</b>	12,622 <b>Target &gt;5,000</b>	>5,000	9,027	>20,000	9,027 enquiries handled in Q3. Autumn and Winter edition of 'What's On' Guide published. National Forest & Beyond 'Attractions Guide 2017' published.  <b>E&amp;DS</b>
<b>PR5: Provide business support and promote innovation and access to finance, including in rural areas</b>						
<b>Maximise the prosperity of businesses in South Derbyshire through the delivery of the Better Business Regulation Partnership action plan</b>	Number of food businesses which have a Food Hygiene Rating score of 5. <b>PR5.1</b>	82.80 <b>Target &gt;75%</b>	>75%	83.9%	>75%	Solid upward trajectory. SDDC ranked in the top 20 in the country in terms of performance. Positive publicity received during the quarter.  <b>E&amp;DS</b>
	Number of registered food businesses active in the District <b>PR5.2</b>	805 <b>Target &gt;790</b>	>790	837	>790	Reflects support provided to local food sector. This includes helping new businesses to understand requirements.  <b>E&amp;DS</b>

## Progress Projects

Action	Last quarter	Q3 target	Q3 actual	2016/17 target	Detail
<b>PR1: Work to attract further inward investment</b>					
<b>Launch new Economic Development Strategy</b>	Strategy for period 2016-2021 adopted.	Adopt Strategy.	On track. See Detail Column.	New five-year strategy launched and actions from it delivered. <b>PR1.1</b>	The new Strategy was adopted by E&DS on 29 Sept and launched at a well-attended event at the Odeon Cinema on 17 Nov 2016.  <b>E&amp;DS</b>
<b>PR2: Unlock development potential and ensure the continuing growth of vibrant town centres</b>					
<b>Delivery of Swadlincote Townscape Project</b>	Consultation completed on Heritage Trail.	Engage with schools via at least three different education providers and deliver activities for Building Maintenance week.	On track. See Detail Column.	Delivery of Activity Plan. <b>PR2.2</b>	Two Townscape TV Sessions delivered to schools with Environmental Education Project Team and Burton TV. Two School Decision Days delivered by Environmental Studies Team DCC.  <b>E&amp;DS</b>
	Landscape architects appointed for Diana Memorial Garden.	Start enhancement works.	See Action Plan.	Enhancement of Diana Memorial Garden. <b>PR2.2</b>	See Action Plan.  <b>E&amp;DS</b>
<b>Organise and/or support town centre events</b>	Events held included Scarecrow Hunt and a Shopping Day.	Deliver environmental activities as part of Food Festival.	On track. See Detail Column.	Events delivered and/or supported. <b>PR2.3</b>	Events included Christmas Lights, International Food and Drink Festival and Xmas Mega Market  <b>E&amp;DS</b>



**PR4: Help to influence and develop the infrastructure for economic growth**

<b>Review and update the Infrastructure Delivery Plan</b>	Timetable amended in line with the submission of the Local Plan.	Publish plan.	See Action Plan.	Plan published. <b>PR4.1</b>	See Action Plan.  <b>E&amp;DS</b>
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## Outcomes Measures

Action	Measure	Last quarter	Q3 target	Q3 actual	2016/17 target	Detail
<b>O1: Maintain financial health</b>						
<b>Deliver a balanced general fund</b>	5-year General Fund reserve balance is a minimum of £1m by 2021. <b>O1.1</b>	Annual target.	Annual target.	Annual target.	General Fund Reserve Balance at £6.2m as at 31 <sup>st</sup> March 2017.	Target as per the Financial Strategy. The longer-term target will be regularly monitored as part of the MTFP. <b>F&amp;M</b>
	A balanced General Fund budget by 2018/19. <b>O1.2</b>	Annual target.	Annual target.	Annual target.	A strategy and savings plan agreed by the Council.	Target as per the Financial Strategy. The longer-term target will be regularly monitored as part of the MTFP. <b>F&amp;M</b>
<b>Maximising income</b>	Generate income from New Homes Bonus, Business Rates and sweating of assets. <b>O1.3</b>	Annual target.	Annual target.	Annual target.	Income from Business Rates/New Homes Bonus is £6m at March 2017.	Target included in the MTFP. <b>F&amp;M</b>
<b>Maximise rental income to help the Council do more with less</b>	Rent collected from current and former tenants as % rent due (excluding arrears b/f). <b>O1.4</b>	100.96% <b>Target 99.9%</b>	99.9%	100.06%	99.9%	Whilst still exceeding target, December's performance has dropped when compared to November. This is not unusual for the Christmas period and plans are underway to complete a week of action in January 2017. Rent and service charges due YTD £9,324,774.

						Total rent and service charges collected from current and former tenants, including housing benefit overpayments, YTD £9,330,356.  <b>H&amp;CS/F&amp;M</b>
<b>O3: Enhance environmental standards</b>						
<b>Strive to be more energy efficient.</b>	Annual improvements in the energy consumption of public buildings. <b>O3.1</b>	2.78% increase <b>Target 3%</b>	3% reduction	4.27% increase	3% reduction	See Action Plan.  <b>E&amp;DS</b>
<b>O4: Maintain a skilled workforce</b>						
<b>To strengthen measures and support employees to reduce absence due to sickness/ill-health and to promote a healthy workforce.</b>	The average working days lost per employee is less than 8 days per year (2 days per quarter). <b>O4.1</b>	2.78 days <b>Target &lt;2 days</b>	<2 days	2.59 days	<8 days	See Action Plan  <b>F&amp;M</b>

## Outcomes Projects

Action	Last quarter	Q3 target	Q3 actual	2016/17 target	Details
<b>O1: Maintain financial health</b>					
Keep under review priorities into which available funds may be invested in communities	Annual target	Annual target	Annual target	Key priority areas evaluated and agreed by F&M. To be considered as part of 2017/18 Budget round. <b>O1.5</b>	To be considered as part of 2017/18 Budget Round in Q4. <b>F&amp;M</b>
Explore potential commercialisation opportunities and identify areas for competing with the private sector	Draft timetable completed. Officer appointed and project office established.	Deliver reviews.	On track. See Detail Column.	Deliver process reviews <b>O1.6</b>	Charging conservation advice to other organisations progressed and Building Control services promoted through Business Breakfast to architectural firms to increase market share. <b>All Committees</b>
<b>O2: Achieve proper corporate governance</b>					
Maintain a proper Risk Management Framework	Updated registers shown as appendices to the Performance Board.	Update registers for next committee cycle.	On track. See Detail Column.	Strategic and service risk registers reviewed, updated and reported to Committees on a quarterly basis. <b>O2.1</b>	Updated registers shown as appendices to the Performance Board. <b>All Committees</b>
<b>O3: Enhance environmental standards</b>					
Maintain ISO 14001 certification in environmental management	Senior management review completed on September 7, 2016.	Prepare for and deliver external ISO 14001 certification.	On track. See Detail Column.	Achieve ISO 14001 certification <b>O3.2</b>	External surveillance audit due 23-25 January 2017. <b>E&amp;DS</b>

O4: Maintain a skilled workforce					
Maintain a skilled workforce	N/A	Job competencies to be reviewed during Q2 and Q3 following review of current training and development programme.	See Action Plan.	Investors in People standard for staff development maintained. <b>O4.2</b>	See Action Plan. <b>F&amp;M</b>
O5: Maintain customer focus					
Design and deliver a new website that allows customers to search and find information easily and quickly	Web Labs appointed as supplier.	Sign off design templates and hold briefings with staff and Elected Members. Work to start on preparing content, structure and online forms.	On track. See Detail column.	New website launched. <b>O5.1</b>	Design templates signed off. Icons also produced. More than 10 briefings held with staff from all departments. Content, structure and online forms progressing well. <b>F&amp;M</b>
O6: Be aware of and plan for financial, legal and environmental risks					
Improve resilience to the local impacts of climate change and emergency responses.	A programme of climate change adaptation activity under development.	Produce and circulate for consultation a draft climate change mitigation and adaptation plan.	See Action Plan.	Deliver campaigns to mitigate and aid adaptation of climate change and flooding. <b>O6.1</b>	See Action Plan. <b>E&amp;DS</b>

Measures and projects outlined in green are on track.

Measures and projects outlined in grey have a single, annual target and are not measured on a quarterly basis.

Measures and projects outlined in purple are proxy.

Actions being taken on indicators currently not on target (coloured in red and amber) are outlined in the Action Plan in Appendix C.



Housing and Community Services  
Strategic and Service Success Areas  
Quarter 3, 2016

Appendix B



## Quality

Target >88%

100% of residents very or fairly satisfied with the quality of their new home.



## Project

Thursdays

Thursday Night Project for young people launched in Hilton.



## Friends

Buy in

113 SDDC Staff/Elected Members have become 'Dementia Friends'.



## Marking

Protection

Tool marking security operations held after increase in thefts.



## Policy

Enforcement

New Corporate Enforcement Policy has been developed and approved.

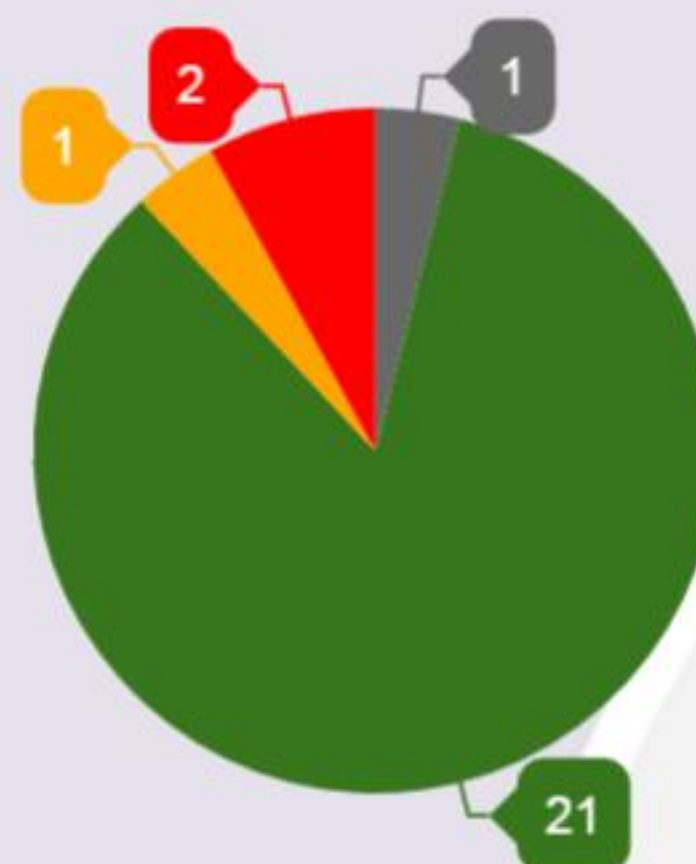


## Homes

Restoration

45 affordable homes have been delivered across the District, including 11 Council properties in Rowley Court, Swadlincote.

### H+CS Performance Overview



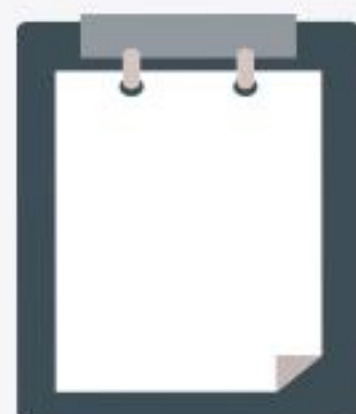
■ On hold (4%) ■ Green (84%) ■ Amber (4%) ■ Red (8%)



## Cycling

Early riders

Early Rider cycle sessions at Findern, Linton and Belmont Primary Schools.



## NPSS

Standard

NPSS Standard for Homelessness application submitted.



## Santas

Woodland Sprint

Santa Sprint charity fundraiser event held on Swadlincote Woodlands.



## Adaptions

Target 100%

16 out of 16 adapted properties were allocated on a needs basis.



# Housing and Community Services Performance Action Plan - Quarter 3, 2016

## Appendix C



**693**

Number of  
tenancy audits  
carried out

**Target 750**

Theme - Place. Action – PE2.1 Total Number of Tenancy Audits Carried Out

Performance: 193/250 audits completed for quarter three. This means 693 audits have been carried out during the year so far, against a target of 750.

Trend (compared to last quarter) – Our target to undertake 500 visits by the end of quarter two was met.

Staff illness has accounted for a drop in performance for this PI. The team has worked at 80% capacity between November and January and this has had a cumulative effect on other areas of work which needed to be covered.

Key actions underway – The team leader has been tasked to ensure that staff work more efficiently to ensure this PI comes in on target for Quarter four. This includes combining rent visits with tenancy audits, thereby completing two tasks in one visit.

Opportunities/risks: The team is completing a week of rent action in late January, which will provide opportunities to visit more tenants.



**0**

Approval for  
Affordable  
Housing  
Supplementary  
Planning  
Document and  
consultation  
held

**Target 1**

Theme - Place. Action – Development of an Affordable Housing Supplementary Planning Document (SPD)

Target: Approval for SPD and consultation held.

Performance: Draft document completed. Approval will be sought in Quarter four. Further internal consultation and data input from Strategic Housing will be required.

Trend (compared to last quarter) – Quarter two was achieved, with a draft document prepared.

Key actions underway - The Affordable Housing SPD is going to Committee on March 2 for approval to undertake consultation.

Risks: Risk is currently low but will increase over time.

## There are two actions for Housing and Community Services



## Community and Planning Risk Register 2016-2017

Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Outcomes/ Maintain Financial Health	Reduced Planning Fees (DM1)	Low	High	Treat	Careful attention to forecasts/setting budgets and budget monitoring - Forecast for 2016/17 is continued high levels of income.	Tony Sylvester
Outcomes/ Maintain Financial Health	Judicial review of Planning decisions (DM2)	Low	High	Treat	<p>Weekly case review with all case officers for early identification of high-risk cases, legal opinion sought when necessary.</p> <p>On-going review of new statutory procedures, continued advice from legal when required.</p> <p>New planning officer structure in place 1/7/15 provides better capacity to monitor cases.</p>	Tony Sylvester
Outcomes/ Maintain Financial Health	Maladministration leading to injustice via LGO (DM3/BC4/PP2)	Low	Low	Treat	<p>Some documented process of procedures</p> <p>Training in processes</p> <p>Close monitoring of report recommendations</p>	Tony Sylvester



Outcomes/ Maintain Financial Health	Judicial Review of Building Control Decision (BC1)	Med	Med	Treat	Ongoing review of new statutory procedures, continued advice from counsel when required.	Tony Sylvester
Outcomes/ Maintain Financial Health	Loss of Market share below sustainable level (BC2)	Med	High	Treat	Frequent monitoring of market share, app numbers, fee income.  Frequent marketing events /direct mail.	Tony Sylvester
Outcomes/ Maintain Financial Health	Negligence resulting in loss to personal property (BC3/DM4)	Low	High	Treat	Insurance  Professional training  Maintain sound procedures and act speedily to recover ground when mistakes are made.	Tony Sylvester
Outcomes/ Maintain Financial Health	Failure to collect financial contributions or to enforce the delivery of obligations within Section Agreements (DM5)	High	Very High	Treat	Committee approval to replace Section 106 monitoring software	Helen Frazer
Outcomes/ Maintain Financial Health	Appeal against refusal of major planning applications (DM6)	High	High	Treat	Careful consideration of all major application refusals.  Legal opinions where necessary  Members training  Employ consultants	Tony Sylvester
Outcomes/ Maintain Financial Health	High volume of planning applications (DM7)	High	Med	Treat	New planning officer structure in place 1/7/15 provides better capacity to monitor cases =	Tony Sylvester

					optimum use of resources  Closely monitor inward investment related applications	
Outcomes/ Maintain Financial Health	Loss of knowledge in department relating to specialist IT solutions, GIS and others (DM8)	High	Medium		Specialist GIS knowledge outside of service e.g. specialist knowledge within IT/Corporately	Tony Sylvester
Outcomes/ Maintain Financial Health	Loss of public access to PA on website (DM9)	High	Medium	Treat	Reduce reliance on single contractor  Ensure Central IT can administer  Seek alternative solution	Tony Sylvester
Place/ Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Technical and Legal problems/threats leading to delays in the adoption of the Local Plan Documents (PP1)	High	High	Treat	Early liaison with Planning Inspectorate  Maintaining an up-to-date evidence base  Maintaining cross boundary communication  Taking legal advice  On-going political engagement in process	Tony Sylvester
Place/Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Judicial review of any aspect of the Local Plan affecting adoption (PP3)	High	High	Treat	Up-to-date evidence base  Continued cross boundary communication  Obtain legal opinion when required	Tony Sylvester

People/ Increase levels of participation in sport, health, environmental and physical activities	Reduction of council funding into Sport and Health Service Unable to source external funding to service Reserve fund being depleted for other sources other than the sport and health service delivery. (SP1)	High	High	Treat	Forward Budget Planning over a number of years.  Lobby to maintain current funding contribution that the council makes towards the service and for an increased contribution if members want the current levels of service to be maintained.  Continually seek external funding options	Hannah Peate
Place/ Support provision of cultural facilities and activities throughout the District	Managing large Capital projects (CS1)	Med	V High	Treat	Ongoing dialogue with funders  Support from internal and external specialists re legal and financial issues  Financial monitoring/attendance of CPAM meetings	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Failure of Contracts e.g. leisure centres (CS2)	Med	High	Treat	Contracts in place or held over.  Regular (monthly) contract monitoring meetings for main contracts	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Memorial monuments falling causing injury (CS3)	Low	Med	Treat	Informal checks undertaken and programme of rolling checks reintroduced	Malcolm Roseburgh

Outcomes/ Maintain Financial Health	Accidents at Play Areas (CS4)	Med	High	Treat	<p>Inspections carried out by dedicated member of staff.</p> <p>Insurance company inspect annually</p> <p>Park keepers on some sites</p> <p>New play areas are designed to meet current standards. Need to arrange further back-up cover for inspections when Inspector is absent.</p>	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Dilapidation of Leisure/Community Facilities (CS5)	Med	High	Treat	<p>Control measure in place: - securing internal and external funding, supporting VCS and parish councils with funding, improving planned preventative maintenance, transferring assets where possible, improved monitoring</p>	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Failure of Business Plan for Rosliston Forestry Centre (CS6)	High	High	Treat	<p>Monthly performance meetings</p> <p>Annual Review of Business Plan</p> <p>Development and implementation of new strategy</p> <p>Increase involvement of Forestry Commission in business planning</p>	Malcolm Roseburgh

Place/ Support provision of cultural facilities and activities throughout the District	Urban Core Cemetery Space running out (CS7)	V High	Med	Treat	Continued internal meetings with Planning and Property Services to identify land opportunities	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Failing infrastructure at Rosliston Forestry Centre. (CS8)	V High	High	Treat	Complete condition survey Seek estimates for priority work. Alert senior management team Six monthly review of risk	Malcolm Roseburgh
People/Prote ct and help support the most vulnerable, including those affected by financial challenges	Sustainability of the voluntary sector (CM1)	V High	Med	Treat	Service Development proposal to continue community partnership scheme in future years. Continue partnership working with CVS and rest of VCS	Chris Smith
Place/ Support provision of cultural facilities and activities throughout the District	Failure of Sharpe's Pottery Museum (CM2)	Med	Med	Treat	Councillor representation on board  Attendance on board meetings by Officers  Support from Community Partnership Officer when required	Chris Smith

# Housing and Environmental Services Risk Register

Risk Code	Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
HES1	Maintain Financial Health	Loss of income to the Housing Revenue Account through 1% rent reduction for general needs tenancies	High	Major	Treat	<p>Restructure housing service to ensure resources deployed appropriately</p> <p>Revise all income policies and procedures to ensure they are fit for purpose</p> <p>Invest in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty</p> <p>Review 'back office' functions to ensure frontline staff are able to work effectively</p>	Chris Holloway
HES2	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Loss of income to the Housing Revenue Account through roll out of Universal Credit	High	Major	Treat	<p>Restructure housing service to ensure resources deployed appropriately</p> <p>Revise all income policies and procedures to ensure they are fit for purpose</p> <p>Invest in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty</p> <p>Review 'back office' functions to ensure frontline staff are able to work effectively</p>	Chris Holloway

HES3	Keep residents happy, healthy and safe	Loss of Supporting People funding for the supported housing service	High	Severe	Treat	<p>Conduct full review of supported housing service to ensure financial viability</p> <p>Increase service delivery to private customers</p> <p>Explore new income streams working in collaboration with healthcare partners</p>	Chris Holloway
HES4	Enable people to live Independently	Loss of Supporting People funding for the sheltered housing service	High	Severe	Treat	<p>Conduct full review of supported housing service to ensure financial viability</p> <p>Increase service delivery to private customers</p> <p>Explore new income streams working in collaboration with healthcare partners</p>	Chris Holloway
HES5	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Increase in homeless applications / presentations as Universal Credit rolls out	Low	Significant	Treat	<p>Restructure housing service to ensure resources deployed appropriately</p> <p>Attain National Practitioner Support Service (NPSS) standard for Homeless Service</p>	Chris Holloway
HES6	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Failure to fulfil statutory homeless duty	Very Low	Significant	Tolerate	<p>Ensure policies and procedures are compliant with statute</p> <p>Ensure staff are well trained and briefed on changes to the Council's statutory obligations</p>	Chris Holloway
HES7	Maintain Financial Health	Failure to follow	Very Low	Significant	Tolerate	<p>Ensure procedures are reviewed regularly and staff are well trained</p>	Chris Holloway

		Council procedures / policies leading to Ombudsman finding of 'maladministration'					
HES8	Achieve proper Corporate Governance	Failure to fulfil Resident Scrutiny statutory duty	Very Low	Significant	Treat	Ensure Resident Scrutiny Panel in place and undertakes regular reviews of services	Martin Guest
HES9	Achieve proper Corporate Governance	Failure to meet statutory deadlines when reporting performance and statutory information to Government agencies	Very Low	Significant	Treat	Ensure deadlines are met and that ownership for each reporting deadline is identified and project managed	Martin Guest
HES10	Maintain a skilled workforce	Loss of IT Systems and lack of specialist IT knowledge in department	Very Low	Significant	Treat	Ensure IT disaster recovery plan is in place Have alternative options available with suppliers Restructure services to ensure required resources in place	Martin Guest
HES11	Maintain financial health	Failure to deliver the planned maintenance and new build programme	Medium	Significant	Treat	Ensure income team is suitably resourced to ensure maximum income. Continually review asset management data to target programme effectively.	Lee Carter
HES12	Maintain financial health	Increase in the cost of contracts	Medium	Severe	Treat	Ensure procurement of goods and services are as lucrative as possible to potential suppliers so they can see the longevity of potential contracts	Lee Carter
HES13	Maintain a skilled workforce	Failure to retain staff	Low	Significant	Treat	Ensure pay and grading review accurately remunerates staff and ensure training and development opportunities are maximised	DMT



HES14	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Lack of funding for development and regeneration programme.	Medium	Significant	Treat	Investigate all avenues for funding new build and regeneration via differing routes to ensure stock levels are maintained or increased	Mike Haynes/Lee Carter
HES15	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Insufficient supply of affordable homes Increase use in temporary accommodation/ increased homelessness/ loss of new homes bonus	High	Significant	Treat	Up-to-date housing needs data/ ensure maximise delivery through planning gain/ support Registered Providers with building new homes/ increase a supply through Council House building	Martin Guest/Tony Sylvester
HES16	Deliver services that keep the District clean and healthy	Major incident (disease outbreak, pollution, severe weather)	Low	Significant	Tolerate	Backfill the staff resources with agency staff	Matt Holford/ Adrian Lowery
HES17	Maintain financial health	Loss of revenue	Low	Severe	Tolerate	Main income streams are from export certificates. Volumes are entirely outside our control	Matt Holford
HES18	Achieve proper Corporate Governance	Legal challenge over statutory function	Medium	Significant	Treat	Effective governance and review of officer decisions	Matt Holford
HES19	Deliver services that keep the District clean and healthy	Failure to deliver minimum statutory service duties	Low	Minor	Tolerate	Continuously keep under review and deploy available resources based on areas of highest potential failure	Matt Holford
HES20	Deliver services that keep the District clean and healthy	Temporary loss of fuel supply at depot	Medium	Minor	Treat	Contingency suppliers in place	Adrian Lowery

HES21	Deliver services that keep the District clean and healthy	National loss of fuel supply	Low	Significant	Treat	Business continuity plan, comply with emergency planning guidance	Adrian Lowery
HES22	Deliver services that keep the District clean and healthy	Loss of vehicle fleet through theft or fire	Low	Significant	Treat	Local and national vehicle hire companies on list of suppliers	Adrian Lowery
HES23	Deliver services that keep the District clean and healthy	Loss of service delivery from contractors	Medium	Significant	Treat	Contingency plans in place to deliver service internally or back-up contractors available	Adrian Lowery
HES24	Maintain financial health	Loss of revenue	Low	Severe	Tolerate	Main income from commercial waste collections cannot compel customers to use our service	Adrian Lowery
HES25	Deliver services that keep the District clean and healthy	Loss of depot operating centre	Low	Significant	Treat	Temporary base for depot Build a new modern depot	Adrian Lowery

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>20<sup>th</sup> April 2017</b>	
<b>REPORT FROM:</b>	<b>DAVID HUCKER DIRECTOR OF HOUSING</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>MARTIN GUEST</b> <a href="mailto:martin.guest@south-derbys.gov.uk">martin.guest@south-derbys.gov.uk</a> <b>01283 595940</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>HOUSING WHITE PAPER CONSULTATION</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>DISTRICT</b>	<b>TERMS OF REFERENCE: HCS14</b>

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## **1.0 Recommendations**

- 1.1 That the content of the Housing White Paper be noted, and that the comments in respect of specific questions posed in the consultation on the White Paper and considered in this report, be endorsed by Members and submitted to the Department of Communities and Local Government (DCLG).

## **2.0 Purpose of Report**

- 2.1 To inform Members of the proposals relevant to South Derbyshire included in the Housing White Paper and provide an indication of how proposed changes could affect the delivery of the Council's planning and housing functions.
- 2.2 Due to the length and complexity of the White Paper, this report does not consider every question posed as part of the consultation. Instead it seeks to consider those issues which are most notable and likely to lead to significant changes in the way the Council undertakes its housing and planning functions. However the White Paper is wide-ranging and considers a range of potential issues including in relation to the definition of affordable housing, the continued protection of Green Belt, flood risk, noise and other impacts of development. As such members with specific interests in such issues may wish to consider the White Paper in more detail and put forward any comments not covered in the detail of this report below. For information the White Paper is available to view at:  
<https://www.gov.uk/government/consultations/fixing-our-broken-housing-market-consultation>

## **3.0 Background**

- 3.1 The Government published its Housing White Paper for Consultation on the 7<sup>th</sup> February 2017. This Consultation runs until the 2<sup>nd</sup> May 2017. Simply stated the White Paper highlights that *"the housing market in this country is broken, and the cause is very simple: for too long we have not built enough homes"*.

- 3.2 The White Paper identifies a range of measures to deal with what it considers are three major problems:
- Over 40% of local planning authorities do not have a plan to meet projected housing growth in their area
  - The pace of development is too slow
  - The structure of the housing market makes it harder to increase supply
- 3.3 In order to address these issues the White Paper sets out a number of objectives. Firstly it identifies a need to plan for the right homes in the right places across all authority areas, secondly the government is seeking to increase the pace of development including through making the planning system more open and accessible and thirdly it is seeking to diversify the housing market including through opening it up to smaller developers, supporting housing associations to build more homes and exploring options to encourage local authorities to build again.

#### **4.0 Detail**

- 4.1 This report will now consider a number of key questions included in the White Paper in turn.
- 4.2 **Question 8a:** Do you agree with the proposals to amend the National Planning Policy Framework to highlight the opportunities that neighbourhood plans present for identifying and allocating small sites that are suitable for housing?;

##### **Comment**

- 4.3 Whilst highlighting opportunities for allocating small residential sites through neighbourhood plans could bring forward some housing sites to meet local needs, it is worth stating that some community organisations wanting to prepare a neighbourhood plan may lack the skills and capacity to adequately identify and support the selection of sites and in some cases may be concerned about being the blamed for putting forwards sites for development where there isn't universal support for such development locally. Moreover for a small number of communities neighbourhood plans are viewed as a mechanism to throttle new development locally and frustrate housing delivery proposed for their area through higher tier Local Plans.
- 4.4 It is noted that paragraph 1.9 of the White Paper states "*Plan-making remains expensive and bureaucratic and can appear inaccessible to local communities*". Any proposal to compel neighbourhood plans to identify and allocate small residential sites would bring neighbourhood plans closer in form and function to Local Plans and could require the need for the collection of additional evidence such as local housing needs, review of different site options etc., together with the need for further scrutiny of the Plan through examination. This may deter some communities from progressing a Plan.
- 4.5 However, some communities could welcome the opportunity to be more proactive in controlling development and may feel better able to identify and allocate sites. On this basis it could be appropriate for the NPPF to highlight the opportunities that neighbourhood plans present for identifying and allocating small sites, although any support should stop short of compelling neighbourhood plans to allocate sites.
- 4.6 **Question 8b:** Do you agree with the proposals to amend the National Planning Policy Framework to encourage local planning authorities to identify opportunities for villages to thrive, especially where this would support services and help meet the authority's housing needs?

Comment

- 4.7 Development in more sustainable villages plays a vital role in delivering housing growth in predominately rural District's such as South Derbyshire. The South Derbyshire Local Plan includes housing allocations in those villages with a good level of local service provision and indeed growth offers the opportunity to improve services and facilities that serve not just the village they are located within, but also smaller villages and hamlets located nearby. The delivery of new housing can bring new, often younger residents into local communities and can help prevent the stagnation of local communities. However any policy to amend the NPPF to support villages to thrive would need to balance the benefits of development in villages with the impacts that more dispersed patterns of development can have, including in respect of sustainable transport options. Moreover policy should also adequately consider the likely harm that even modest levels of growth can have on smaller communities.

- 4.8 **Question 8c:** Do you agree with the proposals to amend the National Planning Policy Framework to give stronger support for 'rural exception' sites – to make clear that these should be considered positively where they can contribute to meeting identified local housing needs, even if this relies on an element of general market housing to ensure that homes are genuinely affordable for local people?

Comment

- 4.9 This approach is fully supported in the recently adopted South Derbyshire Local Plan [H21 Affordable Housing]. This policy allows for market housing on exceptions sites provided that the majority of homes are for affordable housing. Clearly the approach adopted by this Authority and proposed in the White Paper would be more likely to encourage the delivery of exceptions sites by incentivising the release of sites for affordable housing compared to an approach which stipulates exception sites consist solely of affordable housing.

- 4.10 **Question 8d:** Do you agree with the proposals to amend the National Planning Policy Framework to make clear that on top of the allowance made for windfall sites, at least 10% of sites allocated for residential development in local plans should be sites of half a hectare or less?;

Comment

- 4.11 It is unclear whether this requirement would be in terms of sites or overall housing need. By way of example 10% of 30 sites allocated in a plan would see the inclusion of just three sites for smaller scale development and hence the number of additional sites delivered locally would be trivial. However if this requirement is 10% of overall housing need then an Authority with a housing requirement of 12,000 homes would need a minimum of 80 sites to deliver 1,200 homes (assuming that all sites would deliver 15 homes). Clearly this would be an onerous exercise and would require additional capacity and resources for Council's preparing Local Plans. Moreover it is unlikely that this number of sites which are considered deliverable, developable and capable of delivering sustainable development actually exist in South Derbyshire.
- 4.12 A significant number of small sites are delivered annually by authorities and many manage the delivery of smaller sites through windfalls, or through changes to settlement boundaries which is arguably a more sensible way to allow for small scale development across a range of locations (for those authorities that define/review settlement boundaries through their Plan).
- 4.13 It is worth further stating that whilst the inclusion of smaller housing sites within the Plan could support small and medium sized builders, it is worth stating that this

scale of development could undermine the delivery of affordable housing and some infrastructure. And whilst effects on local communities from isolated, or even a small number of sites could be relatively minor, where this requirement applies in respect of a notable proportion of sites there would be a significant amount of affordable housing and infrastructure delivery forgone which could undermine the general sustainability of Plans. Whilst the change could support small and medium sized builders it is questionable as to whether sufficient local builders are in operation to deliver this number of sites in a timely manner to support delivery of sites within five years.

- 4.14 **Question 8e:** Do you agree with the proposals to amend the National Planning Policy Framework to expect local planning authorities to work with developers to encourage the sub-division of large sites?

Comment

- 4.15 It is agreed in principle that the division of large sites between developers to increase housing delivery would be beneficial. However it is already the case that a significant proportion of large sites are built out by a consortium of 2 or 3 different developers, or are shared between a single developer who may have a premium and standard product being offered/built out on the same site. Sub dividing sites already offers opportunities to improve product ranges and minimise financial and other risks for home builders. Given the clear market and risk management benefits that already exist it is unclear what additional pressure or incentives local authorities could meaningfully utilise to influence how, or if, a site is sub divided; particularly if this is through encouragement alone. However were a greater role for authorities is supported the NPPF would need to include clear guidance on the role and responsibilities of authorities and the government would need to provide adequate resources and capacity to allow for increased dialogue with developers.

- 4.16 **Question 8f:** Do you agree with the proposals to amend the National Planning Policy Framework to encourage greater use of Local Development Orders and area-wide design codes so that small sites may be brought forward for development more quickly?

Comment

- 4.17 The production of design codes and local development orders is resource intensive and requires input from local authority planners, urban designers, landscape architects and highways and drainage engineers. Onerous codes can also deter site delivery or stifle innovation and creativity. Highly prescriptive codes can work to ensure consistency between adjacent developers on large sites but may not be appropriate on the smaller sites which will usually need to reflect more sensitively their local context. Applying a blanket design brief across all small sites would likely lead to inappropriate development as the issues that need addressing would vary significantly from one site to another even where these are in the same village or settlement. Clearly therefore, it may be more appropriate to have a defined list of site objectives, but this would stop well short of the certainty being sought.

- 4.18 **Question 12a:** Do you agree with the proposals to amend the National Planning Policy Framework to indicate that local planning authorities should provide neighbourhood planning groups with a housing requirement figure, where this is sought?;

Comment

- 4.19 Unless a requirement is already stated in an adopted strategic policy, figures relating to a housing requirement for a particular settlement or neighbourhood Plan area will need to have regard to local infrastructure capacity and environmental



considerations. If a housing requirement figure is provided, based on a standard methodology (as indicated in paragraph A.65 of the White Paper) it may not be deliverable and could undermine the effectiveness of the Development Plan as a whole. Any approach to make provision for housing using a standard methodology should be avoided.

4.20 An approach to base local housing requirements on anything other than local evidence is unlikely to be an appropriate basis on which define local requirements.

4.21 **Question 12b:** Do you agree with the proposals to amend the National Planning Policy Framework to make clear that local and neighbourhood plans (at the most appropriate level) and more detailed development plan documents (such as action area plans) are expected to set out clear design expectations; and that visual tools such as design codes can help provide a clear basis for making decisions on development proposals?

Comment

4.22 The design of sites is best dealt with through site specific design or development brief type documents as opposed to through local plans. While local plans are able to set general design policies and principles related to the design considerations needed to deliver high quality sustainable development, successful design is something that understands and then responds to the context in which a development is located.

4.23 **Question 12c:** Do you agree with the proposals to amend the National Planning Policy Framework to emphasise the importance of early pre-application discussions between applicants, authorities and the local community about design and the types of homes to be provided?;

Comment

4.24 The value of pre-application discussions is recognised by this Authority. No charges are made for pre-application advice in South Derbyshire as it is recognised that the greatest opportunity to secure good quality development that meets local needs is during the early stage of site development before significant time and resource has been invested in planning and design. Moreover smaller and medium sized developers are more likely to be deterred by requesting a fee for pre-application advice but would likely benefit the most from such advice. However greater involvement with volume builders can also be beneficial at an early stage as in the absence of any design advice being available it is far more likely that standardised, off the peg house types will be planned on sites with little effort to adapt these to reflect local building styles or materials.

4.25 **Question 12d:** Do you agree with the proposals to amend the National Planning Policy Framework to make clear that design should not be used as a valid reason to object to development where it accords with clear design expectations set out in statutory plans?

Comment

4.26 There may be occasions when the inappropriate design of a scheme warrants refusal of planning permission irrespective of the content of the Local Plan which is in any case only likely to include a set of design principles or 'expectations'. Such principles may or may not be met by development schemes and would in any case be a matter of judgement for decision makers (which may be different to that of applicants or their agents). Given the likely general nature of design policies in

most local plans it is difficult to envisage a situation where it can be objectively concluded that development accords fully with requirements.

- 4.27 **Question 12e:** Do you agree with the proposals to amend the National Planning Policy Framework to recognise the value of using a widely accepted design standard, such as Building for Life, in shaping and assessing basic design principles – and make clear that this should be reflected in plans and given weight in the planning process?

Comment

- 4.28 Design standards, such as BFL12, can help in the assessment of design quality but require expertise and good judgement on the part of the officer assessing the quality of schemes. Whilst this Authority has a skilled Design Excellence Officer many authorities do not have access to urban designers, landscape architects or other expert officers and lack the capacity to significantly improve the quality of housing schemes including those put forward by volume housebuilders who often apply standardised layouts and housing types to their developments. The benefits of design standards are easily lost where design codes are simply used as a tick box exercise applied towards the end of the design process.

- 4.29 **Question 13a:** Do you agree with the proposals to amend national policy to make clear that plans and individual development proposals should make efficient use of land and avoid building homes at low densities where there is a shortage of land for meeting identified housing needs?

Comment

- 4.30 In principle it is agreed that it is important to make efficient use of land but the location and density of development needs to relate to local context in order that development proposals do not adversely affect local character. Moreover where sufficient land is available to fully meet housing needs it is entirely appropriate to allow some lower density development in order to accommodate more land hungry development types such as bungalows, or even larger homes. The provision of some lower density development can also provide wider housing choice locally and provide opportunity for homes to be adapted or extended to provide annexes or other accommodation to allow extended families to live together. Requiring high density development in all instances could stifle local housing choice and ought not to be imposed where there is adequate land available to meet local housing needs.

- 4.31 **Question 13b:** Do you agree with the proposals to amend national policy to make clear that plans and individual development proposals should address the particular scope for higher-density housing in urban locations that are well served by public transport, that provide opportunities to replace low-density uses in areas of high housing demand, or which offer scope to extend buildings upwards in urban areas?

Comment

- 4.32 Well designed and appropriately located higher density development can reduce car dependence and sustain public transport routes and shops and other services and lead to the creation of 'walkable neighbourhoods'. However densities also need to reflect local character and higher density developments outside of city centres or larger urban areas are not necessarily best delivered by increasing building heights.

- 4.33 **Question 13c:** Do you agree with the proposals to amend national policy to make clear that plans and individual development proposals should ensure that the



density and form of development reflect the character, accessibility and infrastructure capacity of an area, and the nature of local housing needs?

Comment

- 4.34 It is agreed that higher density development needs to reflect local infrastructure capacity, character and accessibility. But it is crucial that high density development be located close to and is accessible to a range of high quality transport services and contributes towards the delivery of new or enhancement of existing sustainable transport infrastructure or services.

- 4.35 **Question 13d:** Do you agree with the proposals to amend national policy to make clear that plans and individual development proposals should take a flexible approach in adopting and applying policy and guidance that could inhibit these objectives in particular circumstances, such as open space provision in areas with good access to facilities nearby?

Comment

- 4.36 Some flexibility regarding open space delivery could be consistent with objectives to increase the density of new development. However it should be recognised that the provision of open space can have broader benefits in respect of health and wellbeing, sustainable drainage, biodiversity and habitat creation as well as landscape and townscape character improvements – all of which are supported through the NPPF. Significantly reducing land available to accommodate green infrastructure and open space could, whilst improving density undermine broader objectives to deliver sustainable development. However there may be a case for supporting qualitative improvements to existing green spaces and open spaces, particularly in larger cities where there is sufficient identified quantitative open space provision nearby to meet local demand/need.

- 4.37 **Question 14:** In what types of location would indicative minimum density standards be helpful, and what should those standards be?

Comment

- 4.38 Setting a blanket requirement with no flexibility to vary densities would not allow the Authority to reflect local context or design ambitions and in particular could affect the ability of the Council to seek increased provision of bungalows or larger homes to meet identified housing needs. The setting of density requirements should be left to local planning authorities through the development of site specific planning policies or through the development of Area Action Plans or other forms of planning guidance such as supplementary planning documents, particularly where authorities are able to demonstrate sufficient sites are available to meet local housing needs/requirements.

- 4.39 **Question 16a:** Do you agree that where local planning authorities wish to agree their housing land supply for a one-year period, national policy should require those authorities to maintain a 10% buffer on their 5 year housing land supply?

Comment

- 4.40 Such an approach could improve certainty regarding local housing need in the short term and the Council would in principle support such an approach subject to further information on the workings and implementation of fixing housing supply for a 1 year period.

- 4.41 **Question 16b:** Do you agree that the Planning Inspectorate should consider and agree an authority's assessment of its housing supply for the purpose of this policy?

Comment

- 4.42 It would be appropriate for the Inspectorate to agree an authority's assessment of its housing supply.

- 4.43 **Question 16c:** Should the Inspectorate's consideration focus on whether the approach pursued by the authority in establishing the land supply position is robust, or should the Inspectorate make an assessment of the supply figure?

Comment

- 4.44 The Inspectorate role should be limited to ensuring that the approach to calculating its housing supply is robust rather than making a fresh assessment of the supply figure.

- 4.45 **Question 21a** Do you agree that the planning application form should be amended to include a request for the estimated start date and build out rate for proposals for housing?

Comment

- 4.46 While this information may be helpful, for example in aiding the Council to determine land that may contribute towards its 5 year housing land supply, bringing a site forward for delivery is a complex procedural and legal endeavour. Delays associated with the collection of environmental information, satisfying the demands of the Planning Authority or other governance agencies for example in respect of highways improvements, flood risk and sustainable drainage, and the protection of important habitats and species can all result in delays. Moreover negotiating viability and agreeing legal agreements, and in respect of some sites selling a site on to a housebuilder, delivering and financing infrastructure, the general state of the economy or local housing market etc. can affect 'development' decisions being taken which in turn leads to unexpected delays in bringing forward a site for delivery. With the above in mind, any dates provided by developers would simply be their best guess which would likely be an optimistic view of delivery.

- 4.47 Our experience in South Derbyshire is that larger or more complex sites are those which are likely to be subject to delay usually due to infrastructure issues. It is unlikely that such delays can always be avoided. However, monitoring this information would indicate those housebuilders best able to deliver effectively and would allow a better understanding of the timeframes required to deliver developments of a different nature. This in turn could allow authorities to identify those development types that will deliver quickly, and those which may make a greater contribution in the medium to long-term and could therefore help ensure resources are targeted to ensure a consistent delivery of new homes across a plan period.

- 4.48 **Question 21b** Do you agree that that developers should be required to provide local authorities with basic information (in terms of actual and projected build out) on progress in delivering the permitted number of homes, after planning permission has been granted?

Comment

- 4.49 Local Authorities are best placed to check what the actual build out rate on development sites is. There would be a conflict of interest for the developer to provide this information given that any underestimate in delivery could undermine recorded housing completions which in turn could affect the authority's 5 year supply calculation and hence affect any determination regarding how up to date the Local Plan remains. Where delivery falls below that necessary to ensure a 5 year

supply of deliverable housing the Plan is deemed out of date and the presumption in favour of sustainable development set out in paragraph 14 of the NPPF takes effect which materially affects planning decisions by supporting the release of housing sites which are in overall compliance with the NPPF. Clearly asking developers to monitor their own delivery when under delivery can lead to the release of further housing sites is not sensible. Most local authorities contact developers at least annually to review the projected build out rates on a given site and publish these within a monitoring report for scrutiny by developers and other interested parties.

- 4.50 **Question 21c** Do you agree that the basic information (above) should be published as part of Authority Monitoring Reports?

Comment

- 4.51 Delivery in South Derbyshire is already published as part of the annual Monitoring Report although not on a site by site basis. Projected completions are included on a site by site basis for sites over 10 dwellings. Such information does tend to become quickly out of date.

- 4.52 **Question 21d** Do you agree that that large housebuilders should be required to provide aggregate information on build out rates?

Comment

- 4.53 As previously noted, there is a conflict of interest between developers reporting the number of completions and the effect that has on the five year supply. There would be the risk of the completion results being skewed in the developer's favour.

- 4.54 **Question 28a:** Do you agree that for the purposes of introducing a housing delivery test, national guidance should make clear that the baseline for assessing housing delivery should be a local planning authority's annual housing requirement where this is set out in an up-to-date plan?

Comment

- 4.55 This is an acceptable approach.

- 4.56 **Question 28b:** Do you agree that for the purposes of introducing a housing delivery test, national guidance should make clear that the baseline where no local plan is in place should be the published household projections until 2018/19, with the new standard methodology for assessing housing requirements providing the baseline thereafter?

Comment

- 4.57 Whilst pragmatically this could be sensible approach it is unclear whether 'no Local Plan in place' means no Local Plan Adopted. If a Plan is advanced but not adopted it may be appropriate in some instances to use the figure included in that emerging Plan. And whilst it may be the case that a figure included in an emerging Plan has not been tested at examination in respect of the Plan it could well have been tested through EIPs into neighbouring Plans some of which could have been adopted where an authority is part of a Housing Market Area (HMA). By way of example South Derbyshire District Council is located in the Derby Housing Market Area and Adopted its Local Plan Part 1 in June 2016. This identified a need for the delivery of 12,618 homes in South Derbyshire between 2011-28, whilst indicating an overall HMA requirement of 33,388. Derby City Adopted in Local Plan in early 2017 and will deliver 11,000 homes over the same time period again indicating a need for 33,388 homes. This leaves a residual need to be met in the one remaining Derby HMA Authority (Amber Valley) of 9,770 homes between 2011-28. Amber Valley is

currently undertaking its regulation 18 Consultation on its emerging Plan, however has been involved on joint sessions on HMA housing needs through the examination of Neighbouring Local Plans and as such there is a high level of confidence about housing need in that Borough despite its Plan not being well advanced. There should be a mechanism to take account of such inferred need where appropriate. Not least because as it stands an assessment of need based on the new methodology could provide less than the already identified HMA requirements which could impact of the Plans of neighbouring Authorities.

- 4.58 **Question 28c:** Do you agree that for the purposes of introducing a housing delivery test, national guidance should make clear that net annual housing additions should be used to measure housing delivery?

Comment

- 4.59 Net annual completions should be the standard approach used for measuring housing delivery.

- 4.60 **Question 28d:** Do you agree that for the purposes of introducing a housing delivery test, national guidance should make clear that Delivery will be assessed over a rolling three year period, starting with 2014/15 - 2016/17?

Comment

- 4.61 Whilst delivery should be measured over an average three year period to even out any peaks or troughs in build rates it may be sensible to run the monitoring periods more in line with those utilised by Local Authorities. It is unclear as to why a gap of over 6 months is required to collect and collate housing monitoring information. It would be preferable to incentivise the early collection of data by Councils to facilitate more up to date and responsive development decisions. Publishing data by November would mean half of the subsequent monitoring period has elapsed before data on the previous period is available to inform decision-making. A delay in publishing information may also result in a debate being had over the following year's delivery rather than the year in hand. Also, if the test deems no 5 year supply, then there would be a one year window in which to submit planning applications, which could overwhelm a Local Planning Authority with a result of no greater amount of planning permissions.
- 4.62 Such an approach could require that the 3 year rolling period commences 2015/16 (rather than 14/15) to allow for Authorities to prepare for this change but would allow for decisions and actions to be based on up to date information thereafter as well as provide slightly longer for LPAs to transition to a new monitoring regime.
- 4.63 **Question 29:** Do you agree that the consequences for under-delivery should be:
- a) From November 2017, an expectation that local planning authorities prepare an action plan where delivery falls below 95% of the authority's annual housing requirement?
  - b) From November 2017, a 20% buffer on top of the requirement to maintain a five year housing land supply where delivery falls below 85%?
  - c) From November 2018, application of the presumption in favour of sustainable development where delivery falls below 25%;
  - d) From November 2019, application of the presumption in favour of sustainable development where delivery falls below 45%?; and
  - e) From November 2020, application of the presumption in favour of sustainable development where delivery falls below 65%?

4.64 There is a distinct lack of clarity about why the triggers identified have been selected. They seem to be of an arbitrary nature and do not have any regard to local context or circumstance, or indeed allow for a transition to this proposed approach for measuring housing delivery for monitoring. It may be appropriate to set a transitional targets in year 1 in respect of at what point an action plan or 20% buffer is applied. Moreover as previously suggested in respect of question 28 it is unclear why November is used a potential milestone date. It would be preferable to try and make data available earlier in the year, perhaps within 1 or 2 months of the housing count being undertaken by authorities rather than sitting on housing completion data for six or seven months prior to publication.

4.65 **Question 30:** What support would be most helpful to local planning authorities in increasing housing delivery in their areas?

Comment

4.66 Provide the time and support to allow authorities to get a plan delivered. How can a community be involved and told their voices will be listened to in planning for growth locally when speculative developments are too often granted permission against local wishes.

4.67 It is also essential that central government funds and supports infrastructure delivery locally. It is not always possible for developments in 'low value' areas to deliver the infrastructure necessary to support growth. Central support and funding is key to unlocking the delivery of some development sites, because in some locations and on some sites there is not enough value in development to facilitate rapid delivery. Moreover lack of infrastructure often compromises the quality of development. Many communities are anti-growth because too often new developments do not provide the community, social and transport infrastructure necessary to accommodate it. Communities would be more likely to support growth where they can see it delivers improvements in access to, and the quality of, local infrastructure.

4.68 Greater longer-term certainty and flexibilities for the Housing Revenue Account is needed so that we as a council can plan investment in delivering new housing that helps us meet our housing duties. Rental certainty after 2020 will be an important first step; however, we need borrowing freedoms and the ability to retain 100 per cent of our right to buy receipts to rapidly build new affordable homes.

4.69 **Question 31:** Do you agree with our proposals to:

- a) amend national policy to revise the definition of affordable housing as set out in Box 4?;
- b) introduce an income cap for starter homes?;
- c) incorporate a definition of affordable private rent housing?;
- d) allow for a transitional period that aligns with other proposals in the White Paper (April 2018)?

Comment

4.70 There is a need for flexibility in delivering starter homes alongside the mix of other affordable housing products that meet the locally assessed need, including affordable homes for rent. Therefore, we are pleased that the Government has listened to these concerns and that the starter homes requirement of 20 per cent is not being pursued. Looking ahead we would like greater flexibilities for us as a council in housing markets that find that 10 per cent requirement home affordable ownership products on sites do not meet their new assessments of local housing need.



- 4.71 The proposal that Starter Homes will only be available to households with an income of below £80,000 is a new restriction on the availability of the scheme. However, there are still concerns that those buyers would still need large loans in excess of their annual income, for example; in South Derbyshire in 2015, the affordability ratio was 6.45 based on average house price of £168,500 and average earnings of £26,140. We are pleased that the Government has listened to concerns on starter homes delivery and introduced new flexibilities on the affordable homeownership products and a lower requirement of 10 per cent. However, every housing market is different and South Derbyshire along with other councils should have further flexibilities to adjust requirements to meet their new objectively assessed need, for instance to provide other affordable rent options.
- 4.72 There is also need for flexibility in the range of new homes delivered through the Affordable Homes Programme, including those for social rent. We are keen for Government to ensure that funding for affordable housing is delivered effectively with councils as a key partner. Working as a Council and with registered providers, we will be able to deliver more homes if given flexibilities to meet the needs of the local housing market.

## **5.0 Financial Implications**

- 5.1 The Government has committed through the Housing White Paper to increasing nationally set planning fees. It states that Local Authorities will be able to increase fees by 20% from July 2017 if they commit to invest the additional fee income in their planning department. The Paper goes on to state that *the Government “are also minded to allow an increase of a further 20% for those Authorities who are delivering the homes their communities need and we will consult on further detail”*.

## **6.0 Corporate Implications**

- 6.1 The Housing White Paper and any resultant changes to National Planning Policy Guidance could have a significant effect on the delivery of housing in the District. In particular this could affect the aim set out in the Corporate Plan to facilitate and deliver a range of integrated and sustainable housing and community infrastructure and could affect service delivery in respect of planning and housing functions.

## **7.0 Community Implications**

- 7.1 The White Paper proposes changes to neighbourhood plans as well as potential changes to the scope and detail of Local Plans that could lead to a significant increase in the number of smaller sites required for inclusion in the Plan. This could ultimately increase the need to release small housing sites across many of the Districts Villages to meet local housing needs.

## **8.0 Background Papers**

- 8.1 Housing White Paper DCLG; February 2017 available at:  
<https://www.gov.uk/government/collections/housing-white-paper>

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>20<sup>th</sup> APRIL 2017</b>	<b>CATEGORY: DELEGATED/</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>CHRIS SMITH, TEL: 595924 / <a href="mailto:chris.smith@south-derbys.gov.uk">chris.smith@south-derbys.gov.uk</a></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>CORPORATE ANTI-SOCIAL BEHAVIOUR POLICY</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS07</b>

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## **1.0 Recommendations**

- 1.1 To agree and approve a new Corporate Anti-Social Behaviour Policy.

## **2.0 Purpose of Report**

- 2.1 This report presents a new Corporate Anti-Social Behaviour Policy for approval by Council.

## **3.0 Executive Summary**

- 3.1 The new Corporate Anti-Social Behaviour (ASB) Policy has been produced to inform residents of the commitment they can expect from the Council in relation to anti-social behaviour complaints. The draft policy is attached in appendix 1.
- 3.2 The policy sets out our approach to tackling ASB through prevention, enforcement and support for the victim. It provides detail on what ASB is, how victims can make reports of ASB and what enforcement action we can take. This document does not say how we will deal with ASB on a day-to-day basis. This is explained in our individual procedure documents.
- 3.3 There are a number of departments within the Council that lead on tackling different types of ASB. Each department has different legislation and tools and powers available to them to deal with ASB. Currently there is a number of different ASB Policy's in place across the Council which do not necessarily complement each other and do not offer a single Council commitment to dealing with ASB. This new Policy ensures that there is this consistency in terms of commitment across the Council. The policy provides information on the 'Victim's First' approach to dealing with ASB complaints which has been adopted by the Council and across Derbyshire.

## **4.0 Detail**

- 4.1 We recognise that the term 'Anti-Social Behaviour' covers a wide variety of behaviours and activities that affect different people in different ways which makes defining the term somewhat problematic. For the purposes of this policy, our definition of Anti-Social Behaviour reflects the definition found in the Crime & Disorder Act (1998) which defines Anti-Social Behaviour as:

"...acting in an anti-social manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator".

- 4.2 This policy provides information on the Derbyshire ASB Victims First Project which South Derbyshire District Council signed up to in 2014. The Victims First Project aims to:

- Ensure the victim is at the heart of our approach to tackling ASB.
- Provide a consistent multi-agency approach to the identification of vulnerable and repeat ASB victims.
- Improve the service for ASB victims, especially the most vulnerable.
- Improve ASB case management for victims and offenders through IT.

- 4.3 As part of the Derbyshire Victims First Project, South Derbyshire District Council has (along with the other District and Boroughs in the County) adopted the use of the E-CINS Case Management IT system to manage medium and high risk ASB victims and perpetrators in Derbyshire.

- 4.4 E-CINS is a secure, multi-agency, web-based case management system, which is used to manage medium and high risk ASB victims and perpetrators in Derbyshire.

Through the safe and secure sharing of information, partner agencies can work together to manage cases in 'real time' using E-CINS. There are a range of benefits, including:

- Identification of vulnerable ASB victims.
- Minimising the risk of harm to victims and providing appropriate support.
- Improved information sharing.
- Audit trail of information shared.
- Improved multi-agency working.
- Effective case management.
- Secure access to information.
- Improved staff safety.
- Recording agreed actions at case meetings.
- 24/7 access to offender management information eg: terms of ABCs, Criminal Behaviour Orders (CBOs) and injunctions.
- Time savings.

## **5.0 Financial Implications**

- 5.1 There are no additional financial implications associated with this policy.



## **6.0 Corporate Implications**

This policy will work towards delivering several aims within the Corporate Plan: PE2 Protect and help support the most vulnerable, including those affected by financial challenges; PE3 Use existing tools and powers to take appropriate enforcement action; PL3 Help maintain low crime and anti-social behaviour levels in the District and PL4 Connect with our communities, helping them to feel safe and secure.

## **7.0 Community Implications**

- 7.1 This policy will help deliver the following Community Strategy priority: 'More people feel safe and secure in their home and in the community, particularly those who are most vulnerable'.

## **8.0 Conclusions**

- 8.1 This policy sets out the Council's commitment to reducing ASB, improving the quality of life for local people and reducing crime and fear of crime within our communities. We recognise that, left unchallenged, ASB can have a significant negative impact on the lives of our communities. This policy details our commitment to tackling ASB with our partners, putting victims first but ensuring we will use available tools and powers to deal with persistent offenders when required.

## **9.0 Background Papers**

- 9.1 App1 - SDDC ASB Policy (Draft)





**South  
Derbyshire  
District Council**

**SOUTH DERBYSHIRE DISTRICT  
COUNCIL**

**ANTI-SOCIAL BEHAVIOUR POLICY**

**DRAFT**

**2017**

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## 1. Introduction

This policy outlines South Derbyshire District Council's approach to effectively tackling 'anti-social behaviour' (ASB). It provides information on what we mean by ASB, details our commitment to victims of ASB and details some of the enforcement options available to us.

This document does not say how we will deal with ASB on a day-to-day basis. This is explained in our procedure documents, which can be read alongside this policy.

We recognise that the term 'Anti-Social Behaviour' covers a wide variety of behaviours and activities that affect different people in different ways which makes defining the term somewhat problematic. For the purposes of this policy, our definition of Anti-Social Behaviour reflects the definition found in The Crime & Disorder Act (1998) which defines Anti-Social Behaviour as

***"...acting in an anti-social manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator".***

## 2. Our Commitment

We recognise that left unchallenged, ASB can have a serious and detrimental effect on individuals, families and communities. In order to support our commitment to reducing ASB in South Derbyshire we will:

- Place victims and witnesses at the centre of our procedures and support them throughout their case.
- Make effective use of the powers, orders and mechanisms available to us to deal with ASB.
- Participate fully in joint working with partner agencies to enable the best possible outcomes.
- Raise awareness of what conduct constitutes ASB.
- Encourage people to report ASB.
- Publicise successful prosecutions where appropriate.

The Corporate Plan 2016-21 sets out our values and vision for South Derbyshire and defines our priorities for delivering services. It describes how we will work with partners to improve the quality of life of residents, community groups and businesses.

Our goal is to make South Derbyshire a better place to live, work and visit and is underpinned by four themes: People, Place, Progress and Outcomes.

This policy will work towards delivering several aims within the Corporate Plan: PE2 Protect and help support the most vulnerable, including those affected by financial

challenges; PE3 Use existing tools and powers to take appropriate enforcement action; PL3 Help maintain low crime and anti-social behaviour levels in the District and PL4 Connect with our communities, helping them to feel safe and secure.

We will review this policy every three years or in the event of significant legislative change, published good practice or in response to suggestions from customers or partner agencies.

### **3. Types of ASB**

ASB is a very broad term and covers a wide range of issues: Some ASB complaints will be dealt with by the Housing department (if you are a council tenant), some will be dealt with by Environmental Health and some will be dealt with by the Anti-Social Behaviour Officer, who is based in the Communities Team. It is common for departments to work together on cases (and with the police) as some complaints will have a number of issues which may overlap departments and organisations.

The below is a key list of the types of ASB that each department will take a lead on:

#### **Housing Dept:**

SDDC Housing Department will deal with ASB complaints regarding their tenants and their tenants' properties. Any tenants committing ASB will be in breach of their tenancy agreements.

- Neighbour disputes between tenants.
- Nuisance behaviour at council properties.
- Untidy council properties.
- Drugs issues at council property.

#### **Anti-Social Behaviour (Communities Team):**

- Nuisance behaviour.
- Underage drinking / street drinking.
- Neighbour disputes (private housing).
- Incidents of verbal abuse.
- Nuisance motorbikes.
- Drug-related issues at domestic dwellings.
- Drug-related issues in public places.

#### **Environmental Health:**

- Bonfires.
- Air pollution.
- Light pollution.
- Dog fouling.
- Aggressive and stray dogs.
- Noisy Neighbours.
- Untidy premises.



- High hedges.
- Fly-tipping.
- Domestic noise.
- Street noise.
- Littering and waste accumulations.
- Nuisance parking.
- Private rented housing disputes.

### **Planning Enforcement:**

- Unauthorised development.
- Loss of amenity.
- Fly-posting.

Each department and partner agency (including police, councils, fire and rescue, health services and community and voluntary sector) brings with it a range of expertise and experience that, when brought together, can assist in resolving issues more effectively.

## **4. Reporting ASB and Assessing Impact**

If you are suffering from any kind of ASB please, contact us as soon as possible. You can make a complaint or report an incident in person, in writing, by telephone, via our website or through a third party such as a Councillor.

Complaints and reports can also be made anonymously. However, this may restrict the amount of investigation and action we can undertake and will not allow us to provide the complainant with information and support. We would recommend therefore that complainants give us their name and address.

To make a complaint of ASB please contact:

Call: 01283 595795

Email: [customer.services@south-derbys.gov.uk](mailto:customer.services@south-derbys.gov.uk)

Complete an online enquiry at: [www.south-derbs.gov.uk](http://www.south-derbs.gov.uk)

Write to us at: South Derbyshire District Council, Civic Offices, Civic Way, Swadlincote, DE11 0AH.

When we take an initial complaint of ASB, our staff will establish the details of the complaint and work with the victim to assess their risk of harm. There may be occasions where a report needs to be dealt with by the police i.e. criminal damage, hate crime or violence, as these are criminal offences. However, we will discuss this with you and will only refer onto the police with your permission.

If there is a complaint which has multiple offences we will work closely with the police and other agencies to tackle the problem.

All ASB complaints received by South Derbyshire District Council will be responded to within three working days. More serious complaints will be responded to within one working day (i.e. hate related incidents, violence or threats of violence, abuse.)

## **5. Support for Victims and Vulnerable Perpetrators**

South Derbyshire District Council is signed up to the Derbyshire ASB Victims First Project; which aims to:

- Ensure the victim is at the heart of our approach to tackling ASB.
- Provide a consistent multi-agency approach to the identification of vulnerable and repeat ASB victims.
- Improve the service for ASB victims, especially the most vulnerable.
- Improve ASB case management for victims and offenders through IT.

As part of the Derbyshire Victims First Project South Derbyshire District Council has, (along with the other District and Boroughs in the County) adopted the use of the E-CINS Case Management IT system to manage medium and high-risk anti-social behaviour (ASB) victims and perpetrators in Derbyshire.

E-CINS is a secure, multi-agency, web-based case management system, which is used to manage medium and high risk ASB victims and perpetrators in Derbyshire.

Through the safe and secure sharing of information, partner agencies can work together to manage cases in 'real time' using E-CINS. There are a range of benefits, including:

- Identification of vulnerable ASB victims.
- Minimise the risk of harm to victims and provide appropriate support.
- Improved information sharing.
- Audit trail of information shared.
- Improved multi-agency working.
- Effective case management.
- Secure access to information.
- Improved staff safety.
- Recording agreed actions at case meetings.
- 24/7 access to offender management information e.g. terms of ABCs, Criminal Behaviour Orders (CBO's) and injunctions.
- Time savings.

Where appropriate, we will also discuss with the victim whether they would like a referral to Derbyshire Victim Services, who provide a specialist support service for victims of ASB.

When we are preparing to take action against someone for ASB, we understand that it can be a frightening and distressing time for witnesses. We will therefore do all that we can to make the process as easy as possible. We will:

- Keep the witnesses informed about any court case.
- Offer extra security to the property through the Safer Homes Scheme if appropriate, such as spy holes, door chains, window alarms.
- Provide temporary CCTV if appropriate.
- Provide information on victim / witness support agencies.
- Attempt to prevent witnesses and victims attending court by using hearsay notices where possible.

Our approach to managing ASB is victim-centred. However, we recognise that some perpetrators of anti-social behaviour can themselves be vulnerable. We will ensure that we assess alleged perpetrators for any support needs and work with them and other trained professionals to address their needs to minimise the risk of them committing further acts of ASB.

Residents and tenants are responsible for their own actions and the actions of all those people who are living at or visiting their property. We will investigate appropriate reports of ASB or neighbour nuisance and may take legal action against those found responsible. Offences such as the supply, dealing and cultivation of drugs will always result in legal action. Some areas of criminality that affect the rights of our tenants will also result in an investigation and legal action being considered.

Where the complaint involves the tenant of a housing association, we will work in conjunction with the officers from that housing association in order to resolve the complaint amicably.

## **6. Enforcement action**

Working with our partner agencies, we will use a wide range of measures to prevent and combat persistent anti-social behaviour:

- We will use a range of early informal interventions, including warning letters, acceptable behaviour contracts and mediation.
- We have a tenancy agreement which prohibits ASB – this is fully explained to all new tenants.
- Where there is persistent ASB and sufficient evidence we have a wide range of legal interventions we can use to tackle the behaviour. These include Fixed Penalty Notices, Criminal Behaviour Orders, Civil Injunctions, Community Protection Notices, Public Space Protection Orders, Closure Powers, Dispersal/Direction Powers and Absolute Grounds for Possession.

More information about the intervention and enforcement powers the Council will use is held within the individual departments' ASB procedure documents.

We will always use our legal powers in accordance with the principles set out in our Corporate Enforcement Policy. The policy contains a number of principles and commitments, but in particular is the commitment to use our powers in a way that is transparent, accountable, proportionate and consistent.

## **7. Safeguarding**

Safeguarding is everyone's business and we all have a part to play in protecting the most vulnerable members of our community. As a service provider, South Derbyshire District Council is committed to safeguarding children and adults at risk.

The Council recognises that Derbyshire County Council's (DCC) Children's and Younger Adults Service are the lead agencies in the District with regard to child protection and DCC's Adult Care is the lead agency with regards to adults at risk. However, the Council recognises that everyone has a responsibility for child protection and protecting adults at risk, including all employees and elected Members.

The role of the Council is not to investigate allegations of abuse. However, it is the responsibility for all Council Members, employees, volunteers and contracted service providers to take action when they suspect or recognise that a child, young person or adult at risk may be a victim of harm or abuse.

We recognise that when dealing with ASB we may come into contact with children and adults for whom there are safeguarding concerns. All front line District employees and Members receive safeguarding training and have access to information to enable them to respond appropriately.

The Council has its own Safeguarding Policy which should be adhered to whenever a cause for concern has been identified by a member of staff or Member.

## **8. Legislation**

### **Anti-Social Behaviour, Crime and Policing Act 2014**

This Act provides the tools for practitioners and agencies to effectively tackle ASB. The Act strengthens and, in some aspects, replaces existing legislation to streamline and re-enforce the powers that are available to practitioners.

### **Crime and Disorder Act 1998**

The purpose of this Act is to tackle crime and disorder and help create safer communities. The Act gives the lead responsibility for crime and disorder to the police and the local authorities and consequently after its introduction Crime and Disorder Partnerships were formed based in the District and the County Councils. The 1998 Act provides additional powers for agencies to use when carrying out their work to reduce crime. These include:

- Section 115 which allows for the sharing of information for the purposes of preventing crime and disorder without contravening the Data Protection Act 1998.
- The establishment of local partnerships between police, local authorities and others to help fight crime.

- Section 17 places a duty upon local authorities to consider the community safety within their District for any function that it may undertake. This section dictates the way in which authorities need to plan, implement and monitor work on crime and disorder issues.

### **Other relevant Legislation**

- Children Act 1989
- The Regulation of Investigatory Powers Act (RIPA) 2000
- Local Government Act 2000
- Homeless Act 2002
- Housing Act 1996
- Environmental Protection Act 1990
- Human Rights Act 1998
- Data Protection Act 1998
- Freedom of Information Act 2000
- Clean Neighbourhoods and Environment Act 2005
- Equality Act 2010
- Anti-Social Behaviour Act 2003
- Clean Air Act 1993
- Noise and Statutory Nuisance Act 1993
- Noise Act 1996
- Prevention of Damage by Pests Act 1949
- Police Reform Act 2002

## **9. Confidentiality**

Together with our partner agencies, we have signed an information sharing protocol that enables us to share appropriate and relevant information when dealing with cases of ASB with other agencies. All information is shared in line with the Derbyshire Partnership Forum Anti-Social Behaviour Information Sharing Agreement and within the terms of the Data Protection Act 1998 and the Crime & Disorder Act 1998 (as amended).

## **10. Publicity and Media**

The aims and benefits of publicity in the context of this policy are typically to:

- Give the public confidence in local services by reassuring our communities, victims and witnesses that action can be taken to protect them and their human rights in relation to their safety and/or quiet enjoyment of their property or possessions. This can increase public confidence to report ASB and therefore assist with the prevention and detection of ASB.
- Give the public the information they need in order to identify breaches of any court order or to provide other relevant information and assist with enforcement.

Communities often hold the key to the information agencies need to effectively tackle ASB.

- Deter offenders (or other potential offenders) from engaging in ASB.
- Ensure community awareness of the tools and powers available to the Council and its partners and ensure that the community are aware of who they should approach with concerns and questions around ASB.
- Support witnesses and potential witnesses by ensuring that they are aware of what action can be taken to prevent further ASB and what support is available to them.

There is generally a presumption in favour of publicity but each case will be considered on its merits. Before making a decision to publicise any case (or any conviction) the decision maker ought to ascertain whether there are any reporting restrictions imposed by a court which would or might prohibit or restrict publicity.

The age of a person and/or any particular vulnerability (whether relating to the person against whom publicity is being considered and/or their household or family) ought to be considered before a decision to publicise is made. Age and vulnerability are each relevant considerations which may impact upon both the decision whether to publicise and, if relevant, the nature, extent and duration of any publicity. If a decision has been made to continue with publicity on a juvenile an appropriate risk assessment will be carried out.

South Derbyshire District Council will consider the implications of the Data Protection Act 1998 when considering whether to use publicity.

## **11. Staff**

Tackling ASB requires knowledgeable and well-trained staff. We will ensure that all staff dealing with ASB clearly understand and deliver our policy. We will also ensure that they are fully trained on our procedures and are aware of the tools and powers at their disposal.

## **12. The Community Trigger**

The Community Trigger gives those affected by ASB the right to request a case review of the response by agencies to their reports of ASB. The Community Trigger should only be used if you think your concerns have not been dealt with, or acted upon, by agencies.

For further information, please use the link below:

[http://www.south-derbys.gov.uk/community\\_and\\_living/community\\_safety/anti\\_social\\_behaviour/community\\_trigger/default.asp](http://www.south-derbys.gov.uk/community_and_living/community_safety/anti_social_behaviour/community_trigger/default.asp)



Concerns about individual officers, or services, should continue to be directed to the relevant organisation's complaints procedure and/or the Ombudsman or the Independent Police Complaints Commission.

### **13. Complaints about the Service**

If you are not satisfied with the way your ASB complaint is being managed, you can contact us to request information about the Community Trigger (see section 12).

If you are unhappy for any other reason relating to your case, you can make a formal complaint by obtaining a copy of the booklet "How to complain about the Council's service" which is available either from the main reception desk or by telephoning 01283 221000 or emailing: [customer.services@south-derbys.gov.uk](mailto:customer.services@south-derbys.gov.uk).

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>20<sup>th</sup> APRIL 2017</b>	<b>CATEGORY: DELEGATED/</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING</b>	<b>OPEN/:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>CHRIS SMITH, TEL: 595924 / <a href="mailto:chris.smith@south-derbys.gov.uk">chris.smith@south-derbys.gov.uk</a></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>SAFER SOUTH DERBYSHIRE PARTNERSHIP COMMUNITY SAFETY PARTNERSHIP PLAN 2017-20</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS07</b>

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## **1.0 Recommendations**

- 1.1 Members to accept and adopt the Safer South Derbyshire Partnership's new Partnership Plan 2017-20.

## **2.0 Purpose of Report**

- 2.1 To inform members of the Safer South Derbyshire Partnership's Partnership Plan 2017-20 (see appendix 1).
- 2.2 The Partnership Plan is a statutory document that sets out the priorities, objectives and targets that the Safer South Derbyshire Partnership (SSDP) will work towards over the next 3 years. It has to be revised and updated annually.

## **3.0 Detail**

- 3.1 In 2006, a review of the partnership provisions of the Crime and Disorder Act 1998 and the Police Reform Act 2002 lead to a series of recommendations. Amongst other things the review contained a statutory requirement relating to 'strategic assessments', whereby each crime and disorder reduction partnership will have a 'strategy group' that will be responsible for the development and production of a strategic assessments and a resulting partnership plan.
- 3.2 The strategic assessment is produced by the Safer Derbyshire Research and Information Team (SDRI) and details the following:
- Current levels and patterns of crime and disorder in the area
  - Identify where any changes have occurred to the levels of crime and disorder in the area and why they have occurred.
  - Identify the matters that the responsible authorities should prioritise to reduce crime and disorder in the area.

- Identify what matters to local people who live and work in the area and consider the priorities for reducing crime and disorder in the area.

3.3 The Partnership Plan is a three year plan which will be reviewed every 12 months to update on progress, identify new priorities and realign the local activities to address these problems.

3.4 The new plan details the challenges the Partnership will face over the next three years, it informs residents about the community safety partnership structure in operation across the County and the risk and threat priorities that have been identified. It provides performance information and recommended action from the Derbyshire Strategic Assessment and locally, what our priorities will be and what we have achieved over the past 12 months.

3.5 The Partnership plan 2017-2020 has been approved by the Safer South Derbyshire Partnership Strategic Group.

#### **4.0 Financial Implications**

4.1 The SSDP has a core budget available for implementing initiatives to address the priorities identified in the partnership plan, this budget is held by the South Derbyshire District Council.

4.2 The main contributors to the budget are South Derbyshire District Council, with additional contributions in the form of funding and officer support from, Derbyshire Police, Derbyshire County Council and the Police and Crime Commissioner

#### **5.0 Corporate Implications**

5.1 The Partnership Plan aids and improves the co-ordination of multi-agency action against crime and disorder and thus contributes to achieving many of the community safety related projects and measures contained within the corporate plan: PE2 Protect and help support the most vulnerable, including those affected by financial challenges, PE3 Use existing tools and powers to take appropriate enforcement action, PL3 Help maintain low crime and anti-social behaviour levels in the District & PL4 Connect with our communities, helping them to feel safe and secure.

#### **6.0 Community Implications**

6.1 This policy will help deliver the following Community Strategy priority's: 'More people feel safe and secure in their home and in the community, particularly those who are most vulnerable', 'Children and young people are resilient and protected from harm', and 'Young people are more aware and informed about risks to their safety from Child Social Exploitation and Sexting'

#### **7.0 Conclusions**

7.1 The Partnership Plan provides a clear framework to continue to monitor and evaluate progress towards tackling the local crime and disorder issues and provide protection and reassurance in the communities of South Derbyshire for the duration of the plan.

#### **8.0 Background Papers**

8.1 The Safer South Derbyshire Partnership Plan 2017-20 (see appendix1

# Safer South Derbyshire Partnership

Community Safety Partnership Plan  
2017-2020



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If you would like this document in another language, or if you require the services of an interpreter, please contact us. This information is also available in large print, braille or audio format upon request.

**Phone: 01283 595795**

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**E-mail: [customer.services@south-derbys.gov.uk](mailto:customer.services@south-derbys.gov.uk)**

# Introduction

This is the Safer South Derbyshire Partnership (SSDP) Community Safety Partnership's Plan for the next three years 2017-2020. Although the plan runs for three years we know a lot can change in a year, and so this plan will be reviewed and refreshed annually. The purpose of this document is to let you know what the partnership is and what it intends to do to tackle crime and disorder and help individuals, families, businesses and other organisations to stay safer in South Derbyshire.

Keeping people safe is everyone's responsibility. Preventing and responding to crime isn't just a job for the police. What makes us feel safe and what makes our areas safe can't fall to one organisation and there are a huge number of residents and individuals within statutory services and voluntary organisations who are working hard on a daily basis to make South Derbyshire a safer place to be.

The Government recognised that community safety needed a group approach and in 1998 created Community Safety Partnerships which aim to bring agencies (and communities) together to reduce crime and improve public safety. Community Safety Partnerships (or CSPs) exist by law and some agencies are statutory members: police, council, clinical commissioning groups, Probation Services, community rehabilitation companies, fire and rescue services, and youth offending teams. Within South Derbyshire the local Council for Voluntary Services and the local Police and Crime Commissioner are also key members of the Partnership.

Few individuals and organisations have the time and money to do everything that they want to do, and the Safer South Derbyshire Partnership is the same. The SSDP has to prioritise where it focuses its activity and this is based very much on 'need' not 'want'. The nature of crime is also changing, some of which is moving to the online environment. Crimes such as cyber fraud and the online exploitation of children, the threat of violent extremism, and modern slavery pose new challenges for us because as well as often being 'hidden' and complicated they also require new technologies, systems, skills and approaches from all of us.

This plan highlights the priorities that our communities and partners have identified as most important for us to focus on over the next three years. The plan sets out our commitment to address the broader challenges and opportunities facing community safety over the next few years. It provides information on how the partnership has performed over the last three years and gives an insight into the structure of Community Safety Partnership working in Derbyshire and South Derbyshire.

Over the next three years there will be many challenges, not only as individual organisations but as a partnership. We will need to find leaner, more effective ways of working to achieve our vision and this will be difficult. This plan, however, confirms that all of the organisations within this partnership are committed to finding these solutions, and that the best way to do this is together.

**Bob Wheeler, Chair Safer South Derbyshire Partnership.**



# A Growing District

South Derbyshire remains one of the fastest-growing Districts in the country, the population having increased by 15% since 2001. It is a District which covers an area of approximately 340 sq km and, according to the Office for National Statistics, more than 98,000 people now call it home. Despite strong population growth, the District remains largely rural, with many of the large-scale housing developments, including some with permission granted but not yet built, situated on the fringes of the city of Derby and the Swadlincote urban core.

By 2028, the population is expected to stand at 111,900, a growth of almost 15,000 people or 15.3% from the 97,075 figure of 2013. The largest population increases are expected to be among people over 75, where by 2031 there will be a 96% (4,489) increase.

Public Health England's Health Profile 2015 for South Derbyshire shows the three indicators in which the District scores worst are: GCSEs achieved (5 x A\* - C passes including English and maths) , smoking in pregnancy and excess weight in adults

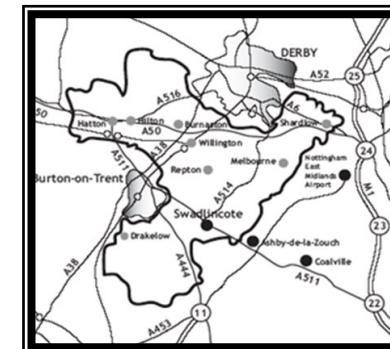
South Derbyshire boasts 3,500 business enterprises, up from 3,100 in 2013, resulting in record numbers of people in work. Of the 3,500 businesses, 83% are micro (0 - 9 employees); 13% small (10 - 49); 3% medium (50 - 249); 1% large (250+).

There are significant inequalities within South Derbyshire by gender, level of deprivation and ethnicity. For example, men in the least deprived areas of South Derbyshire can expect to live almost 10 years longer than those in the most deprived areas (with women there is a six year difference).

The District as a whole enjoys relative prosperity, with low levels of unemployment, although a dichotomy of economic problems do exist. The situation has generally improved over the past two decades as a result of successful regeneration initiatives.

Although young people and young men in particular are more likely to be responsible for crime and community safety issues, age is not the only factor. Other factors, including deprivation, mental health, substance misuse, housing, education and employment, combined with the family environment and community in which they live, create a complex mix of circumstances. Taking action to tackle one of these factors in isolation is unlikely to result in effective improvement.

The links between crime and disorder and areas of deprivation and the main urban centres remain. Although the risk of crime and disorder may be lower in more rural areas, the impact can be greater with residents feeling more isolated and vulnerable. Access to services can be more difficult, and it can be more difficult to provide effective and efficient solutions to address crime and disorder issues in rural settings compared to more urban areas.



# Challenges

The world has changed a lot in recent years and that has had a huge impact on crime and how agencies (and Community Safety Partnerships) tackle it.

Many public sector organisations are continuing to go through a programme of reducing budgets which is resulting in fewer staff, cuts to services and restructuring. In some areas, valuable experience and skills are being lost which could impact on the partnership's ability to deliver its work. While staff and other resources may go, the work remains (if not grows) so there has to be a recognition that some things are going to have change.

**Economy:** Central Government funding for the responsible authorities, and particularly for local authorities, is expected to continue to be reduced over the next few years. This is likely to impact on services provided to those affected by crime and disorder issues by the authorities themselves, and by third party providers who may need to secure funding from alternative sources.

**Environment:** The granting of planning permission is an indication of significant building developments that may take place in the next few years.

Permission has been granted for residential developments providing more than 13,000 houses combined with other infrastructure including buildings for commercial and retail use and other community facilities. These developments are planned for areas across the county but some fall within South Derbyshire: Boulton Moor, Findern, Hilton, Mickleover and Swadlincote.

**Cyber-crimes:** Crimes committed, in full or in part, through a computer, computer network or other computer-enabled device. Most cyber-crime is carried out for financial gain and is a type of fraud. Where the reason is not financial, the most common reasons are for the sexual exploitation of children or to harass a victim. A significant increase is expected in both cyber-crime and the proportion of fraud that is cyber-related, as criminals feel it offers apparent anonymity and provides them with greater access to potential victims.

**Terrorism:** It is likely that further terrorist attacks will be conducted in Western Europe by individuals inspired by the rhetoric of ISIS. The unpredictable and individual nature of the activities of lone actors and spontaneous volatile extremists makes them extremely hard to detect and disrupt. The ease with which radical and extremist literature can be accessed on the internet means that young and vulnerable people can 'self-radicalise' in the home environment without their parents or guardians being aware that it is taking place.

**Hate Crime:** The knock on effect of any terrorist attack which takes place in the UK is likely to be an increase in hate crime, usually focused on the Muslim Community.

**Organised Crime Gangs:** OCGs involved in running across force borders 'County Lines' are regarded as a significant threat, with the main challenge being to identify and to protect vulnerable children and adults involved with or at risk from these OCGs. This requires partnership working and information sharing between agencies. Close partnership working is also required to identify new OCGs, especially those linked to the potentially growing risks of human trafficking and child sexual exploitation.

# Derbyshire Partnerships

There are a number of other partnerships and strategies that link into the work of the Safer South Derbyshire Partnership and provide accountability for the work of the partnership.

## **Derbyshire Police & Crime Commissioner (PCC)**



This partnership plan works to complement the Police and Crime Plan 2016-21 prepared by the PCC. The PCC replaced the Police Authority under the Police Reform & Social Responsibility Act 2011 and the first commissioner was elected in November 2012. The current Police and Crime Commissioner Hardyal Dhindsa was elected in May 2016.

The PCC role is designed to hold the police force to account and to bring communities and the police closer together, and includes the work of the Community Safety Partnerships across Derbyshire. The PCC now holds the community safety funding previously allocated by the Home Office, as well as the police budget.

The Police and Crime Plan sets out the Derbyshire Police priorities for the duration of the PCC's term in office. The Police and Crime Plan may be refreshed annually or changed at the PCC's discretion. The Commissioner will hold the Chief Constable to account for delivering the plan efficiently and effectively.

The PCC Police and crime plan can be found at : <http://www.derbyshire-pcc.gov.uk>.

## **Derbyshire Partnership Forum (DPF)**

The DPF is the over-arching partnership that has strategic responsibility for Derbyshire. There are a number of thematic partnerships reporting into the DPF structure. These are:

- Safer Communities Board
- Derbyshire Economic Partnership
- Health and Wellbeing Board
- Culture Derbyshire

These are all priorities under the current Sustainable Community Strategy. For more information visit: [www.derbyshirepartnership.gov.uk](http://www.derbyshirepartnership.gov.uk)

## **Safer Communities Board (SCB)**

The role of the Safer Communities Board (SCB) is to give leadership and direction to tackle crime, anti-social behaviour and substance misuse across the county. The SCB is supported and advised by the Safer Communities Tasking and Advisory Group (SCTAG) which comprises senior officers from the partners represented on the board and from each of the CSPs in Derbyshire. The priorities of the SCB are set out in the Derbyshire Community Safety Agreement 2017/20, which is informed by the annual Derbyshire Strategic Threat & Risk Assessment.

# Risk & Threat

The priority categories of crime and disorder for Derbyshire are set by a joint strategic risk and threat assessment using the MoRiLE (Management of Risk in Law Enforcement) process. In November 2016, the priorities set for the forthcoming strategic period, which will be addressed as equal priorities, were:

- Anti-Social Behaviour
- Cyber-Crime
- Domestic Abuse
- Economic Crime
- Killed and Seriously Injured Road Collisions
- Organised Crime Groups (OCGs)
- Organised Immigration Crime, Human Trafficking and Exploitation (OICHTE)
- Rape and Serious Sexual Assault
- Safeguarding Adults
- Safeguarding Children
- Serious Acquisitive Crime
- Substance Misuse
- Terrorism and Domestic Extremism

Many of the priorities set through the risk and threat assessment will be key areas of strategic and operational focus for CSP Team. However, some of these priority areas will be led on by Safer Derbyshire, the Police or other Partnership boards and there may only be a training, reporting or awareness raising role for the SSDP.

## The Partnership Strategic Assessment

The Partnership Strategic Assessment (PSA) provides an analysis of the crime and community safety issues in the Derbyshire County Council area.

The aim of the PSA is to assist the Safer Derbyshire partners in setting their strategic priorities and action plans. It sets out, for each of the main crime and disorder topics:

- The main issues for that topic;
- The main challenges for the year ahead;
- Suggested actions that partnerships could take to address issues.
- Key statistics to help identify the scale of the issues.

Where it is felt that further analysis of a specific topic in a local area is required, a request can be made to the Safer Derbyshire Research and Information Team.

The data contained in this document consists of Police crime data that has been extracted from the Safer Derbyshire Research and Information Team's (SDRI) Guardian crime database. The data used covers the period April 2015 to March 2016.

# Recommended Action

Contained within the Strategic Assessment are some recommended action areas for Community Safety Partnerships to consider:

## **Domestic Violence (DV)**

Raise awareness within local communities of the Domestic Violence support services available to encourage engagement with those services and encourage the reporting of DV incidents.

## **Organised Crime Gangs (OCG)**

Ensure that the internal procedures for each partner organisation provide for sharing information with the Local Organised Crime Partnership Board. Ensure that the internal procedures for each partner organisation provide for the identification of vulnerable children and adults who are at risk of becoming involved with 'County Lines' OCGs and that they are made the subject of a safeguarding referral.

## **Acquisitive Crime**

Monitor the volume of each type of acquisitive crime and, where a particular crime shows a significant increase in volume in a particular location, carry out targeted actions to address the specific issue in that local area.

## **Cyber-Crime**

Invite the Digital PCSO to events arranged for specific community groups, Promote locally any national publicity on the latest scams being used and the campaigns to tackle fraudsters and cyber criminals, such as the 'Take Five To Stop Fraud' campaign.

Educate internal procurement staff on the methods used to commit procurement fraud in the public sector, in order to reduce the risk of occurrence.

## **Safeguarding Children**

Hold sessions to educate schoolchildren on the signs of positive relationships and what constitutes abuse, ensuring that the message is delivered in a tailored and appropriate format for those with special educational needs and disabilities.

Hold awareness-raising sessions with schoolchildren on practical steps to improve their online security. With the development of technology and increasing use at a younger age, these sessions may need to be held with children at a younger age than in the past

## **Sexual Violence**

In addition to actions being taken under the Derbyshire Domestic Violence and Sexual Violence (SV) Delivery Plan, the following actions should be considered: Hold sessions to educate school children on the signs of a positive relationship and on the issue of what constitutes consent; Raise awareness within local communities of the SV support services available and encourage engagement with them and the reporting of SV incidents.

## **Modern Slavery**

Ensure that internal procedures allow for staff to identify any vulnerable child or adult who appears to be a potential victim of modern slavery, and to make them the subject of a national referral mechanism referral.

# Priorities

Using the data and statistics in the 2016 Strategic Assessment, listening to our communities and the Police and Crime Commissioner and by analysing the annual Derbyshire Strategic Threat & Risk Assessment, the partnership has identified the following areas as priorities for the next three years.

All of the priorities will be delivered in accordance with the overarching principles as set out in the Derbyshire Strategic Threat & Risk Assessment: Reducing crime, attacking criminality, providing reassurance, protecting the vulnerable and delivering value for money.

## **Anti-Social Behaviour**

- Work with partners to provide diversion, education and engagement.
- Tackle incidents of ASB, to include focus on hotspot areas, responding to community concerns and improving perceptions.
- Take enforcement action against perpetrators of ASB when necessary, to include voluntary and legislative measures.

## **Acquisitive Crime and Offender Management**

- Work with partners and the community to maintain low levels of acquisitive crime through education and targeted intervention in hotspot areas.
- Effectively manage offenders through the Integrated Offender Management scheme.

## **Domestic Abuse and Serious Sexual Violence**

- Promote and work with local services to ensure victims are able to access security, advice and support.

- Raise awareness with professionals and communities through promotion campaigns, education and training.

## **Communicating with the Public**

- Understand the needs and concerns of local communities, and strive to address them.
- Build public confidence by actively engaging and communicating with different communities, partners and stakeholders.

## **Protecting Those Most at Risk**

- Provide advice and security to those most vulnerable through the Safer Homes Scheme.
- Use ECINS (ASB case management system) and work with partners to offer support to victims of ASB.
- Work closely with schools and youth groups to raise awareness, educate, inspire and protect children and younger adults.
- Provide awareness-raising training to professionals and groups on hate crime, CSE, safeguarding, human trafficking and modern slavery.

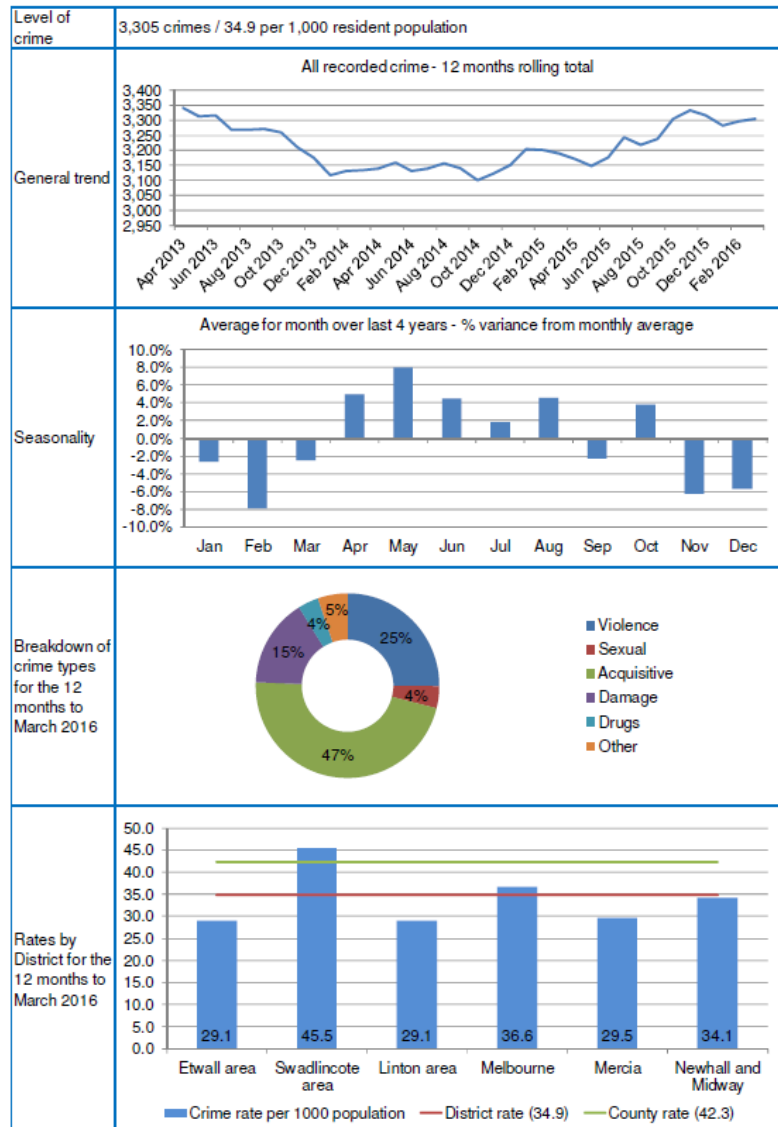
## **Alcohol-Related Harm and Substance Misuse**

- Work with partner agencies and licensed premises to reduce alcohol-related crime, anti-social behaviour and underage sales.
- Reduce alcohol and drug-related harm, through education, promoting local services and raising awareness of current issues.



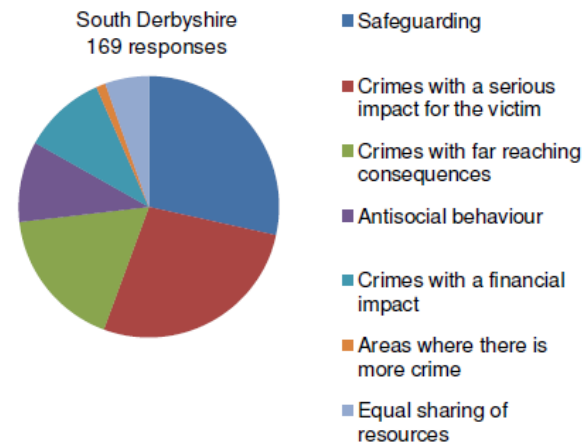
# Performance

## 19.8. South Derbyshire



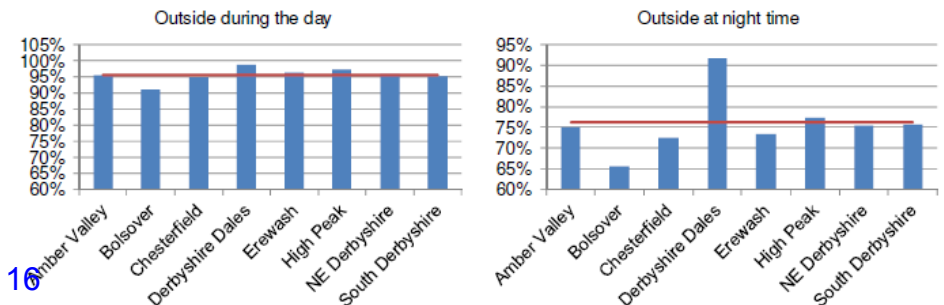
(Information taken from the 2016 Derbyshire Strategic Intelligence)

Part of the 'Over to You survey' in 2015 carried out by the Office of the Police and Crime Commissioner (OPCC), included a question on the subject of priorities. Respondents were asked to select up to two of seven priorities. The results varied between the Districts, and South Derbyshire's results are set out below.



According to the 2016 Strategic Assessment South Derbyshire remains one of the safest places to live in Derbyshire. The crime rate in South Derbyshire is 34.9 crimes per 1000 population. This is the third lowest after Derbyshire Dales and North East Derbyshire.

The Citizens Panel 2016 included questions regarding how safe respondents felt in different situations. The results varied between the Districts, and are set out below.



# Review

The Partnership continues to work with partners and the community to offer a diverse range of crime reduction and educational activities and public engagement events. During the past year as a partnership we have:

## **Anti-Social Behaviour**

- 13 ABC Contracts signed between April and Sept 2015. Seven successfully completed during the same period .
- 'Prison Me?, No Way' events took place in all four Secondary schools.
- 100 + young people attend the Friday Night Project every week.
- 790 young people attended the 20 summer play scheme sessions held in Swadlincote and Newhall Parks during the summer of 2016.
- 26 Community Protection Notice (CPN) Warnings issues, 15 CPNs issued and six Fixed Penalty Notices served on persistent ASB Offenders.
- 14 Acceptable Behaviour Contracts issued for young ASB Offenders.

## **Alcohol Related Harm & Substance Misuse**

- The Dove Valley Pub Watch scheme has been extended to include pubs from Willington and Repton.
- Five offenders issued with Pub Watch Banning Orders in the Swadlincote area for offences including assault and damage. Fifteen individuals in total on Banning Orders
- Bi-monthly Violence, Alcohol and Licensing meetings held looking at problematic premises.

## **- Acquisitive Crime**

- Secured 400 properties through the CVS-run Safer Homes Scheme.
- Farm Watch packs distributed to farms, the packs included Selecta DNA Property marking kits, advice leaflets, stickers and signage.
- No Cold Calling scheme set up in Findern.
- Leaflet drops carried out in hotspot areas to combat bogus callers, increases in shed breaks and van thefts.

## **Domestic Abuse**

- Held fifth International Women's Day event in South Derbyshire promoting local agencies and services to 80 attendees.
- Held White Ribbon campaign in Swadlincote town centre, with more than 100 people signing the pledge against violence to women.
- Amended Safer Homes scheme to provide security for medium-risk DV victims

## **Community Engagement**

- Funded 14 local Safer Neighbourhood projects, including CCTV schemes, lighting and youth activities.
- Held three hate crime surgeries in Newhall, Stenson and Swadlincote
- Hosted 15th annual Liberation Day event with more than 350 attendees.
- Schools input included Prison Me?, No Way, CSE and Cyber crime input.

# Contact Us

For further information about this plan, or any aspect of community safety, please contact the partnership team.

**Address:**

Communities Team  
South Derbyshire District Council  
Civic Way  
Swadlincote  
Derbyshire  
DE11 0AH

**Telephone:** 01283 595 924

**Email:** [community.safety@south-derbys.gov.uk](mailto:community.safety@south-derbys.gov.uk)

**Partner Websites:**

[www.south-derbys.gov.uk](http://www.south-derbys.gov.uk)  
[www.derbyshire.police.uk](http://www.derbyshire.police.uk)  
[www.police.uk](http://www.police.uk)  
[www.saferderbyshire.gov.uk](http://www.saferderbyshire.gov.uk)  
[www.southernderbyshireccg.nhs.uk](http://www.southernderbyshireccg.nhs.uk)  
[www.dlnrcrc.co.uk](http://www.dlnrcrc.co.uk)  
[www.derbyshire-fire-service.co.uk](http://www.derbyshire-fire-service.co.uk)  
[www.derbyshire-pcc.gov.uk](http://www.derbyshire-pcc.gov.uk)



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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 12</b>
<b>DATE OF MEETING:</b>	<b>20<sup>th</sup> APRIL 2017</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>DAVID HUCKER INTERIM DIRECTOR OF HOUSING</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>GARY CLARKSON (01283 595889)</b> <a href="mailto:gary.clarkson@south-derbys.gov.uk">gary.clarkson@south-derbys.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>HOUSING SAFETY POLICY 2017</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE:</b>

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## **1.0 Recommendations**

- 1.1 That Members approve the attached safety policy.

## **2.0 Purpose of the Report**

- 2.1 Various policies relating to the Council's domestic properties have been reviewed and rewritten as a combined safety policy, and following a consultation process with staff and union representatives, Members are now requested to approve the Housing Safety Policy 2017, which is attached as Appendix 1.

## **3.0 Detail**

- 3.1 The Council is committed to proactively protecting and improving the safety within its domestic properties, associated buildings and communal areas to provide, so far as is reasonably practicable, a safe and healthy environment for all tenants, leaseholders, contractors, visitors, employees and members of the public, etc. is attached to this report as Appendix 1.
- 3.2 The Council's Safety Policy Statement of Intent states that the Council:-
- a. acknowledges and accepts its responsibilities under the provisions of the Health and Safety at Work Act (1974) and other relevant legislation.
  - b. is committed to protecting the health, safety and welfare of all our employees and others who may be affected by the Council's activities, so far as is reasonably practicable.

- c. has a number of objectives to demonstrate commitment to health and safety. This includes ensuring, so far as is reasonably practicable that:
- i. Provisions of health & safety legislation relevant to the Council's activities are adhered to.
  - ii. All offices, buildings, sites, and other places of work owned or controlled by the Council are maintained in a safe condition including safe means of access/egress.
  - iii. Facilities for welfare are provided which meet the legally required standards.
  - iv. Safe plant and equipment is provided and maintained, including adequate protective clothing.
  - v. Arrangements are in place for the safe use, handling, storage and transport of articles and substances.
  - vi. Suitable and sufficient risk assessments are carried out for all Council operations and activities and reviewed at appropriate intervals, or when existing systems or equipment change.
  - vii. Effective risk control measures and safe systems of work are in place.
  - viii. Employees receive the instruction, information, training and supervision they need to work safely.
  - ix. Adequate resources and competent advice are made available to ensure that the Council's health and safety responsibilities are met.

3.3 The Council is committed to maintaining excellent health and safety standards, as recognised by our RoSPA Gold Achievements, and to promoting a positive health and safety culture across the workforce. To achieve this we will:

- a. Develop and implement a robust health and safety management framework, based on risk assessment and the HSE's framework (HSG65)
- b. Formally set targets and goals within an Annual Corporate Health & Safety Action Plan, which is regularly updated and publicised.
- c. Ensure effective communication and consultation with employees on all health and safety matters.
- d. Systematically review and refine our Health & Safety policies, procedures and arrangements.

- e. Set minimum standards and performance indicators for health and safety.
- f. Report progress and performance to our Elected Members, Safety Committee, Trade Union representatives and employees.

3.3 The Housing Safety Policy 2017 has been produced to replace and update previous standalone policies and introduce new or updated procedures.

3.4 This policy is a live document and will be reviewed annually or more frequently where there has been a change in legislation, building use or if arrangements within the policy are no longer considered to be adequate for any aspect of the policy.

3.5 The following operational procedures are mentioned in the policy and set out how the Council will ensure compliance with this policy:

- a. Asbestos Procedures and Management Plan
- b. Gas Safety Contract Procedures
- c. Fire Safety Procedures

These three procedures will be re-issued when the policy is approved.

3.6 Other procedures are in progress and will also be published for:

- a. Electrical Safety Procedures
- b. Water Safety Procedures

These two procedures will be issued by September 2017.

#### **4.0 Financial Implications**

4.1 None associated with this report or policy.

#### **5.0 Corporate Implications**

5.1 Failure to have an adequate safety policy could place the Council at risk of financial, legal and reputational challenge and loss or prosecution.

#### **6.0 Community Implications**

6.1 The policy shows that the Council is proactively protecting and improving safety within its domestic properties, associated buildings and communal areas to provide, so far as is reasonably practicable, a safe and healthy environment for all tenants and leaseholders, their families, visitors, contractors, employees and members of the public, etc.



# Housing Safety Policy

for Council owned properties.

(Incorporating previously issued or new policies relating to Asbestos, Gas Safety, Electrical Safety, Legionella and Fire Safety)

Housing and Environmental Services

April 2017



**Version Control**

Version	Description of version	Author / Reviewer
Draft Version 01	Draft to replace and update previous standalone policies or introduce new policies. Submitted for approval at the 20 <sup>th</sup> April H&CS Committee.	Gary Clarkson

**Approvals**

Approved by	Effective Date

**Associated Documentation**

Description of Documentation	

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## 1.0 Introduction

- 1.1 South Derbyshire District Council (the Council) is committed to proactively protecting and improving the safety within its domestic properties, associated buildings and communal areas to provide, so far as is reasonably practicable, a safe and healthy environment for all tenants, leaseholders, contractors, visitors, employees and members of the public, etc.
- 1.2 The Council's policy is to:-
- a. be aware of and build upon its statutory obligations to protect and improve the health, safety and welfare of anyone who could be affected by the Council's activities and premises;
  - b. prevent exposure to the hazards;
  - c. promote awareness of the hazards through information, training and induction of staff;
  - d. provide and maintain information relating to premises within its ownership and control;
  - e. freely provide property information to anyone occupying or working in or on our premises;
  - f. to regularly review the Council's policies and procedures;
  - g. to implement effective management control measures so that timely and appropriate measures are undertaken in emergency situations.
- 1.3 This policy is a live document and will be reviewed annually or more frequently where there has been a change in legislation, building use or if arrangements within the policy are no longer considered to be adequate for any aspect of the policy.

## 2.0 Statutory Obligations

- 2.1 The Council has statutory obligations under health and safety legislation to meet minimum standards and / or perform various functions to ensure and prove compliance with various regulations that includes, but is not limited to:
- a. **The Health and Safety At Work, etc Act 1974 (HSW 1974)**
    - 1) securing the health, safety and welfare of persons at work;
    - 2) protecting persons other than persons at work against the risks to health or safety arising out of or in connection with the activities of persons at work.

**b. The Management of Health and Safety at Work Regulations 1999  
(MHSWR 1999)**

- (1) Every employer shall make a suitable and sufficient assessment of;
- (a) the risks to the health and safety of his employees to which they are exposed whilst they are at work; and
  - (b) the risks to the health and safety of persons not in his employment arising out of or in connection with the conduct by him of his undertaking,

for the purpose of identifying the measures he needs to take to comply with the requirements and prohibitions imposed upon him by or under the relevant statutory provisions and by Part II of the Fire Precautions (Workplace) Regulations 1997.

- (2) Every self-employed person shall make a suitable and sufficient assessment of —
- (a) the risks to his own health and safety to which he is exposed whilst he is at work; and
  - (b) the risks to the health and safety of persons not in his employment arising out of or in connection with the conduct by him of his undertaking,

for the purpose of identifying the measures he needs to take to comply with the requirements and prohibitions imposed upon him by or under the relevant statutory provisions.

- (3) Any assessment such as is referred to in paragraph (1) or (2) shall be reviewed by the employer or self-employed person who made it if —
- (a) there is reason to suspect that it is no longer valid; or
  - (b) there has been a significant change in the matters to which it relates; and where as a result of any such review changes to an assessment are required, the employer or self-employed person concerned shall make them.
- (4) Where the employer employs five or more employees, he shall record:
- (a) the significant findings of the assessment; and
  - (b) any group of his employees identified by it as being especially at risk.

**c. The Workplace (Health, Safety and Welfare) Regulations 1992**

These Regulations impose requirements with respect to the health, safety and welfare of persons in a “workplace”, so far as is practicable

The requirements are imposed upon employers or any person who has, to any extent, control of a workplace, to ensure that suitable working conditions are provided.

**d. The Defective Premises Act 1972**

The Act imposes a duty of care upon the owner or landlord of a property to ensure that a property is maintained in a satisfactory condition and establishes that the duty is owed to anyone who could be reasonably be expected to be harmed by a breach, which includes occupiers, visitors and trespassers. The duty applies when a Landlord ought to have known of a defect, not just when informed.

**e. The Construction (Design and Management) Regulations 2015 (CDM 2015)**

The Regulations aim to make sure that any construction project is safe to build, use and maintain, and:

- (a) describes the law that applies to the whole construction process on all construction projects, from concept to completion
- (b) describes what each duty holder must or should do to comply with the law to ensure projects are carried out in a way that secures health and safety

CDM aims to improve health and safety in the industry by helping you to:

- (c) sensibly plan the work so the risks involved are managed from start to finish
- (d) have the right people for the right job at the right time
- (e) cooperate and coordinate your work with others
- (f) have the right information about the risks and how they are being managed
- (g) communicate this information effectively to those who need to know
- (h) consult and engage with workers about the risks and how they are being managed before work commences.

**f. The Control of Asbestos Regulations 2012 (CAR 2012)**

The Regulations impose a duty to manage the presence of asbestos upon the person responsible for the maintenance of any non-domestic premises, to protect anyone using or working in the premises from the risks to health that exposure to asbestos causes, by identifying where there is asbestos, its type and condition. The duty includes assessing the risk of exposure and the need to manage and control the risk. Non-domestic premises include common areas in flats such as shared entrances, corridors, staircases, meeting rooms and associated facilities.

Whilst domestic properties are not covered by CAR 2012, the requirements to provide a safe and healthy environments for all tenants, leaseholders, contractors, visitors, employees and members of the public, etc is imposed on the Council other regulations, as listed above, such as HSW 1974 and MHSWR 1999.

**g. The Gas Safety (Installation and Use) Regulations 1998**

- I. Places duties upon the Landlord to ensure that gas appliances, fittings and flues are safe to use.
- II. Ensure that every installation and appliance in the Landlord's ownership is checked for safety at least every 12 months.
- III. Ensure that only GAS Safe® approved operatives work on the gas appliances for which they registered and deemed competent.

**h. The Electricity at Work Regulations 1989**

The purpose of the Regulations is to prevent death or personal injury to any person from electrical causes in connection with work activities.

### **3.0 Purpose**

- 3.1 This Housing Safety Policy has been introduced to provide an all-encompassing safety policy to replace and update previous standalone policies or introduce new policies supported by procedures to cover:
- a. Asbestos
  - b. Gas Safety
  - c. Electrical Safety
  - d. Legionella
  - e. Fire Safety

- 3.2 The procedural documents listed below set out how the Council will ensure compliance with this policy and ensure the safety of its tenants, leaseholders, contractors, visitors, employees and members of the public, etc., as well as the methods by which the Council's Housing Service will undertake regular safety checks, maintenance work, etc.
- 3.3 The Procedures are:
- (a) Asbestos Procedures and Management Plan
  - (b) Gas Safety Contract Procedures
  - (c) Electrical Safety Procedures
  - (d) Water Safety Procedures
  - (e) Fire Safety Procedures

## **4.0 Roles and Responsibilities**

- 4.1 The Council recognises that health and safety are management responsibilities that rank equally with professional and service responsibilities.
- 4.2 It is the statutory duty and a managerial requirement for all managers to ensure that everything reasonable and practicable is undertaken to prevent personal injury and to maintain a safe and healthy place for our tenants / residents to live and our employees / contractors to work.
- 4.3 It is the duty of all employees to act responsibly and to do everything they can to prevent injury to themselves, fellow workers, tenants and others that may be affected by their acts or omissions, including enabling any duty placed upon the employer to be complied with.
- 4.4 Contractors and Sub Contractors working for or on behalf of the Council must meet the minimum legislative standards as set out in accordance with this Safety Policy and associated procedures.
- 4.5 As the lead officer of the Council, the Chief Executive (CE) has overall and final responsibility for the management of health and safety throughout the organisation, with the Director of Housing and Environmental Services (DoHES) being responsible for the implementation of all policies and associated procedures related to the domestic properties that the Council own or control. The DoHES shall ensure that all managers implement the Council's policy for the promotion of health, safety and welfare, using robust health and safety management systems.
- 4.6 The Council shall ensure that sufficient funds and other resources are allocated to enable the effective implementation of all legislative requirements and also ensure that adequate health and safety related training is provided for their employees, arranged in liaison with the Health and Safety Officer.



- 4.7 The day-to-day responsibility for managing health and safety and producing suitable risk assessments lies with unit and line managers, supervisors or any other person who organises work for others under their control. In particular, unit and line managers and supervisors will:-
- a. Recognise their responsibilities delegated from their Directors to maintain, so far as is reasonably practicable, the highest standards with regard to the health, safety and welfare of all Council employees.
  - b. Implement the Council's policy for the promotion of health, safety and welfare throughout their unit or team.
  - c. Co-ordinate resources and ensure that suitable and sufficient risk assessments have been undertaken and reviewed on a regular basis, either by themselves or by nominated competent persons for all workplaces and work activities together with the implementation of safe systems of work, where necessary. Line managers must also ensure that the findings of all risk assessments are communicated to their employees.
  - d. Ensure all employees are provided with the guidance notes and codes of safe working practice relating to their work together with adequate instruction, training and supervision.
  - e. Recognise their responsibility, in conjunction with their Director, to provide a safe and healthy working environment for employees.

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*Chief Executive's Signature*

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*Date*

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*Chairman's Signature*

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*Date*

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 13</b>
<b>DATE OF MEETING:</b>	<b>20<sup>th</sup> APRIL 2017</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>STUART BATCHELOR DIRECTOR OF COMMUNITIES AND PLANNING</b>	<b>DOC:</b>
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<b>SUBJECT:</b>	<b>ROSLISTON FORESTRY CENTRE – OPTIONS APPRAISAL FOR THE PROCUREMENT PROCESS TO BEGIN FOR A NEW MANAGEMENT STRUCTURE</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS07</b>

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## **1.0 Recommendation**

- 1.1 Members approve the Options Appraisal with Options 6 and 7 being progressed.

## **2.0 Purpose of Report**

- 2.1 The report is for the adoption of the chosen option following an Options Appraisal for a new management structure from 1<sup>st</sup> April 2018, with the favoured option of the Rosliston Forestry Centre Executive partners (SDDC & Forestry Commission). This will form the basis for the Invitation to Tender as part of the procurement process. The Appraisal is attached as Annexe 1.
- 2.2 Following the adoption of the Vision and Information Memorandum by the Housing and Community Services Committee on 2<sup>nd</sup> February 2017, the invitation for the Soft Market Testing event at the beginning of March was issued. The Options Appraisal was carried out following the feedback from a number of potential management companies.

## **3.0 Detail**

- 3.1 South Derbyshire District Council (SDDC) and the Forestry Commission (FC) jointly own Rosliston Forestry Centre, which is a key visitor attraction of 62 hectares within the National Forest. The site is managed through an executive partnership of the District Council and the Forestry Commission. Rosliston Forestry Centre was the first area to be planted as part of the National Forest in 1994, over 20 years later the time has come to review and redefine the future for the site. There have been a number of management & business plans and visions written since the site's inception and much has been achieved. Following the Vision and the Information

Memorandum documents which the committee adopted in January, the Options Appraisal has been carried out to provide the most suitable option for the partners.

- 3.2 A Soft Market Testing event was held at Rosliston Forestry Centre on 2<sup>nd</sup> March as a pre – procurement exercise. 11 companies attended the event and were given a presentation about the history of the centre and the partnership, followed by a tour of the site. The companies then had the opportunity to ask questions and meet members of staff from both the partners and Aurora.
- 3.3 Following the event the companies had three weeks in which to ask further questions and to put forward their ideas. A number of companies (over 50% of those who attended) responded with positive feedback of their views and ideas for the centre. These were used as part of the Option Appraisal process, to assist in the formation of a strong choice of option for the future management of the site.
- 3.4 A series of Options have been developed from doing nothing through to leasing the whole site to one company who would then take control of the centre and act as landlord on behalf of the council and Forestry Commission. The long list was put to the Project Board (RFC Executive) for their discussion and decision in March 2017.
- 3.5 Options - Long List
1. Do Nothing
  2. Sell Rosliston Forestry Centre
  3. SDDC to sell / handover its share to FC
  4. FC to sell / handover its share to SDDC
  5. Partnership to employ a caretaker to live on the site.
  6. The whole site (Excluding the Glade) is leased to another company with management fee payable to partners.
  7. The whole site including the Glade is leased to a management company with a management fee payable to partners and the company and they take on total responsibility for the commercial delivery and tenants.
  8. The site is split into 2 more lots (excluding the Glade) – the Cabins and the Visitor Centre/Car park.
  9. Site split into multiple lots i.e. Cabins, Café& Reception, Outdoor Activity Areas and Retail.
- 3.5 The Executive Board discussed the Options and prioritised Options 5, 6, 7 and 8 to be taken to the Options Appraisal Stage.
- 3.6 Options 6 & 7 were deemed to be the best options in the partners' favour and the Rosliston Forestry Centre Executive agreed to this. It is now these Options that the Executive would like to be adopted by the council in order to proceed to the next stage of procurement for a new management company.

#### **4.0 Financial Implications**

- 4.1 The future financial implications for the council have been involved throughout the appraisal process. Determining which option would be the most cost effective for the partners was a critical element of the process. Reaching the option that gives the best value for money, whilst delivering the Vision and aspirations of SDDC and FC.
- 4.2 There are no immediate financial implications in adopting the Rosliston Forestry Centre Option Appraisal. One of the key considerations within carrying out the Option Appraisal was to move towards a reduction in costs and if possible a situation where the site is cost neutral or makes a surplus. The Executive are aware that budgets are being reduced by both organisations and the future requirements of the centre need to be carefully managed to ensure they are maintained. It is hoped that the new management company will bring some much needed investment to the centre.
- 4.3 The financial formula for moving towards a new management structure will be looking for - least cost/cost neutral/ surplus within the next 5 years. Until the procurement process has been completed, definitive comments on the financial implications for the council cannot be given. Once the process has been completed the council will be reported to at committee in autumn with the results of the process and the preferred bidder put forward for adoption by the council.

#### **5.0 Corporate Implications**

- 5.1 Rosliston Forestry Centre's continued development as a community and visitor attraction contributes significantly to the People, Place and Progress themes in the new Corporate Plan and the strategic objective of improving the health and wellbeing of our residents and communities.

#### **6.0 Community Implications**

- 6.1 Rosliston Forestry Centre contributes to the South Derbyshire Sustainable Community Strategy and, in particular, the themes of Health and Well Being and Sustainable Communities. It has become an important community facility providing a venue for many local people and groups.
- 6.2 The Option will offer the new management company the requirement to keep the ethos for Rosliston Forestry Centre, as a free at point of access facility for the benefit of both the local community and visitors from further afield.

#### **7.0 Conclusions**

- 7.1 The adoption of the selected Options 6 & 7 within the Options Appraisal will enable the current partnership of SDDC and FC Executive to develop their project procurement plan and obtain the most suitable management company for taking the centre on for at least the next 10 years.

#### **8.0 Background Papers**

- 8.1 Annexe 1 – Rosliston Forestry Centre Options Appraisal.

## **Annexe 1**

### **Scope for RFC Options Appraisal**

The current position for the management of Rosliston Forestry Centre is:-

Small family company which has managed the centre and the site for almost 20 years.

The Objectives for the future of the site are:-

To develop a modern attractive visitor offer that will:

- Operate daily throughout the year, currently 7.30 a.m. to 5.00p.m;
- As a minimum support and accommodate current visitor numbers;
- Demonstrate that any capital investment in new/ improved facilities has a minimum lifespan of 10 years;
- Ensure continuing value for money, whilst maintaining free public access to Rosliston Forestry Centre;
- Effectively support all-ability visitor access across the site, in consultation with partners;
- Effectively support the management of visitor impact on the centre in general;
- Provide appropriate interpretation/visitor information, working with the partners;
- Show environmental good practice in respect of the operation of the facilities

A long list of 9 Options was drawn up in the first instance, with Options 1-5 disregarded by the Executive as not being viable propositions because they did not meet the partners agreed objectives for the site.

The shortlisted options were put through the Options Appraisal process, showing the pros and cons of each one, it's financial viability and then measured against the partners' objectives and vision for the future

#### **Option 1 – To do Nothing**

In this case it is not an option that can be considered as the centre would not have any direct management in place and no staff employed.

#### **Option 2 - To sell Rosliston Forestry Centre**

RFC was purchased in 1993 for £350,000 and became the first community woodland in the National Forest. 25 years later there is potential opportunity to sell the site. This is being put forward as an option, though it is one that both partners SDDC & FC do not wish to progress any further than it being raised.

### **Option 3 – SDDC to sell/handover its share to FC**

FC would then take on the management of the whole site, neither partner organisation is in favour of this option.

### **Option 4 - FC sell/handover its share to SDDC**

SDDC would then take on the sole ownership of the whole site; neither partner organisation is in favour of this option. This could mean that the woodland management would also be handed over which would be even more burdensome for SDDC

### **Option 5 – Partnership employs a caretaker to live on site and open it daily**

This would be an interim position if no suitable management company is forthcoming from the procurement process. The partners would have to employ the current staff to continue running the site and to appoint an interim manager to take on overall site management.

### **Option 6 – The whole site (Excluding the Glade) is leased to another company with management fee payable to partners.**

This option would exclude the Glade as it has already been leased by FC to Saffron from 1<sup>st</sup> April 2018. The rest of the centre could be leased to another management company which would take on the responsibility for the remaining tenants and work closely with Saffron and the partners. It would be a comprise with 2 management companies on the site and would mean more involvement from both partners as the Glade lease would remain with Forestry Commission, whilst the rest of the lease would be under the auspice of SDDC as the lead partner in the procurement process. It would enable the main company to retain the income from the tenants, cabins, car park etc. The risk would be reduced to the partners but not the extent of the whole site being under one management company with responsibility for all the tenants.

A management fee from the main centre management contract would be less but the majority of the income would still remain with the centre. The partners would still receive the agreed levels of income from Saffron.

### **Option 7 – the whole site including the Glade is leased to a management company with a management fee payable to partners and the company and they take on total responsibility for the commercial delivery and tenants.**

This option is the most favourable for the partners; it would reduce the risk to both partners and hand the site over completely to one management company who would then become the new agent /landlord for the existing tenants. They would take over the responsibility for the whole centre and management of the tenants and their leases.

The wood land management would still remain with the Forestry Commission

### **Option 8 – The site is split into 2 more lots – the Cabins and the Visitor Centre/Car park**

Following the lease of the Glade to Saffron, the remainder of the centre could be divided into two lots. This could mean that there would be up to 3 different management companies on the site, with

no one being in overall control. The tenants would still fall under the partners. This could cause major complications and require more input from the partners to act as the overall management of the site. Neither of the partners currently has the capacity for this and it would be an extra cost to employ someone to work with the 2 or 3 companies. This could be equivalent to Option 6 if the same company takes on both the cabins and the visitor centre.

#### **Option 9 – Site split into multiple lots i.e. Cabins; Café & Reception; Outdoor Activity Areas; Retail.**

This option would be least one acceptable to the partners; it would require careful management on their part working with a number of companies. The risk would be that no one company would in control of the whole centre and it would become untenable. There is also the possibility that not every lot would be taken up as it would be deemed to be unprofitable to take on. A dedicated person would be required by the partners to oversee the management and work with all the companies to keep the site operational. More of a caretaker role for one company.

**The Executive examined the options and decided the highlighted options, 6 & 7, are the most representative for the partners to move forward on to determine the viability and sustainability to define the main one to take forward following the Options Appraisal. The Forestry Commission will maintain ownership and management of the woodland.**

#### **Option 5 – Partnership employs a caretaker to live on site and open it daily**

<b>Pros</b>	<b>Cons</b>
The site would be open daily.	No management in place – only caretaker – may keep on 3 ACD staff to clean and maintain.
Free to access.	Log Cabins not viable proposition as no one to manage them or take the bookings.
Car parking still available.	Bare minimum facilities i.e. toilets open.
Toilets would be open.	Indoor Play areas would be closed.
Visitors would still be able access café.	Site would be more vulnerable to vandalism.
GAIF would still be able use the centre.	SDDC & FC would be more involved in the daily running of the site.
The events on the Glade would be unaffected as the area is managed by Saffron.	Parking charges would be reduced or removed completely.
The tenants would be able to access their premises and continue their business as the caretaker would unlock the buildings.	FC & SDDC's reputations could be damaged and open to criticism.
	This would affect Saffron's wedding bookings if the log cabins were not available.
	The partners would be liable for all the costs on the site, including NNDR on the cabins even though they would not be in use.
	Very little cover if there is an emergency on site or complaints.



**Option 6 – The whole centre (Excluding the Glade) is leased to another company with management fee payable to partners payable to partners and the company take on total responsibility for the commercial delivery and tenants.**

Pros	Cons
The whole commercial centre, <b>excluding the Glade</b> , is leased to one management company or consortium. Two companies to work with the partners and the existing tenants.	Partners would not have day to day control of the centre or its tenants; this would be in the hands of the new management company.
Reduced risk for the partners, management company takes all the responsibility for the commercial delivery on the site, apart from the weddings.	Partners would be at arm's length, communication channels with new company would have to be initiated.
Management company takes on all the remaining tenants' leases and act as their agent, they manage lease renewals, disputes etc.	Loss of governance over tenants and the centre.
Partners receive management fee, which covers the costs of maintenance.	Incentive offer to management company to take on the site could be higher than anticipated.
Partners would only need to keep a watching brief on the commercial aspect of the centre.	Partners would only receive set income allowance, regardless of management company's income.
FC retains woodland management.	Partners do not have day to day involvement in the site development.
Partners not liable for business rate payments.	KPIs not adhered to.
Partners would have to manage two contractors, less responsibility for overall site but may have to act as mediator between the 2 main leaseholders.	May not have input as to new tenants on the site.
Have formal meetings with both management companies.	Management company – manages the site at arm's length with minimal staff on site.
Revitalise the site – coming in with fresh ideas and long term contract.	Come up with ideas that are not in line with partners ideals.
Management meetings would be more infrequent.	

**Option 7 – the whole site including the Glade is leased to a management company with a management fee payable to partners and the company take on total responsibility for the commercial delivery and tenants.**

Pros	Cons
The whole site is leased to one management company or consortium. Only one contractor for the partners to deal with.	Partners would not have control of the centre or its tenants.
Reduced risk for the partners, management company takes all the responsibility for the commercial delivery on the site.	Partners would be at arm's length.
Management company takes on all the tenants leases and act as their agent on behalf of the partners, they manage lease renewals, disputes etc.	Loss of governance over tenants and the centre.

Partners receive management fee.	Incentive offer to management company to take on the site could be higher than anticipated.
Partners would only need to keep a watching brief on the commercial aspect of the centre.	Partners could only receive set income allowance, regardless of management company's income.
FC retains the woodland management.	Partners do not have day to day involvement in the site development.
Partners would not liable for business rate payments.	KPIs not adhered to.
Easier for partners to manage one contract, lessen responsibility.	May not have input as to new tenants on the site.
Have formal meetings with one management company.	Management company – manages the site at arm's length with minimal staff on site.
Revitalise the site – coming in with fresh ideas and long term contract.	Come up with ideas that are not in line with partners ideals.

**Option 8 – The site is split into 2 more lots, excluding the Glade – the Cabins and the Visitor Centre/Car Park**

Pros	Cons
The site would be leased out and maybe one company would take on both lots – therefore only 2 companies on the site.	There could be up to to 3 management companies on site working together, alongside the current tenants in the café, offices and Enterprise units.
FC/SDDC would still retain income.	FC & SDDC would require more input into working with the different management companies and tenants.
GAIF and EEP would be able to remain on site and continue to use the centre for their activities.	Higher risk if one company pulls out of the contract, due to not being able to work with each other. Finding replacement could be difficult.
All the commercial aspects of the centre would be leased to companies.	The lack of financial viability of each smaller element would be an issue for the partners. There would be difficulty in finding a company to take on small financial income stream that is not commercially viable as a stand-alone business.
	The partners' financial support for the centre could increase on current levels.
	The cabins would be a stand-alone business and may not work with the wedding company for use of the cabins.

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<b>REPORT TO:</b>	<b>HOUSING &amp; COMMUNITY SERVICES</b>	<b>AGENDA ITEM: 14</b>
<b>DATE OF MEETING:</b>	<b>20 APRIL 2017</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>DAVID HUCKER INTERIM DIRECTOR OF HOUSING</b>	<b>OPEN</b>
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<b>SUBJECT:</b>	<b>DELIVERING A FIRST CLASS REPAIRS SERVICE</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS01</b>

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## **1.0 Recommendations**

- 1.1 This report recommends changes to the Direct Labour Organisation, (DLO) to improve our way of working and the services that the Council offers to tenants and the wider community.
- 1.2 Making these changes will allow the DLO to become streamlined, efficient and reduce the reliance on external contractors to back up our services. This in turn will help the service become self-reliant and financially sustainable in future years.
- 1.3 The changes would be brought in incrementally, starting with mobile working and then, after further discussion and negotiation with the trades team and trade unions, multi-tasking and flexible hours.

## **2.0 Purpose of Report**

- 2.1 In August 2016, a report was approved by Housing & Community Services Committee to allow Housing Services to investigate, plan, overhaul and modernise the services that the DLO offer. In brief, the report asked the Committee to approve the following changes to the service:
  - Mobile working and mobile services
  - Multi-tasking of operatives
  - Adopting flexible working hours to aid appointment services
- 2.2 Making these essential changes would allow the DLO to eradicate the existing paper based working methods, reduce travel times and repeat visits and show a modern and effective service that the Council can be proud of. The changes will also allow the DLO to function without the constant reliance on support contractors and show that the service can be sustainable going forward, allowing it to grow and develop.

- 2.3 At this stage of the project, approval is only being sought to implement the mobile working element of the service, which does not alter the terms and conditions of the trades team, but will have the greatest impact going forward. Multi-tasking and flexible working will be the subject of further reports after discussion and negotiation.

### **3.0 Executive Summary**

- 3.1 This report sets out to detail the main aspects, plans and financial implications to deliver a first class repairs service.
- 3.2 The existing services adopted by the DLO are outdated and to allow the service to become self-sufficient in the future, without the reliance on support contractors, it is essential that modern methods of working and changes to the service are adopted and implemented.
- 3.3 This report recommends that, at the initial stage, the service implements and adopts a mobile working system to relieve the heavy reliance on paper-based methods of working and report more efficiently on productivity and finances. Once the mobile working system is implemented and proving successful, the service will then have the opportunity to explore the multi-skilling and flexible working hours considerations.
- 3.4 The implementation of a mobile working will involve the purchase of a scheduling system, which will allow the tradesmen to be fully mobile and receive works direct to a mobile device, scheduling works for the tradesmen, updating Health & Safety Information, updating tenants of timescales for works, completion and appointments.
- 3.5 The existing working method is a traditional paper based system which is time consuming and inefficient, leading to downtime for operatives and poor communication with tenants and stakeholders.
- 3.6 To put this system in place, the Council will need to appoint a suitable system supplier and agree costs and service level agreements through a selective tender approach. In carrying out the research to enable this project, three different suppliers have made approaches to the Council in terms of utilising their equipment and site visits have been conducted with each of them.
- 3.7 All suppliers will be on Government recognised frameworks for their services and have extensive Registered Social Landlord, (RSL), and Local Authority (LA), customers within their client base. The Council will then look to place an open tender for suppliers of mobile working services to put forward costs and working methods for their products. This will be undertaken in conjunction with the Council's procurement and IT teams.

### **4.0 Future Considerations**

- 4.1 The existing team is based on single trades, which although a traditional approach, restricts the activities that can be undertaken by one operative. The proposal is to train the workforce to three levels of ability to become multi-skilled, allowing them to cross trade works when working upon properties. This will reduce travel costs to the service,

provide a better service for tenants, in that one operative will be able to undertake several tasks within a property, and also be an investment into the workforce in terms of training staff and development.

4.2 To undertake this, three levels of skill base will be introduced. In brief these are as follows:

1. Level 1 – Trades that are closely associated to existing trades
2. Level 2 - Accreditation in more complex skills i.e. those that are not necessarily associated with, or allied to those carried out as a part of the normal range of duties of the individual trade
3. Level 3 - Qualification to NVQ 2 in a second trade or multi-skilling qualification, or significant formal assessment of secondary skills

4.3 The other aspect under consideration is for the DLO to adopt a flexible working system where, instead of everyone working the same start and finish times during the day, some would commence earlier and some finish later. This would mirror the system that is currently in place for SDDC office staff and provide a more flexible working approach and allow the DLO to offer appointments to tenants at times better suited to them.

4.4 It is anticipated that implementing these changes to the service will result in financial savings and improved efficiency, as well as better customer service.

## **5.0 Detail**

5.1 The existing DLO service is based on a traditional approach of directly employing varied trade operatives to undertake repairs services to the Council's housing stock. This service is supported by a partnering support contractor to undertake works where the in-house team cannot do the job or where the works are of a larger work type. The existing in-house team consists of the following operatives and trades:

- Joinery – 5 operatives
- Plumbing – 3 operatives
- Plastering/bricklaying – 3 operatives
- Labourer – 1 operative
- Apprentice – 1 Joiner, 1 plumber
- DLO Forman – 1 Operative

5.2 The Council employs external contractors to cover additional works and also for electrical maintenance/servicing and painting & decorating.

5.3 The method of works distribution is currently undertaken via paper communications and phone services for emergencies that occur during the working day. Job tickets are printed for the tradesmen and allocated to each trade to complete within a set criterion, These criterion are as follows:

- 24 hour – Emergency type works – to be completed with 24 hours
- 3 day – Works of an urgent nature – to be completed within 3 days
- 20 day – Non-urgent works to be completed within 20 days

5.4 Void works are also completed by the DLO team. These works are ordered by the area Inspector and then allocated by the scheduling team/DLO Foreman. Trade specific tasks are ordered and trades will work together to complete tasks given within a property.

## **6.0 Why we need to modernise**

- 6.1 The current working patterns and operating methods are proving labour intensive, showing inefficiency in terms of travel and working time and, importantly, increasing reliance on the services of a support contractor, which comes at a cost that is not affordable going forward.
- 6.2 The time is now right to modernise the service and prove that the existing team can not only improve what we do, but provide a service that can be an industry leader.

### **Mobile Working**

- 6.3 The current method of organising works and repairs to council homes is via paper based method of works ordering, using an existing housing management system and schedule of rates, which determines the cost for each job charged against the repairs budget within the Housing Revenue Account. With services across all sectors changing and becoming more efficient through advances in technology, the time has now come for the DLO to update and move onto a scheduling system for mobile working, not only streamlining our service, but producing on-going efficiency savings at a time when rental income is declining.
- 6.4 Core objectives are to improve voids turnaround, increase efficiency of property repairs operation by reducing overall reliance on contractors and working to common systems and processes.
- 6.5 Currently SDDC uses Orchard Housing software, which the mobile solution must integrate with. A large proportion of administration around work allocation, records and updates are kept on paper and then updated manually into the Orchard Housing system, or other systems such as in-house databases and spreadsheets. Orchard have been commissioned to run a check on existing modules purchased by the council to ensure full integration with whichever equipment supplier is chosen.
- 6.6 Integrating a mobile working system will show significant benefits to the service, namely;
- Increased efficiency from implementing automation of manual tasks
  - Reduced administration time

- Reduced amount of workers' time spent in offices
- Reduced overall costs of maintaining properties
- Improved services by providing accurate and timely data
- Enablement of staff to manage their own Health & Safety requirements
- Improved process for Voids management and re-letting – reduced void times
- Providing a better service to tenants – ability to arrange appointments via text
- Management team to better analyse service delivery and potential improvements
- Provision of automated integration to Orchard to reduce manual input and duplication
- Delivery of mobile working best practices

6.7 It is believed benefits will accrue within the first six months of implementing the mobile working systems, including:

- Reduced paper and postage costs
- Reduced administration time
- Improved use of resources
- Accurate and relevant management information
- More consistency of information
- More control over service delivery

6.8 Contractor support to the DLO is budgeted at £200,000 per annum, but this figure has been overspent consistently over the past six years. The implementation of mobile working, based on industry trends of a raise in productivity levels equates to an average 15% saving, as less time is wasted on repeat visits and the work is better controlled by scheduling. There is also greater customer satisfaction stemming from better communication.

### **Multi-Tasking of Operatives**

6.9 The DLO currently has single trades undertaking their own specific trade roles to repair the Council's housing stock. In a modern environment, trades people should be skilled and equipped to undertake varied tasks and roles. This would allow a single operative to complete several tasks while in a property, saving both time and money.

6.10 To achieve this, the Council will invest in training, tools and salary increases to allow the tradesmen to become multi-skilled operatives. To introduce this system, we will need discuss the following with the trades team and with trade unions;

- Additional salary awards and costs to SDDC
- Additional training costs associated with each trade person gaining the correct NVQ qualification
- Creating a DLO cross trade matrix – this will identify tasks to achieve a set level
- Setting out three different skill levels for which rates will be agreed.



- Formalising the training plan
- Procuring tools and equipment
- Formalising new role and working areas in line with mobile working

6.11 Having set out three levels of competency for the rates to be agreed, these will be continually reviewed to meet the needs of the customers and the turnover of the organisation. The prescribed levels are:

- Base Trade: The operative will undertake the duties as defined by the job description relevant to their trade, and hold the relevant qualification, and or sufficient experience.
- Multi-Tasking: The operative will need to demonstrate their ability to undertake additional actions associated with their primary trade, to competency level 1 / 2.
- Multi-Skilling: The operative will need to evidence the relevant competency level in the additional trades they wish to undertake, and be able to demonstrate the additional competency skills to level 2 and or Level 3. Should an operative not be able to demonstrate a Level 3 a training period will be established to enable the development of the operative to the relevant level.

To gain the increase in salary, the following levels will be required to achieve.

LEVEL 1: Self-assessment; Accreditation in less complex skills i.e. those that are closely associated with; or allied to those carried out as a part of the normal range of duties of the individual trade can be gained through a process of self-assessment. Quality checks of completed works will be carried out and operatives may be requested to demonstrate their claimed complementary skills from time to time. A skills matrix for allied works as attached in appendix 2.

LEVEL 2: Formal Assessment; Accreditation in more complex skills i.e. those that are not necessarily associated with; or allied to those carried out as a part of the normal range of duties of the individual trade. These can be gained through a process of formal assessment. Training support may be provided for operatives in order to develop more complex skills if required for the development of the Repairs and Maintenance service.

LEVEL 3: Qualification to NVQ 2, in a second trade or multi-skilling qualification, or significant formal assessment of secondary skills. Training support may be provided for operatives in order to develop more complex skills if required for the development of the Repairs and Maintenance service.

6.12 Higher salaries will not only benefit the trades team, but return a dividend to the Council through efficiency savings and the cost of each repair. A multi-skilled workforce will eliminate unnecessary travel and increase the number of right first time repair (RFT) visits to properties.

- 6.13 Also to be considered would be the training fees for gaining the qualifications for each trade. There are varied options in terms of the qualifications. These can range from the Traditional City & Guilds route which can be obtained in a Multi-Skilled Certificate giving an accredited qualifications or the NVQ route which would give a qualification in a specific trade. This would allow each operative to complete an accredited course to gain a level three. This cost is envisaged to be implemented in year two/three of a five-year improvement programme.

## **7.0 Financial Implications**

- 7.1 A procurement exercise has not been undertaken, but three initial quotes for mobile working have been obtained from different suppliers to provide an indication of the potential cost of set-up and on-going support.
- 7.2 The three quotes obtained range between £43,125 and £74,905 for initial set-up with on-going annual costs from year 2 ranging from £5,856 to £23,680.
- 7.3 It is anticipated that savings in the first year of implementation could be up to 15% of budgeted contractor spend due to efficiencies and better productivity but this is still to be reviewed and so is not for consideration at this stage.
- 7.4 The medium term financial plan for the HRA forecasts a deficit in 2017/18 but the costs of implementation of mobile working could be managed without the HRA falling below the £1m statutory reserve balance. It should be noted that if any further reports relating to an increased cost base are to be considered, the HRA cannot cover more than £100k in 2017/18.
- 7.5 Multi-tasking, additional training and tools costs have not been reviewed in this financial summary as they are to be considered in a future report.

## **8.0 Corporate Implications**

- 8.1 Undertaking the DLO modernisation programme shows that the Council is committed to improving the services that we provide, not only for the tenants of the district but also by showing a commitment to the employees of the service through enhanced training, better pay structures and modern technological advances to aid the service and make the job easier for the team.
- 8.2 These improvements will provide a link to the Council's Corporate Plan in terms of Outcomes. It shows a long-term aim to provide a Skilled and Trained Workforce, (Q4) and to maintain Customer Focus, (Q5). The proposal will enhance both these corporate targets by increasing the skill base of the workforce to allow our staff to undertake greater skilled tasks for the service and in turn showing that the service can be self-reliant in the future without the need to commit further funds to external Contractors.
- 8.3 Enhancing the technology aspect of the service will show a greater customer focus by utilising these advances to provide a modern service that uses modern forms of communication to focus the service and provide a better communication route with the wider community.

- 8.4 In undertaking these objectives, the aim is for the service to rival the best in both the public and private sectors, ultimately being able to compete to provide works and services for other authorities and organisations in the future.
- 8.5 Undertaking these improvements will have an impact on the existing staff of the DLO. This will be in terms of how the service operates and, subject to negotiation, the existing staff will be taking on new terms and conditions of employment to become multi-skilled and also by undertaking a more flexible approach to the working practices.

## **9.0 Way Forward**

- 9.1 Although the trades team are aware of the Council's intentions for the service and our phased approach, detailed proposals in respect of multi-tasking and flexible hours will be put forward through the trade unions for dialogue and then negotiate the terms that are being proposed.
- 9.2 There will also be a working group put in place that will allow the staff to have a voice and a stake in the new procedures and allow them to engage with management and the companies that will be involved in the mobile working plans. Looking at the work of other LA's which have undertaken similar process to that of SDDC, this has proved the right approach to achieve the best outcomes.

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 15</b>
<b>DATE OF MEETING:</b>	<b>20<sup>th</sup> APRIL 2017</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING SERVICES / DIRECTOR OF HOUSING AND ENVIRONMENTAL SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>STUART BATCHELOR (EXT. 5820) / DAVID HUCKER (EXT.5775)</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

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## **1.0 Recommendations**

1.1 That the Committee considers and approves the updated work programme.

## **2.0 Purpose of Report**

2.1 The Committee is asked to consider the updated work programme.

## **3.0 Detail**

3.1 Attached at Annexe 'A' is an updated work programme document. The Committee is asked to consider and review the content of this document.

## **4.0 Financial Implications**

4.1 None arising directly from this report.

## **5.0 Background Papers**

5.1 Work Programme.

**Housing and Community Services Committee – 20<sup>th</sup> April 2017**  
**Work Programme 2016 onwards**

<b>Work Programme Area</b>	<b>Date of Committee meetings</b>	<b>Contact Officer (Contact details)</b>
<b>Reports Previously Considered By Last 3 Committees</b>		
Housing Asset Management Strategy	6 <sup>th</sup> October 2016	Lee Carter Housing Asset Manager (01283) 595797
South Derbyshire Cycle Action Plan	6 <sup>th</sup> October 2016	Stuart Batchelor Director of Community and Planning (01283) 595820
Private Sector Renewal Policy	6 <sup>th</sup> October 2016	Matt Holford Environmental Health Manager (01283) 595856
Derbyshire Healthy Workplaces Programme	24 <sup>th</sup> November 2016	Vicky Smyth Health Partnership manager (01283) 595776
School Sport Partnership Review	24 <sup>th</sup> November 2016	Ian Gee School Sport Manager
Performance Reports	24 <sup>th</sup> November 2016	Keith Bull Communications Team (01283) 228705

Rosliston Forestry Centre – Future Strategy	24 <sup>th</sup> November 2016	Malcolm Roseburgh Cultural Services Manager (01283) 595774
Igniting the Legacy Report	24 <sup>th</sup> November 2016	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Volunteering Policy	24 <sup>th</sup> November 2016	Chris Smith Communities Manager (01283) 595924
Corporate Enforcement Policy	24 <sup>th</sup> November 2016	Matt Holford Environmental Health Manager (01283) 595856
Housemark Core Benchmarking Report 2015/16	2 <sup>nd</sup> February 2017	Martin Guest Performance & Policy Manager (01283) 595940
Housing Revenue Account Budget, Financial Plan and Rent Increase 2017/18	2 <sup>nd</sup> February 2017	Kevin Stackhouse Director of Finance and Corporate Services (01283 595811)
Derbyshire Safe Place and Breastfeeding Welcome Here Award Sign Up	2 <sup>nd</sup> February 2017	Vicky Smyth Health Partnership Manager (01283) 595776
Rosliston Forestry Centre – Vision Statement 2016-26	2 <sup>nd</sup> February 2017	Louise Glover Rosliston Project Officer (01283) 595887

Gresley Old Hall Community Hub	2 <sup>nd</sup> February 2017	Stuart Batchelor Director of Community and Planning (01283) 595820
<b>Provisional Programme of Reports To Be Considered by Committee</b>		
Corporate Plan Performance Report	20 <sup>th</sup> April 2017	Keith Bull Communications Manager (01283) 228705
Active Nation Annual Report	20 <sup>th</sup> April 2017	Malcolm Roseburgh Cultural Services Manager (01283) 595774
Housing White Paper Consultation	20 <sup>th</sup> April 2017	Martin Guest Performance and Policy Manager (01283) 595940
Rosliston Astronomy Group – Observatory	20 <sup>th</sup> April 2017	Louise Glover Project Officer – Rosliston Forestry Centre (01283) 595887
Rosliston Forestry Centre – Management Options Appraisal	20 <sup>th</sup> April 2017	Louise Glover Project Officer – Rosliston Forestry Centre (01283) 595887
Corporate Anti-Social Behaviour Policy	20 <sup>th</sup> April 2017	Chris Smith Communities Manager (01283) 595924



Safer South Derbyshire Partnership – Community Safety Partnership Plan 2017-20	20 <sup>th</sup> April 2017	Chris Smith Communities Manager (01283) 595924
Housing Safety Policy 2017	20 <sup>th</sup> April 2017	Gary Clarkson Housing Improvement Manager (01283 595889)
Delivering a First Class Repairs Service	20 <sup>th</sup> April 2017	David Hucker Director of Housing and Environmental Services (01283) 595775
Swadlincote Woodlands Management Plan	8 <sup>th</sup> June 2017	Zoe Sewter Open Space and Facility Development Manager (01283) 5955753
Review and Tenancy Policy	8 <sup>th</sup> June 2017	Chris Holloway Housing Operations Manager (01283 595957)
Physical Activity, Sport and Recreation Strategy	8 <sup>th</sup> June 2017	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Housing Tenancy Strategy Review	8 <sup>th</sup> June 2017	Sharon Baxter Strategic Housing Project Officer (01283) 228758
Maintenance of Public Car Parks	8 <sup>th</sup> June 2017	David Hucker Director of Housing & Environmental Services (01283) 595775