

Date: 3 March 2021

Dear Councillor,

Housing and Community Services Committee

A Meeting of the **Housing and Community Services Committee** will be a **Virtual Committee**, held via Microsoft Teams on **Thursday, 11 March 2021 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Labour Group**

Councillor Rhind (Chairman), Councillor Mulgrew (Vice-Chairman) and Councillors Mrs. Heath, Richards, Shepherd and Tilley.

Conservative Group

Councillors Atkin, Churchill, Corbin and Mrs. Haines.

Independent Group

Councillors Dawson and Roberts

AGENDA

Open to Public and Press

- | | | |
|-----------|---|----------------|
| 1 | Apologies and to note any Substitutes appointed for the Meeting. | |
| 2 | To note any declarations of interest arising from any items on the Agenda | |
| 3 | To receive any questions by members of the public pursuant to Council Procedure Rule No.10. | |
| 4 | To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11. | |
| 5 | CORPORATE PLAN 2020-24 PERFORMANCE REPORT | 4 - 37 |
| 6 | CONTRIBUTION TO ACTIVE DERBYSHIRE | 38 - 45 |
| 7 | SAFER STREETS FUNDING - SWADLINCOTE CENTRE | 46 - 54 |
| 8 | HOUSING CUSTOMER ENGAGEMENT STRATEGY | 55 - 71 |
| 9 | HOUSING INCOME MANAGEMENT POLICY | 72 - 89 |
| 10 | COMMITTEE WORK PROGRAMME | 90 - 95 |

Exclusion of the Public and Press:

- 11** 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.

- 12** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 13** HOMES ENGLAND COMPLIANCE AUDIT – REPORT FINDINGS
- 14** REVIEW OF HOUSING SERVICE

REPORT TO:	HOUSING AND COMMUNITY SERVICES	AGENDA ITEM: 5
DATE OF MEETING:	11th MARCH 2021	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	FRANK MCARDLE (EXT. 5700) FIONA PITTAM (EXT. 5735)	
SUBJECT:	CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2020-2021 QUARTER 3 – 1 OCTOBER TO 31 DECEMBER)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

- 1.1 That the Committee considers progress against performance targets set out in the Corporate Plan 2020 - 2024.
- 1.2 That the Risk Register for the Committee's services are reviewed.

2.0 Purpose of the Report

- 2.1 To report progress against the Corporate Plan under the priorities of Our Environment, Our People and Our Future.

3.0 Executive summary

- 3.1 The Corporate Plan 2020 – 2024 was approved following extensive consultation into South Derbyshire's needs, categorising them under three key priorities: Our Environment, Our People and Our Future. The Corporate Plan is central to the Council's work – it sets out its values and vision for South Derbyshire and defines its priorities for delivering high-quality services.
- 3.2 This Committee is responsible for overseeing the delivery of the key priorities and the following key aims

Our Environment

- *Enhance the attractiveness of South Derbyshire*

Our People

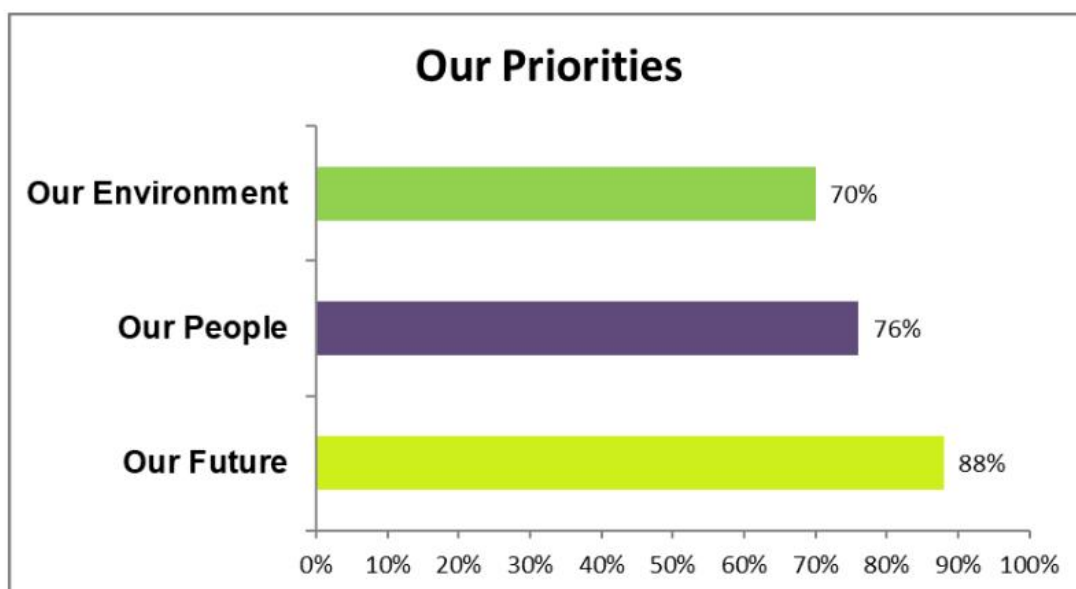
- *Engage with our communities*
- *Supporting and safeguarding the most vulnerable*



4.0 Detail

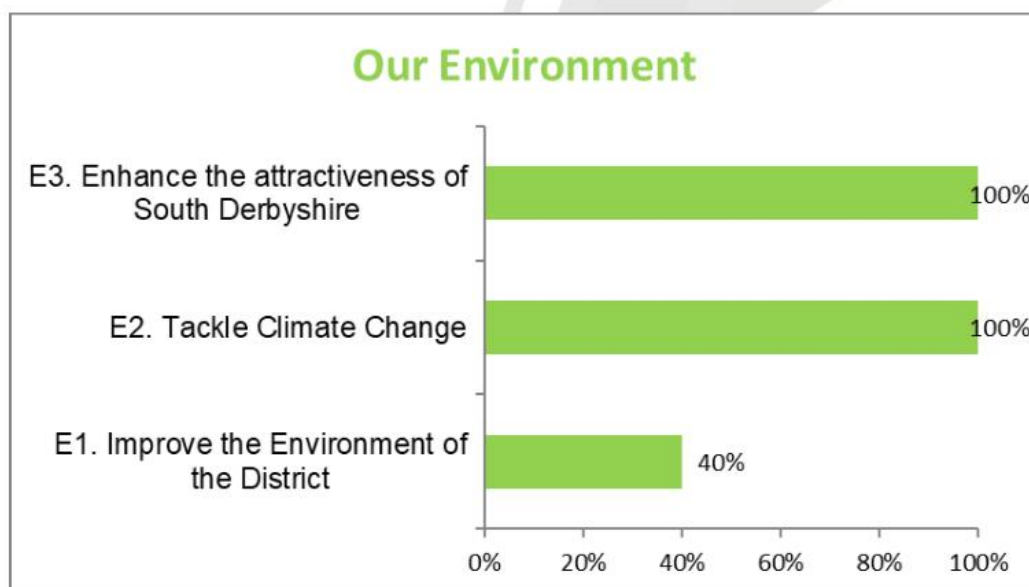
4.1 Overall Council performance against the priorities– Quarter 3 2020-2021.

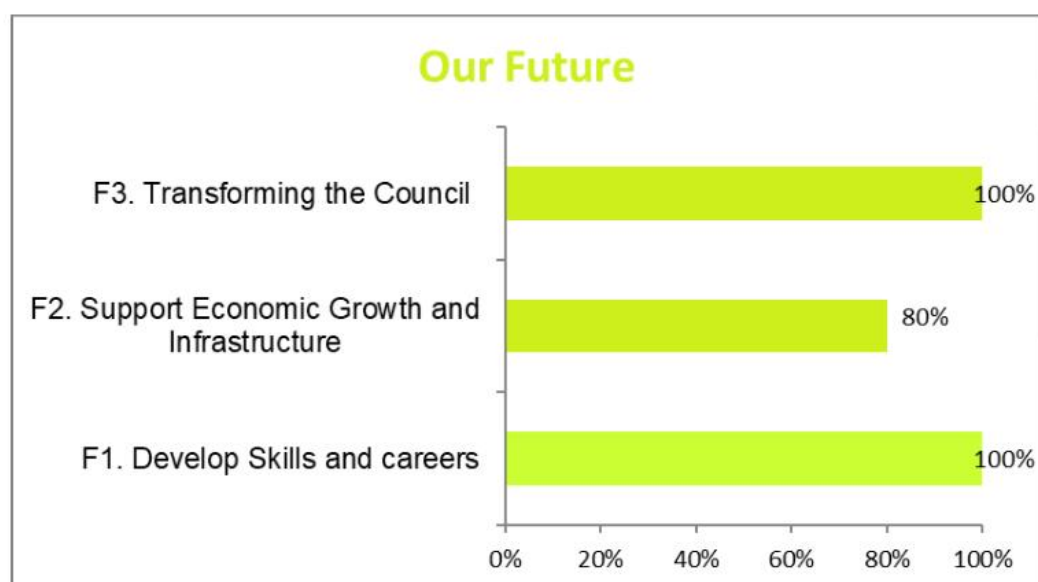
The below chart provides an overview for the % of measures that are on track to achieve the annual target.



4.2 Overall Council performance against key aims – Quarter 3 2020-2021.

The below charts provide an overview for the % of measures that are on track to achieve the annual target within each key aim of the Corporate Plan.





4.3 Of the 35 measures which support the progress of the Corporate Plan 20-24, 16 are green, one is amber, eight are red and ten are grey. Overall, 77% of the key aims within the Corporate Plan are on track. 70% are on track for Our Environment, 76% are on track for Our People and 88% are on track for Our Future.

4.4 This Committee is responsible for overseeing the delivery of seven Corporate measures

Below outlines the three measures for this Committee that are on track (green) for the quarter:

- The number of Green Flag Awards for South Derbyshire parks.
- Deliver the objectives identified in the South Derbyshire Health and Wellbeing Group.
- Deliver the Planned Maintenance Housing programme over four years.



4.5 Below outlines the two measures that are not on track (red) for the quarter:

- Number of Anti-Social Behaviour (ASB) interventions by type.
- Average time taken to re-let Council homes.

The targets for the Corporate performance measures were set prior to the Covid-19 pandemic and this has impacted on the out turn for quarter three for the two measures detailed above.

For more detailed information please refer to **Appendix B**, Performance Measure Report Index.

4.6 An overview of performance can be found in the Performance Dashboard in **Appendix A**. A detailed description of each performance measure including mitigating actions and actions to sustain and improve performance is included in the detailed Performance Measure Report Index in **Appendix B**.

4.7 Questions regarding performance are welcomed from the Committee in relation to the Corporate performance measures that fall under its responsibility and are referenced in the detailed Performance Measure Report Index in **Appendix B**

4.8 The Risk Register for the Committee's services is detailed in **Appendix C**. This includes the register and risk mitigation plans for the relevant departmental Risk Register. Each risk has been identified and assessed against the Corporate Plan aims which are considered to be the most significant risks to the Council in achieving its main objectives. The Risk Register(s) detail a risk matrix to summarise how each identified risk has been rated.

5.0 Financial and Implications

None directly.

6.0 Corporate Implications

6.1 Employment Implications

None directly.

6.2 Legal Implications

None directly.

6.3 Corporate Plan Implications

This report updates the Committee on the progress against the key measures agreed in the Corporate Plan and demonstrates how the Council's key aims under the priorities, Our Environment, Our People and Our Future contribute to that aspiration.



6.4 Risk Impact

Key risks impacting on this Committee are detailed in **Appendix C**, Service Delivery Risk Register, alongside the treatment and mitigating actions in place to manage these risks.

The following provides a summary of the risks that have changed since the last quarter for this Committee.

- SD3 – Safety Standards. The mitigating actions have been updated to include an update on the internal audit review of Housing Safety.
- SD5 – Reduction in funding for Cultural and Community Services. The mitigation actions and been updated to include a funding update.
- SD6 – Ageing Infrastructure at Rosliston Forestry Centre. The rating has changed to green and the mitigating actions have been updated to include health and safety works.
- SD9 – Melbourne Sport Park. The mitigating actions have been updated to include car parking and drainage updates.

The following risk has been added to the risk register

- SD15 – Leisure Centres

Please refer to the Service Delivery Risk Register in **Appendix C** for further detail.

7.0 Community Impact

7.1 Consultation

None required.

7.2 Equality and Diversity Impact

Not applicable in the context of the report.

7.3 Social Value Impact

Not applicable in the context of the report.

7.4 Environmental Sustainability

Not applicable in the context of the report.

8.0 Appendices

Appendix A – Performance Dashboard 2020-2024



Appendix B – Performance Measure Report Index
Appendix C – Service Delivery Risk Register



Priority		Key Aim	Outcome	PI Ref	How success will be measured	Frequency	(Q4) Jan 20 - Mar 20 Outturn	April 20 - June 20 (Qtr. 1)	April 20 - September 20 (Qtr. 2)	April 20- December 20 (Qtr. 3)	Annual Target 2020-2021	Head of Service	Strategic Lead	Committee
Our Environment	Keeping a clean, green District for future generations	E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling	E1.1A	Household waste collected per head of population	Quarterly	Cumulative (Apr-Mar) 404 kgs Q4 (Dec-Mar) 90kgs	126 kgs	250 kgs	355 kgs (estimated)	Sustain during Yr1 (404kgs)	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
				E1.1B	% of collected waste recycled and composted	Quarterly	Cumulative (Apr-Mar) 45% Q4 (Jan-Mar)39%	53%	52.00%	49% (estimated)	Sustain during Yr1 (45% or >)	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	E1.2A	Number of fly tipping incidents	Quarterly	714 (total figure for 2019/20)	Q1 - Target ≤ 179 Actual - 260	Q1-2 Target ≤ 357 Actual - 528	Q1-3 Target < 536 Actual - 732	< 714	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
				E1.2B	Improve the quality of the District through the Local Environmental Quality Survey	Annual	The first survey was completed in January 2020 the result was 89.67% above grade C+. Committee report being prepared. Some service PIs developed to assist overall performance.	Reported Bi-Annually in Q1 and Q3	Survey to be undertaken in Q4 20-21.	A full report will be provided in Q1 21-22.	>95%	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E1.3 Enhance biodiversity across the District	E1.3A	% of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline.	Annual	Not possible to provide as outputs not held in software until April 2020. Monitoring underway and baseline data to be provided Q1 and Q2.	First Report due October 2020. No qualifying decisions in Q1.	66.7%	66.70%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030	E2.1A	Reduce South Derbyshire District Council carbon emissions	Annual	No update required for Q4. First update to be provided Q1 2020-21.	The three targeted C&EAP actions for Q1 are all complete	Six targeted C&EAP actions for Q1-2. Three have been completed. Three are long term projects which are all now in progress and on-track	Nine targeted C&EAP actions for Q1-3. Four have been completed. Five are long term projects which are all now in progress and on-track	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			E2.2 Work with residents, businesses and partners to reduce their carbon footprint	E2.2A	% of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day	Bi Quarterly (Q2 & Q4)	Baseline figure of 50% based on 18 qualifying decisions in Q4.	78%	89%	100%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit	E3.1A	Increase Swadlincote Town Centre visitor satisfaction	Annual	49% of respondents would recommend Swadlincote Town Centre - May 2019. No update required for Q4. First update to be provided Q2 2020-21	Update due Q3	Update due Q3	55% of respondents would recommend Swadlincote Town Centre - Sept/Oct 2020	50%	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
			E3.2 Improve public spaces to create an environment for people to enjoy	E3.2A	The number of Green Flag Awards for South Derbyshire parks	Annual	2	Action planning scheduled for later in the year	Dialogue commenced about potential and preferred sites.	Swadlincote Woodlands and Newhall Park identified as most likely new sites. Management plan for Swadlincote Woodlands to be updated in Q4 to aid future submission.	Four Year Target - 4	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
				E3.2B	Proportion of good quality housing development schemes	Annual	92%	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	90.0%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
Our People	Communities and meeting the future needs of the District	P1. Engage with our communities	P1.1 Support and celebrate volunteering, community groups and the voluntary sector	P1.1A	Number of new and existing Community Groups supported	Quarterly	36	28	66	113	Proxy	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
			P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action	P1.2A	Number of ASB interventions by type	Quarterly	Cumulative (Apr-Mar) 2,893 ASB reports	ASB reports in Q1: Target ≤ 849 Actual - 1776	ASB reports in Q2: Target <800 Actual - 1084. Cumulative Target <1649 Actual - 2860	ASB reports in Q3: Target <540 Actual - 960. Cumulative Target <2893 Actual - 3820	Proxy	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
		P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	P2.1A	Number of households prevented from Homelessness	Quarterly	103 cases	64	127	203	Proxy	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS
				P2.1B	Continue to undertake interventions per year to keep families out of fuel poverty	Quarterly	Numbers of interventions in 2019/20 were not recorded	Q1 Target - 125 interventions Actual - 108	Q1&2 Target - 210 interventions Actual - 216 (Data not yet complete)	Q1-3 Target - 245 interventions Actual - 247	300 interventions	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS
			P2.2 Promote health and wellbeing across the District	P2.2A	Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group	Bi monthly	Not applicable for Q4	Draft plan tabled at H&W Group and approved by the group	Ongoing delivery of the action plan by partners	Ongoing delivery of the action plan by partners and support across partners to support the Covid response	100% of actions delivered	Mary Bagley, Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
			P2.3 Improve the condition of housing stock and public buildings.	P2.3A	Deliver the Planned Maintenance Housing programme over four years	Quarterly	£2,717,193.80	35%	88.95%	95.60%	100% against the annual plan 2020-21	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS
				P2.3B	Develop and deliver the Public Buildings programme over four years	Quarterly	Project Plan for 2020-21 developed	Software tested and calibrated	Condition surveys on the five largest assets have been completed	Carried out further surveys on 12 more of the Public Buildings portfolio.	25% of assets to be surveyed and the planned maintenance programme for phase one to be created	Steve Baker, Head of Corporate Property	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P2.3C	Average time taken to re-let Council homes	Quarterly	Q4 157 days YTD 122 days	Q1 Target 21 days Q1 Actual 206 days	Q2 Target 21 days. Q2 Actual 209 days	Q3 Target 21 days. Q3 Actual 192 days	Median Quartile Performance (Benchmark via Housemark)	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS
			P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	P2.4A	South Derbyshire's ranking in the Social Mobility Commissions Social Mobility Index increases	Annual	311	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	Ranked >311 on the Social Mobility Index	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
		P3.1 Ensuring consistency in the way the Council deal with service users	P3.1A	Increase the number of customers who interact digitally as a first choice	Quarterly	1,219 Covid-19 business grants forms, 1,282 council tax & benefits forms and 12,343 online web form submissions. 14,844 in total (annual figure).	4,474	10,174	16,103	Upward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M	

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Priority	Key Aim		Outcome	PI Ref	How success will be measured	Frequency	(Q4) Jan 20 - Mar 20 Outturn	April 20 - June 20 (Qtr. 1)	April 20 - September 20 (Qtr. 2)	April 20- December 20 (Qtr. 3)	Annual Target 2020-2021	Head of Service	Strategic Lead	Committee			
	Working with commi	P3. Deliver Excellent Services	P3.2 Have in place methods of communication that enables customers to provide and receive information.	P3.2A	Reduce face-to-face contact to allow more time to support those customers who need additional support	Quarterly	2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490. Please note this was up to 20 March 2020, when offices closed due to Covid 19. Quarter 4 figures.	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	Downward trend in Face to Face interactions	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
			P3.3 Ensuring technology enables us to effectively connect with our communities.	P3.3A	Number of customer telephone calls answered by Customer Service	Quarterly	Total Calls 26,280 (21,350 calls handled & 4,930 automated call payments). Quarter 4 figures.	22,387	44,701	69,812	Downward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
				P3.3B	Increase digital engagement (Twitter, Instagram, Facebook)	Quarterly	Total FACEBOOK fans: 22,440, total TWITTER followers: 11,448, No Instagram account yet, total ALL SOCIAL MEDIA fans: 33,888. Social Media queries: 287	Total FACEBOOK fans:26,369 , total TWITTER followers: 7,971, No Instagram account yet, total ALL SOCIAL MEDIA fans: 34,340. Social Media queries: 182	Total FACEBOOK fans:27,919 , total TWITTER followers: 12,005, No Instagram account yet, total ALL SOCIAL MEDIA fans:39,924. Social Media queries: 190	Total FACEBOOK fans: 30,157 , total TWITTER followers: 12,566, No Instagram account yet, total ALL SOCIAL MEDIA fans:42,723. Social Media queries: 206	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
			P3.4 Investing in our workforce	P3.4A	Increase the level of staff engagement.	Annual	No Q4 Update. First Staff survey to take place in 20/21.	Reported annually in Q4	The employee survey has been postponed until early 2021	The employee survey has been postponed until 2021/22	No target for Yr1.Baseline Data only	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
				P3.4B	Number of apprenticeships	Annual	4 (1.2% of head count)	4 (1.2% head count) (3 vacancies currently, one advertisement active, mitigating factors updated)	4 (1.2% head count) (actions taken towards funding new apprenticeships despite Covid hardships)	5 (1.5% head count) (New Business Admin L3 in HR, planning in place for apprentice opportunity in Operation Services)	>2.3% of head count	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
				P3.4C	Average number of staff days lost due to sickness.	Quarterly	3.58	3.68	4.34	11.6	Downward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
				P3.4D	% of employees that consider that the Council has a positive health and safety culture	Annual	No Q4 update for 19/20. First Staff survey to take place in 20/21.	Reported annually in Q4	Reported annually in Q4	The employee survey has been postponed until 2021/22	No target for Yr1.Baseline Data only	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
			Our Future	Growing our District and our skills base	F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District	F1.1A	Increase the number of employee jobs in South Derbyshire	Annual	32,000		Reported Annually in Q4	Reported Annually in Q4	More than Q4 2019/20	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
						F1.2 Support unemployed residents back into work											
					F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District	F2.1A	Annual net growth in new commercial floorspace (sqm)	Annual	2885 sqm	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	12,269.5 sqm	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
F2.1B	Total Rateable Value of businesses in the District	Quarterly					£67,486,786	£67,528,690 (NB. This is the Total Rateable Value of premises rather than the income received through the collection of Business Rates)	£67,316,577 - Total Rateable Value fallen, arising from a change in national regulations relating to cashpoints and surgeries	£67,379,221 - Q3 is an increase on Q2, but remains below levels prior to the change in national regulations	More than Q4 2019/20	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M			
F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets	F2.2A	Speed of decision on discharging conditions on housing applications				Quarterly	80%	100%	100%	100%	90% within 8-13 weeks or as agreed with the applicant	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS			
	F2.2B	% of planning applications determined within the statutory period				Quarterly	93%	94%	99%	98%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS			
F2.3 Influence the improvement of infrastructure to meet the demands of growth.	F2.3A	Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions				Annual	No Q4 update for 19/20. New indicator, data will be collected from April 2020 onwards as retrospective data is not possible to collect.	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS			
F3. Transforming the Council	F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.	F3.1A			Deliver against the Transformation Action Plan.	Quarterly	No Q4 update for 19/20. Transformation plan to report from Q1 onwards		All projects on track and have enjoyed some focused attention and a few large projects in particular have had major milestones reached.		Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M			
	F3.2 Source appropriate commercial investment opportunities for the Council	F3.2A			Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities	Quarterly	Preliminary discussion between Operational Services and Finance have taken place, working group and action plan not yet established		See progress in detailed performance report.		Form a working group & Action Plan	Adrian Lowery, Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	F&M			

Corporate Plan 2020-2024

Performance Measure Report Index

Housing and Community Services Committee

Team: Organisational Development and Performance

Date: March 2021

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Our Environment | Our People | Our Future

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Performance Measure Report Index

Corporate Plan 2020-2024

Summary

The Corporate Plan 2020-2024 has 35 Corporate Measures which underpin the Council's three priorities Our Environment, Our People, Our Future.

The following Committees are responsible for overseeing the delivery of the following key aims and outcomes:

Environmental and Development Services Committee (E&DS) are responsible for 12 Corporate measures under the key aims:

- E1. Improve the environment of the District
- E2. Tackle climate change
- E3. Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- F2. Support economic growth and infrastructure

Housing and Community Services Committee (H&CS) are responsible for seven Corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P1. Engage with our communities
- P2. Supporting and safeguarding the most vulnerable

Finance and Management Committee (F&M) are responsible for 16 corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- P3. Deliver Excellent Services
- F1. Develop skills and careers
- F2. Support economic growth and infrastructure
- F3. Transforming the Council



Housing and Community Services Committee (H&CS) are responsible for the following seven Corporate measures

Our Environment

Measure

- The number of Green Flag Awards for South Derbyshire parks

Our People

Measure

- Number of new and existing community groups supported
- Number of Anti-social behaviour (ASB) interventions by type
- % of households prevented from homelessness
- Deliver the objectives identified in the South Derbyshire Health and Wellbeing Group
- Deliver the Planned Maintenance Housing programme over four years
- Average time taken to re-let Council homes



PRIORITY: OUR ENVIRONMENT

OUTCOME: E3.2 - Improve public spaces to create an environment for people to enjoy

Measure and Ref	E3.2A - The number of Green Flag Awards for South Derbyshire parks		Committee	H&CS	
Definition	Increase the Green Flag Awards for South Derbyshire green spaces by two so that there are four Green Flag Awards in South Derbyshire by 2024 The Green Flag Award scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom and across the world. The green spaces are judged annually through their management plan and a site visit by external Green Flag Judges on the 27 different Green Flag criteria under the following eight headings: A Welcoming Place; Healthy Safe and Secure; Well Maintained and Clean; Environmental Management; Biodiversity; Landscape and Heritage; Community Involvement; Marketing and Communication; Management.		Why this is important	To ensure that everybody has access to quality attractive green and open spaces. Green Flag standard green spaces are important for mental and physical health and wellbeing, children’s development and play, natural heritage including ecosystems and biodiversity and the economic benefits of adjacent residential and industrial premises. To ensure that these spaces are appropriately managed and meet the needs of the community they serve. To establish standards of good management and to promote and share best practice amongst the green space sector.	
What good looks like	The purpose of this PI is to see an upward trend over four years increasing the sites managed to Green Flag standard by 100%. The Green Flag Awards will be reported annually in quarter three of each year following the judging of the green spaces over the summer period.		Mitigating actions	Action plans following the Green Flag Judges recommendations fully completed each year, up to date management plans for the green spaces written each year, support for the volunteers and Friends’ Groups and a good standard of management and maintenance throughout the year.	
History with this indicator	At present there are two Green Flag green spaces in South Derbyshire, Eureka Park and Maurice Lea Memorial Park.				
2019/20 baseline data		Two Green Flag Parks in 2019			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21					



2021/22	4 Green Flag Parks by 2024				
2022/23					
2023/24					
<u>Performance Overview – quarterly update</u>				<u>Actions to sustain or improve performance</u>	
Q3 - Swadlincote Woodlands and Newhall Park have been identified as most likely new sites. Management plan for Swadlincote Woodlands to be updated in Q4 to aid future submission.				Dialogue commenced about potential and preferred sites.	
Two Green Flag applications have been secured in 2020 and the Council are applying for two more in 2021 (coronavirus has limited the engagement we can do on sites) and a further three applications will be submitted in 2022.					
Benchmarking					



PRIORITY: OUR PEOPLE

OUTCOME: P1.1 - Support and celebrate volunteering, community groups and the voluntary sector

Measure and Ref	P1.1A - Number of new and existing Community Groups supported	Committee	H&CS
Definition	<p>The number of Community Groups supported by the District Council. Support will include:</p> <ul style="list-style-type: none">• Assistance with setting up a new group• Providing advice and support on developing constitution, policy, legislation, seeking external funding, safeguarding, accessing training and coaching.• Referrals to other third-party agencies• Providing Financial support through Community partnership Scheme and Safer Neighbourhood Grants• Assisting with events and initiatives• General support through attending meetings, helping with promotion or obtaining third party support for group.• Neighbourhood Planning <p>The Services that are asked to record their support with Community Groups are those that will regularly work with Community groups, namely:</p> <ul style="list-style-type: none">• Environmental Health• Housing (Community Engagement / Tenants Participation)• Communities Team• Cultural Services• Active Communities and Health• Economic Development• Environmental Development / Education• Planning (Neighbourhood Planning)	Why this is important	The Service offers support to Community Groups however this is not always recorded to gauge the level of impact on the Community.
What good looks like	First year will be benchmarking and then see an increase in the numbers of groups supported.	Mitigating actions	Communities Team Manager to contact relevant staff to remind to input into Spreadsheet
History with this indicator	N/A		
2019/20 baseline data		N/A	



	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Proxy	28	66	113	
2021/22	Upward trend				
2022/23	Upward trend				
2023/24	Upward trend				
Performance Overview – quarterly update				Actions to sustain or improve performance	
<p>During Q3 – 47 Community Groups were Supported Providing support to the following areas.</p> <ul style="list-style-type: none">1. Advice / Support with delivering an Event / Initiative2. Advice / Support with setting up a Community Group3. Advice/ Support with finding External Funding4. Advice/ Support with Project Development5. Advice/ Support with setting up Constitution6. Community and Environmental Partnership Grant7. General assisting i.e.: attendance at meetings8. Neighbourhood Planning9. Other: please provide information10. Referral to 3rd Party Organisation11. Safer and Stronger Neighbourhoods Grant12. Support with Training / Coaching <p>Community groups to receive support Q3 included: Eggington Church, Royal British Legion (Swadlincote) Sinfin Ladies Group, Strictly No Falling, The Conservation Volunteers, Woodville Positive Mama group, 24Fit CIC, Fight Station CiC, Old Post Centre Newhall, Swadlincote Swim Club, Eureka Park Bowls Club, Maurice Lea Park Bowls Group Rosliston Parish Council, Melbourne Parish Council, National Citizen's Service Castle Gresley Parish Council, Derby Touch Rugby Club, Hartshorne Parish Council, Hilton Harriers FC, Hilton Youth Group Youth of Hatton, Findern Parish Council, Melbourne Assembly Rooms, Defererrs Academy, Rosliston Drop In Gardening Group, Rosliston Forestry Centre Community Group, Rosliston Rangers Hatton Parish Council , Swadlincote Girls FC and Wildcats Centre.</p>				<p>Numbers supported have increase over the second quarter probably no surprise as less community activity in Q1 due to the Covid-19 Lockdown.</p> <p>Approximately a quarter of the support provided was in relation to advice around restarting activities after the Covid-19 lockdown.</p> <p>3rd Quarter figures continued to increase.</p>	
Benchmarking		Not applicable			



PRIORITY: OUR PEOPLE

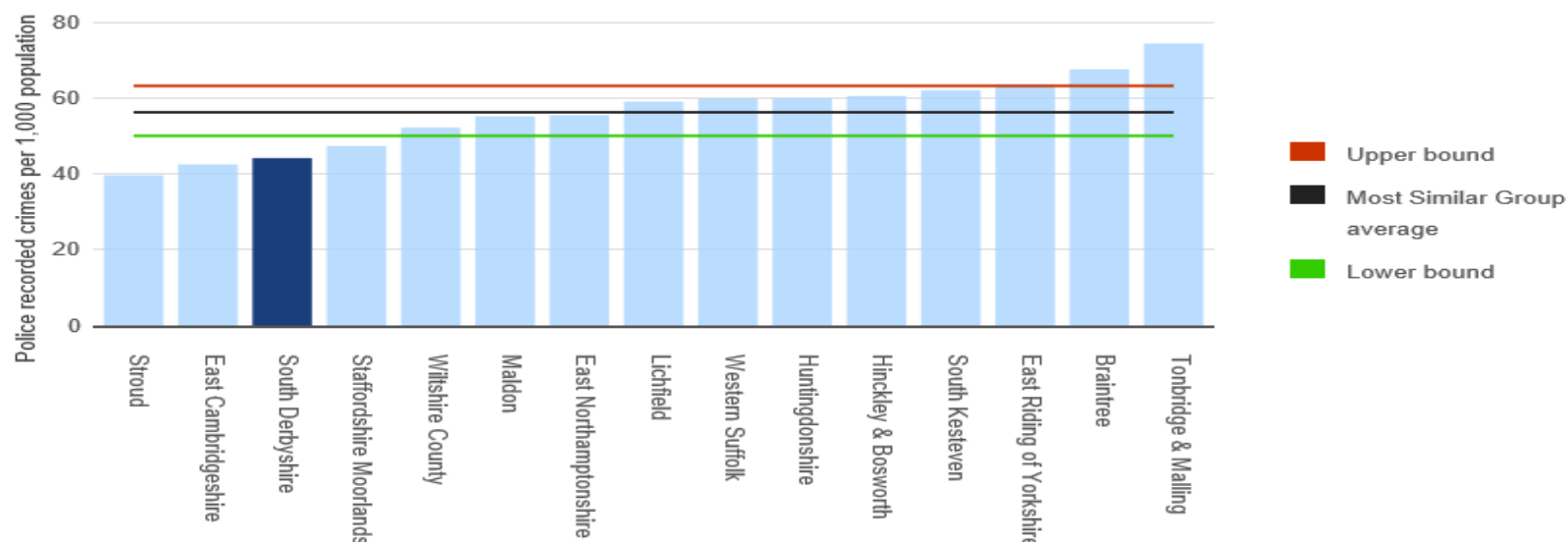
OUTCOME: P1.2 - Help tackle anti-social behaviour & crime through strong and proportionate action

Measure	P1.2A - Number of ASB interventions by type compared to the overall reported incidents of various forms of anti-social behaviour.				Measure Ref	H&CS	
Definition	The effectiveness of the delivery of the services will be assessed as High, Moderate, Minor or Minimal based on a comparison of the changes in numbers of anti-social behaviour complaints and relevant interventions				Why this is important	This is intended to show the service activity around interventions and the result of the interventions	
What good looks like	The assessment will be based on the matrix shown and calculated in accordance with the separate published methodology				Mitigating actions	Type of Interventions to help tackle anti – social behaviour includes: <ul style="list-style-type: none">• Penalty notice• Legal notice• Prosecution / injunction	
		Number of Enforcement Actions compared to baseline					
	Number of ASB Incidents compared to baseline		Increasing Actions	Same Level of Actions			Decreasing Actions
		> 10% Decrease	High	High			Moderate
		No significant change	Moderate	Moderate			Moderate
History with this indicator	No historical monitoring of this indicator						
2019/20 baseline data		2019/20 baseline data is unavailable. In 2018/19 an estimated 3500 reports of relevant forms of Anti-social behaviour (ASB) were received and an estimated 47 formal legal interventions were made.					
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)		
2020/21	‘Moderate’ or ‘High’	Minimal	Minimal.	Minimal			
2021/22	‘Moderate’ or ‘High’						
2022/23	‘Moderate’ or ‘High’						



2023/24	'Moderate' or 'High'			
<u>Performance Overview – quarterly update</u>			<u>Actions to sustain or improve performance</u>	
Q3 update Q1 target for reports of ASB < 849, actual reports 1776 Q2 target for reports of ASB < 800, actual reports 1084 Q3 target for reports of ASB < 540, actual reports 960 The data for 2020-21 continues to be significantly distorted by the impacts of COVID-19 and therefore cannot be considered to be representative of a deterioration in ASB in South Derbyshire.			Implementing systemic change in response to the unique circumstances of COVID-19 is not considered to be proportionate or sustainable. Many of the issues created by the circumstances will never recur. Nevertheless, Council officers involved in these services will look to embed the positive changes and impacts which COVID-19 forced upon services into how they are delivered in future.	
Benchmarking		Level of crime rate (per 1,000 population) and Number of ASB Police calls for Service (per 1,000 population)		

In the year ending June 2019, the crime rate in South Derbyshire was lower than the average crime rate across similar areas.



The red and green lines show how far the crime rate would normally vary from the average. South Derbyshire lies below the green line, so its crime rate is lower than normal for the group.



PRIORITY: OUR PEOPLE

OUTCOME: P2.1 - With partners encourage independent living and keep residents healthy and happy in their homes.

Measure	P2.1A - Number of households prevented from Homelessness	Committee	H&CS
Definition	The purpose of the performance indicator is to measure the total number of homeless cases whereby homelessness was prevented or relieved. The Homelessness Reduction Act 2017 places duties on local authorities to take reasonable steps to assist households to ensure that accommodation does not cease to become available. These are known as <i>Prevention cases</i> . It also places duties on local authorities to take reasonable steps to assist households to secure suitable accommodation when it becomes available. These are known as <i>relief cases</i> .	Why this is important	To demonstrate the effectiveness of the Councils services in preventing homelessness from occurring.
What good looks like	Good performance would be to increase the level of prevention work to prevent households from becoming homeless and have a reduced level of relief work which focuses on supporting households in secure accommodation after they have become homeless.		
History with this indicator	This is a new performance indicator which is guided by the Homeless Reduction Act 2017.	Mitigating actions	<p>As a result of the Coronavirus pandemic all local Bed and Breakfast accommodation as instructed by Government stopped operating with immediate effect on 24th March 2020. There was one household in bed and breakfast accommodation that went to stay with family</p> <p>In line with Government advice not to have any households sleeping rough, issued in the last week of March 2020 the Council immediately identified three further units of accommodation from its general needs stock that could be made readily available for rough sleepers, hospital discharge or early prison released. This number is fluid and is being closely monitored to match demand. The Council has incurred costs which are currently being managed.</p>



					Discussions were held with Derbyshire Housing Officer Group (DHOG) members and neighbouring authorities regarding collaboration and alternative provision, although the conclusion was to make a block booking of five rooms at a Bed and Breakfast in Burton on Trent.
2019/20 baseline data		During Q4 a total of 103 cases were either prevented or relieved.			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Proxy measure to show service activity	64 cases 19 cases ended in prevention and 45 cases ended in relief	63 cases 21 cases ended in Prevention and 42 cases ended in Relief (YTD 127 cases – 40 cases ended in Prevention and 87 cases ended in relief)	76 Cases 19 cases ended in Prevention and 57 Cases ended in relief. (YTD=203 cases – 59 cases ended in Prevention and 144 cases ended in relief)	
2021/22	Proxy measure to show service activity				
2022/23	Proxy measure to show service activity				
2023/24	Proxy measure to show service activity				



<p><u>Performance Overview – quarterly update</u></p> <p>Quarter 3 Overview 19 cases were ended in Prevention</p> <p>The preventative action taken is detailed below:</p> <p>Lost contact =2 Private rent = 3 Part VI with Registered Provider = 5 Withdrew application =1 Part VI offer with SDDC= 3</p> <p>56 cases were ended in Relief</p> <p>The relief action taken is detailed below:</p> <p>Final duty = 14 Lost contact= 14 Part VI offer with SDDC = 8 Part VI offer with Registered Provider= 12 Went to family =5 Supported Housing =2 Found Private rent =2</p>	<p><u>Actions to sustain or improve performance</u></p> <p>Covid-19 is still impacting on the service. The Council will continue to be mindful of any local lockdowns or areas of concern i.e. An increase in approaches due to Domestic abuse. The Council will continue to use its own General needs stock to provide suitable temporary accommodation when required through the pressures of the winter months when Severe Weather Emergency Provision (SWEP)</p> <p>The Council is continuing to see a high number of households accessing supported accommodation which reflects a high number of households that require this support.</p> <p>Owing to Covid-19 a decision has been taken that it is not appropriate for night shelters to operate. This may well place additional demand and resource on the service. Travelodge has re-opened, but planning is difficult at present owing to rises in localised pockets of Covid-19 cases and national changes in management of the virus at local levels.</p> <p>Legislation remains in place regarding evictions, this was due to end on 11th January 2021 but has again been extended. The Council has expanded its temporary accommodation due to ongoing demand because of the pandemic and winter pressures. The Council has already experienced a spell when SWEP was introduced. There is a reduced number of appropriate local bed and breakfast accommodation. A high number of cases are being supported. It should also be noted that owing to ongoing legal restrictions in relation to evictions that concern is being expressed that once lifted, there will be a high level of demand for this service.</p>
<p>Benchmarking</p>	<p>To be developed as part of the review of the Homeless Strategy to be presented in early 2021</p>



PRIORITY: OUR PEOPLE				
OUTCOME: P2.2 - Promote health and wellbeing across the District				
Measure and Ref	P2.2A - Deliver the objectives identified in the South Derbyshire Health and Wellbeing Group			H&CS
Project detail	Delivery against the key themes identified in the Health and Wellbeing Group Action Plan as appropriate to the Council. The current key themes are: <ul style="list-style-type: none"> • Health inequalities between different communities are reduced • People make choices in their lifestyles that improve both their physical and mental wellbeing • Older people, people with dementia and other long-term conditions and their carers have a good quality of life, retain their independence for as long as possible, and receive the support they need at the end of their lives. • (Note these will be updated in March/April 2020) • Deliver 100% of the actions identified 			Why this is important To support the overall health and wellbeing of South Derbyshire residents.
				Mitigating actions The action plan for the Health and Wellbeing Group will be developed before the end of the 2019/20 financial year and then presented to the wider group in the next scheduled meeting in 2020/21. Actions achieved in each quarter will be reported.
Project Action Plan	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Action plan developed and adopted	Ongoing delivery of the action plan by partners	Ongoing delivery of the action plan by partners	



<u>Project Overview:</u>	<u>Actions to sustain or improve performance</u>
<p data-bbox="203 261 443 295"><u>Quarterly update</u></p> <p data-bbox="203 331 1308 365">Appointment of SAIL Officer in Q3 and has commenced work at the beginning of Q4.</p> <p data-bbox="203 400 1447 499">Work taking place around Covid-19 recovery planning across partners and a mental health partnership group is working collectively to connect preventative and primary care work, and an action plan is being developed.</p> <p data-bbox="203 534 1413 601">Ongoing work to implement the Health and Wellbeing Action Plan, reported back to the South Derbyshire Partnership Strategic Co-ordinating Group by Public Health colleagues.</p> <p data-bbox="203 636 1447 703">Dissemination of Covid relevant information across partners and support to this ongoing agenda across partners.</p> <p data-bbox="203 738 1496 965">Grow Outside CIC Gardening Project starting which aims to support vulnerable residents with their gardens. Partners including the Housing Services , South Derbyshire CVS, Care Coordinators and Environmental Health A local need has been identified for a gardening service for vulnerable people (elderly, disabled people, and victims of crime who are unable to care for their own gardens). 30 gardens have been identified by the Housing Service alone. Referrals will be taken from partners such as Housing, Environment Health, Care Co-ordinators, P3, South Derbyshire CVS.</p>	<p data-bbox="1525 261 2163 360">Ongoing assessment and work to identify the opportunities for the Health and Wellbeing Group and action plan during Covid-19 pandemic.</p>



PRIORITY: OUR PEOPLE

OUTCOME: P2.3 - Improve the condition of housing stock and public buildings.

Measure and Ref	P2.3A - Deliver the Planned Maintenance Housing programme over four years			Committee	H&CS
Project detail	<p>Deliver 100% of the planned maintenance project over four years</p> <p>Each financial year a programme of planned maintenance will be drawn up which addresses statutory and other guidance for maintaining homes up to any regulatory standard and safety standard. These works can be funded through either capital or revenue and will all be either procured appropriately as contracted work or completed by the in-house Direct Labour Organisation.</p> <p>The plan will change annually subject to stock condition surveys and any other property fitness assessment.</p> <p>The annual maintenance and expenditure plan will be reported to Housing and Community Services Committee and progress measured against this plan.</p>			Why this is important	To ensure that Council properties are being maintained through a programme of planned and contracted works
				Mitigating actions	<p>Contracts for the maintenance of dwellings in order to comply with all relevant legislation and guidance</p> <p>Programme revised to set deliverable targets based on current environment /supply chain</p>
Project Action Plan	Q1 Projected Spend (Apr-June)	Q2 Projected Spend (Apr - Sept)	Q3 Projected Spend (Apr - Dec)	Q4 Projected Spend (Apr 20 - Mar 21)	
2020/21	£680,525.00	£1,361,050.00	£2,041,575.00	£2,722,100	
2020/21	£239,752.99 (actual Spend)	£1,210,720.32 (actual spend)	£1,951,974.16 (actual spend)		
<p>Project Overview: Quarterly update</p> <p>During Q3, £937,745.87 in quarter spend against a target of £680,525, which represents an 137.8% of target in quarter spend. Shortfall due to delay in commencement of Fire Door programme and Replacement Doors at properties on Midland Road, Swadlincote.</p> <p>(Note: these values to not include kitchens or bathrooms identified and fitted as part of the VOID programme).</p>					<p>Actions to sustain or improve performance</p> <p>Negotiations with contractors have ensured that they have capacity to meet spend targets by switching programmes from internal to external works where necessary</p>



YTD progress stands at 95.6% - shortfall due to delay in commencement of Fire Door programme and Replacement Doors at properties on Midland Road, Swadlincote. Majority of live programmes have progressed at sufficient pace to regain and in some instances, exceed the planned position.

COVID-19 and the current restrictions that are in place have impacted on the ability to obtain access to properties and has had significant impact on the materials supply chain and also the availability of contractors', staff and tradespeople.

As lockdown restrictions ease, access and workload increased up to programme.

Contractors are back on site either carrying out surveys or carrying out works and have been able to complete roofing, fire safety and heating works and have committed to meet programme to year end – a significant proportion of this spend will be achieved through the delayed door programmes. All other workstreams are on track despite COVID restrictions due to flexibility in location and external workings.

Additional workstreams have been added to the Planned programme during the year.

Programme for 2020/2021.

Kitchens	C1107	KRCT	MRA	£4,500.00	95	£	427,500.00	Melbourne
Bathrooms	C1107	BARP	MRA	£3,700.00	40	£	148,000.00	Midway, Newhall
Roof Coverings	C1107	ROOF	MRA	£7,000.00	100	£	700,000.00	Midway
Windows	C1107	PVCU	MRA	£3,800.00	30	£	114,000.00	District wide
Doors	C1107	DRRN	MRA	£580.00	20	£	11,600.00	ADHOC
Rewires	C1107	DER	MRA	£2,800.00	121	£	340,000.00	District wide
Active Fire Protection - Installs	C1107	AFP	MRA	£2,083.33	24	£	50,000.00	District wide
Passive Fire Protection - Fire Doors	C1107	PFP	MRA	£8,000.00	100	£	800,000.00	District wide
Heating Installs	C1107	HIAU	MRA	£3,100.00	110	£	341,000.00	District wide
Communal Doors (Bamford)	C1107	COMDR	MRA	£40,000.00	2	£	80,000.00	Urban Swadlincote
Conversions	C1107	CONV	MRA	£20,000.00	3	£	60,000.00	Etwall & Swadlincote
Home from Home	C1107	HFM	MRA	£90,000.00	1	£	90,000.00	Newhall



Overall HRA Budget	£2,584,550.00
Annual HRA Forcasted Spend	£2,591,400.00
Variation to Budget	£6,850.00
Overall MRA Budget	£2,535,000.00
Annual MRA Forcasted Spend	£2,722,100.00
Variation to Budget	£187,100.00

Spend 20/21	April - June	April- Sept	April - Dec	Arpil - Mar
HRA	£ 647,850.00	£ 1,295,700.00	£ 1,943,550.00	£ 2,591,400.00
MRA	£ 680,525.00	£ 1,361,050.00	£ 2,041,575.00	£ 2,722,100.00
DFG's	£ 198,093.75	£ 396,187.50	£ 594,281.25	£ 792,375.00

There is currently £258,500 in the pipeline for Disabled Facilities Grants.



PRIORITY: OUR PEOPLE

P2.3C OUTCOME: Average time taken to re-let Council homes

Measure	P2.3C Average time taken to re-let Council homes			Committee	H&CS
Definition	This indicator measures the average time (in calendar days) to re-let all vacant Council properties during the reporting period.			Why this is important	Re-letting Council homes in a timely manner reduces the amount of rent loss (£) and ensures stock is available to allocate to applicants on the waiting list.
What good looks like	This measure will be benchmarked via Housemark, the benchmarking provider for Housing Services. Good performance would be to achieve ‘Median Quartile’ performance when benchmarked against a similar peer group.				
History with this indicator	This is a new indicator, in the previous Corporate Plan performance was reported for day-to-day responsive properties and excluded properties which had undergone major works, for example a new kitchen, new bathroom or a re-wire. For the current Corporate Plan (2020-24) this indicator will report against the average time to re-let <u>all</u> Council homes.			Mitigating actions	
2019/20 baseline data		During Q4 the average re-let time was 157 days (this includes all council properties, irrespective of whether major or minor repair work was carried out) The average re-let time for 2019/20 was 122 days.			
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Median Quartile Performance	206 days average all properties (COVID-19)	209 days average all properties (Covid-19)	192 average all properties (Covid-19)	
2021/22	Median Quartile Performance				
2022/23	Median Quartile Performance				
2023/24	Median Quartile Performance				
Performance Overview – quarterly update				Actions to sustain or improve performance	
Issues with Novus being able to source materials has gone on until the end of September 2020 (national shortages). This has restricted the number of properties which can be returned weekly by Novus and has increased the number of current properties which are void.				Novus has appointed a new member of the Team to manage the programme and deliver the Batch 50 properties. Properties are also being fed into the existing void programme to assist with clearing the backlog. Novus continues to work in bubbles but has been hit by Covid	

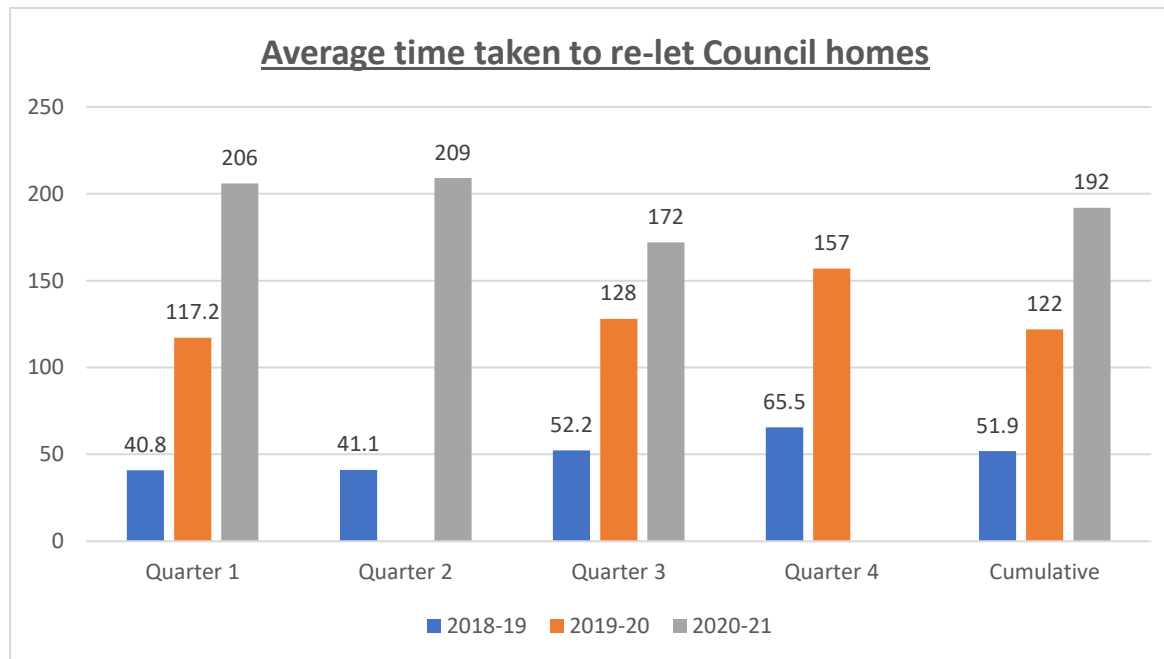


Total no of properties let during:

Quarter 3 = 35 properties over 6018 days = average of 210 days.

Q3 – 4 new properties at Tythe Barn Gardens (Repton) Tier 4 lockdown due to COVID still on going with Repairs team and Novus working in Covid bubbles.

Total of properties let during Q3 (October - December) = 35 properties 6018 days = 172 average.



which has impacted as whole team's need to isolate. Where possible, DLO has been deployed to provide resilience. The Allocations team has received a number of termination notices, so new void properties are being continually fed in. There is a steady flow of properties being returned to be re-let. Should there be a high return of RTL property, resilience has been built in to ensure this is delivered.

Benchmarking

This performance indicator will be benchmarked with Housemark once performance data has been validated.



SERVICE DELIVERY RISK REGISTER (AS AT Q3 2020/21)

Appendix C

Risk	Rating and current position	Risk treatment	Mitigating actions	Change since last quarter	Risk Owner
SD1 - Loss of income to the Housing Revenue Account	Rent reduction controls relaxed and rent increase now in place. Reduction of income through the Impact of COVID19 on Universal Credit (UC) claims is now greater. Likelihood is high and impact is now moderate	Treat the risk through continuous action and review.	Income policies/processes are being revised. The Council has invested in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty. Increased focus on collection of rent and other housing debt. New dwellings mitigate revenue lost through Right to Buy (RTB). New Builds can still be purchased under (RTB) after three years for Secure Tenancies. The uptake of UC has risen sharply through the impact of COVID19 on Council tenants, the rate of increase slowed as lockdown was eased. The Housing Service and DWP have made operational changes to deal with this increase in the short-term	No change to rating. Mitigating actions updated	Housing Services
SD2 - Failure to collect financial contributions or to enforce the delivery of obligations within Section 106 Agreements.	Failure to collect financial contributions or to enforce obligations within Section 106 Agreements. Slight increase in likelihood of requests to defer payments or review viability of development schemes in response to COVID-19 impacts. Likelihood is unlikely but the impact is significant.	Treat the risk through continuous action and review.	Implementation of new software is now complete. Team Leader overseeing the process with dedicated officer monitoring and reviewing progress of agreements relating to 'live' sites. The Service has been recently audited and has put in place actions to address the minor recommendations. Continued use of District Valuer in vetting additional requests for viability review. Discretion over enforcement or payment plans can ensure collection of fees over longer period if cashflow a problem for developers. Page 31 of 95	No change to rating or mitigating actions	Planning and Strategic Housing

			Once S106 funds are received, Planning Policy team send regular reminders to colleagues including external bodies to minimise the risk of S106 money going unspent.		
SD3 – Safety standards	<p>Failure to comply with basic safety standards in flats/blocks with communal areas.</p> <p>Work has been undertaken to put specialist fire asbestos, legionella contracts in place.</p> <p>Likelihood is medium and impact has potential to be significant.</p>	Treat the risk through continuous action and review.	<p>Process underway to update safety procedures for fire, gas, electricity, legionella and asbestos to ensure the Council has appropriate controls in place to manage risks. Progress made so far includes:</p> <ul style="list-style-type: none"> • Fire safety contractor appointed. • Gas servicing 100% compliant. • Electrical testing contractor appointed. • Legionella - sheltered schemes testing in place, void properties shower heads/dead legs removed. • Asbestos testing contractor appointed. • Asbestos removal contractor appointed. • Successful completion of an asbestos audit by the Health and Safety Executive. <p>Whilst the likelihood reduces as contracts are in place, works programmes to the value of £250,000 per annum are required for the next two years to achieve full compliance, so the overall likelihood remains medium. Fire safety work is now underway in communal blocks, including consultation with tenants affected by the work. Additional contractor capacity is being negotiated in order to increase volume of programme.</p> <p>Revised and updated Housing Safety policies were agreed by Housing and Community Services Committee in November 2020. A recent Internal Audit of Housing Safety has confirmed that the systems in place provide “reasonable assurance” in this area.</p>	No change to rating, mitigating actions updated	Housing Services
SD4 – Universal Credit	Loss of income to the Housing Revenue Account through full roll out of Universal Credit (UC) from November 2018.	Treat the risk through continuous action and review.	<p>Welfare Reform Group, including key internal/external partners, meets on a monthly basis to manage roll-out against an agreed action plan.</p> <p>Investment in solutions to maximise opportunities to collect income and support those in financial difficulty.</p>	No change to rating, mitigating actions updated	Housing Services

	<p>There is still uncertainty as to the financial impact of this, but the Council has plans in place working with internal/ external stakeholders to manage this process.</p> <p>Likelihood is high and the impact is moderate.</p>		<p>The Impact of COVID19 on Council tenants has seen a sharp rise in the number of UC Claimants although the rate of increase slowed as lockdown was eased.</p> <p>Delays in UC payments have led to a rise in rent arrears. The Housing Service, in partnership with DWP, has have made operational changes to mitigate this risk.</p>		
SD5 – Reduction in funding for Cultural and Community Services	<p>Reduction of Council funding into Cultural and Community Services. Unable to source external funding to service.</p> <p>There is likely to be additional funding needed to replace income lost through Covid-19.</p> <p>Likelihood is moderate and the impact is moderate</p>	Treat the risk through continuous action and review of funding streams and Cultural and Community Services Restructure.	<p>Forward budget planning over a number of years. Approvals for reserve spend to secure staffing positions up to March 2021 initially for Active Communities.</p> <p>Maintain current funding contribution that the Council makes towards the Active Communities service.</p> <p>The Council is in the final year of a three-year funding agreement with the Police and Crime Commissioner (PCC) for £25,000 per year Community Safety Funding.</p> <p>The Council receives £35,000 per year Basic Command Unit funding from the Chief Superintendent. This is received annually with no long-term commitment.</p> <p>Rolls Royce new three-year sponsorship of the Environmental Education Project confirmed.</p> <p>Continually seek external funding opportunities to support service delivery. This will extend to Covid-19 new funding pots.</p> <p>Successful partnership funding has been achieved with the Green Social Prescribing Programme.</p> <p>Government Funding for the Leisure Centres has been submitted.</p> <p>Monthly assessment of income lost through Covid-19 restrictions on service.</p>	No change to rating some success in mitigating actions	Cultural and Community Services
SD6 - Ageing infrastructure	Need to upgrade Infrastructure at Rosliston Forestry Centre.	Treat the risk through continuous	<p>Condition survey updated as part of procurement exercise for new contractor.</p>	Rating changed to green. Mitigating	Cultural and Community Services

at Rosliston Forestry Centre	<p>Regular meetings held at operational and strategic levels with the Forestry Commission.</p> <p>Likelihood is moderate but the impact would be moderate.</p>	action and review.	<p>Focus on implementing infrastructure requirements identified in external consultant's report.</p> <p>Capital Programme bid successful with the majority of the projects needed supported.</p> <p>Project plans for the delivery of the capital projects being prepared.</p> <p>Collaboration with Head of Corporate Property on improvements to the Planned Preventative Maintenance (PPM).</p> <p>Engage tenants and keep Senior Leadership Team informed</p> <p>Covid-19 pandemic has enabled an opportunity to do some minor health and safety works whilst the site was closed to the public.</p>	actions updated to include health and safety works.	
SD7 - Failure to meet housing delivery targets set out in the five-year supply.	<p>Failure to meet housing delivery targets.</p> <p>Local Plan is in place which sets out the five-year supply. Latest monitoring for 19/20 indicates the Council was performing above target.</p> <p>Likelihood is low but could move to moderate in light of COVID-19 impacts pushing delivery back in the Plan period, but the impact would be significant.</p>	Treat the risk through continuous action and review.	<p>Monitoring/review of performance ongoing.</p> <p>Active pursuit of schemes and opportunities. Increased focus on facilitating prompt commencement of development.</p> <p>Develop action plan(s) where necessary.</p> <p>Current five-year housing land supply rate at 5.76 years - most sites started are building at a rate above that originally anticipated such that c.1300 were completed in 2019/20 - work to accelerate progress on two sites continues.</p> <p>Support government proposals to offer flexibility in supply and delivery requirements in light of COVID-19 effects.</p>	No change to rating, five-year housing land supply amended from 5.92 to 5.76 years.	Planning and Strategic Housing
SD8 - Failure of IT infrastructure that supports Planning Systems,	<p>Ongoing issues with IT infrastructure that supports Planning systems.</p> <p>Likelihood is unlikely and the impact would be significant.</p>	Treat the risk through continuous action and review.	<p>New system went live on 1st August 2019. Work continues towards implementing remaining 'modules' of the software, migrating data and decommissioning old systems.</p> <p>Page 34 of 95</p> <p>Monitoring performance of new system following implementation with consideration of what additional</p>	No change to rating or mitigating actions	Planning and Strategic Housing

LLPG and Land Charges.			resource is necessary to complete the project and/or fully realise the benefits of the software.		
SD9– Melbourne Sports Park	<p>Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with national funders.</p> <p>MSP negatively affected by Covid-19 with no income generation for 3+ months. Some external grants success to support this impact but not all.</p> <p>Likelihood is low /medium, but the impact would be significant.</p>	Treat the risk through continuous action and review.	<p>Regular Artificial Grass Pitch (AGP) Steering Group meetings.</p> <p>Matter under regular review at MSP Board meetings. Key funder in attendance at AGP steering group meetings.</p> <p>MSP Board not meeting business plan income targets so close monitoring required.</p> <p>Scheme to deliver additional car parking on site completed. Elements of Drainage scheme on MSP site and adjacent landowners virtually complete. Works in road awaiting time slot from DCC. Improved rugby pitches playability should increase income generation from bar and catering.</p>	No change to rating, mitigating actions updated.	Cultural and Community Services
SD11– Tree Management	<p>Failure to manage the Council's tree stock in line with adopted Tree Management policy.</p> <p>Likelihood is low but the impact would be significant.</p>	Treat the risk through continuous action and review.	<p>Review of approved Tree Management Policy completed. New Tree Strategy and Policy planned to go to Committee early next financial year.</p> <p>Implementation of the Cultural and Community Services restructure will enable greater staff resources for tree work.</p>	No change to rating or mitigating actions.	Cultural and Community Services
SD12 –Ageing Infrastructure at Greenbank Leisure Centre	Infrastructure at Greenbank Leisure Centre including pipework to pool and roof structure needs investment.	Treat the risk through continuous action and review	<p>Building condition survey is being updated and a planned maintenance programme put in place. Head of Corporate Property.</p> <p>Complete the necessary works identified in external consultant's report.</p> <p>Work has started on site.</p> <p>Ensure that there is capital funding to complete the necessary works.</p>	No change to rating, mitigating actions updated.	Cultural and Community Services
			Page 35 of 95		

SD14- Performance of kerbside recycling contractor	Kerbside recycling contractor is failing to deliver the service on scheduled dates. Risk to change to Kerbside recycling contractor fails to deliver the service due to subcontractor going into administration.	Treat the risk through continuous action and review	Ongoing discussions are taking place with the contractor. Contingency plans have been put in place by the Council to step-in and deliver the contract at short notice. Additional vehicles hired and agency workers employed. Contingency Plans should be sufficient to deliver the service with minimal disruption for the foreseeable future. Interim arrangements beyond the current contract term are being developed as per Committee's endorsement. The uncertainty around recycle reprocessing costs could result in costs to the Council escalating. Market testing exercise will commence shortly.	Rating changed from amber to red. Mitigating actions updated	Operational Services
SD15 Leisure Centres provide	Due to the National Lockdowns and control of coronavirus measures there is a risk that our Leisure Centre providers can no longer sustain their business.	Treat the risk through continuous action and review	Apply to Government for National Leisure Recovery Fund (completed). Monthly assessment of Leisure Provider's finances and assessment of support from SDDC through monthly contract meetings. Contingency plans are also being developed should the contractor not be in a position to deliver the contract at short notice.	New Risk	Cultural and Community Services

	SERVICE DELIVERY RISK MATRIX			
Likelihood				
4 High		SD1, SD4, SD15		
3 Medium		SD5, SD6	SD3, SD12,	SD14
2 Low		SD6	SD7, SD9, SD11	

1 Unlikely			SD2, SD8	
	1 Minor	2 Moderate	3 Significant	4 Catastrophic
	Impact			

Risk Description

- SD1** Loss of income to the Housing Revenue Account
- SD2** Failure to collect financial contributions/enforce obligations within S106 Agreements.
- SD3** Safety standards
- SD4** Universal Credit
- SD5** Reduction in funding for Cultural and Community Services
- SD6** Ageing infrastructure at Rosliston Forestry Centre
- SD7** Failure to meet housing delivery targets set out in the five-year supply.
- SD8** Failure of IT infrastructure that supports Planning Systems, LLPG and Land Charges.
- SD9** Melbourne Sports Park
- SD11** Tree Management
- SD12** Green Bank Leisure Centre
- SD14** Performance of kerbside recycling contractor
- SD15** Leisure Centres

REPORT TO:	HOUSING AND COMMUNITY SERVICES	AGENDA ITEM: 6
DATE OF MEETING:	11th March 2021	CATEGORY: (See Notes) DELEGATED or RECOMMENDED
REPORT FROM:	STRATEGIC DIRECTOR- (SERVICE DELIVERY)	OPEN
MEMBERS' CONTACT POINT:	HANNAH PEATE EXT 5973. Hannah.peate@southderbyshire.gov.uk	DOC:
SUBJECT:	CONTRIBUTION TO ACTIVE DERBYSHIRE	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: HCS07

1.0 Recommendations

- 1.1 That the Committee approves a financial contribution to Active Derbyshire for 2021-22 of £12,191 for the delivery of outcomes set out in a Service Level Agreement with the Council.
- 1.2 That delegated authority be given to the Strategic Director, Service Delivery, in consultation with the Chairman of the Committee to sign any separate agreements necessary to ensure the delivery of the projects set out in the Service Level Agreement.

2.0 Purpose of the Report

- 2.1 To seek the Committee's approval to the Council making a financial contribution to Active Derbyshire for the 2021-22 financial year for the delivery of key outcomes for the District.
- 2.2 To seek approval for the Strategic Director, Service Delivery to be given delegated authority, in consultation with the Chairman of the Committee, to sign any separate agreements necessary to ensure the delivery of the projects set out in the Service Level Agreement.

3.0 Executive Summary

- 3.1 None

4.0 Detail

- 4.1 For a number of years South Derbyshire District Council (SDDC) has paid an annual subscription to the formerly named Derbyshire Sport; now hosted in a Trust called Active Partners Trust. The Trust is a County-wide Partnership that acts collaboratively to deliver physical activity, sport, leisure and recreational activities across Derbyshire. All Local Authorities in Derbyshire have contributed financially to this arrangement. The Partnership has been successful in leveraging in significant resource for the County to further its aims.
- 4.2 The Active Partners Trust comprises Active Derbyshire and Active Nottinghamshire. The Active Derbyshire proposed draft service level agreement (SLA) for South Derbyshire for 2021-22 is attached at Appendix 1. This draft SLA outlines a core offer from Active Derbyshire across the County but also a bespoke offer for South Derbyshire following discussions with the Council. For some of the projects outlined in the SLA, for example workforce development at a local level, separate agreements will be drawn up to specially outline the exact detail of what both Active Derbyshire and the Council are required to deliver. Delegated authority for the Strategic Director to sign these separate agreements, in consultation with the Chairman of the Committee is sought.
- 4.3 In light of the coronavirus pandemic all of the content included within the Core Offer and District Specific Offer will be adapted to reflect the current circumstances. This will include but not be limited to connecting and enabling partner collaboration through virtual meetings, convening a virtual forum to share best practice from across the County and reviewing the use of investment to meet the current needs i.e., working across the Schools Games network to develop a series of Active at Home resources for young people.
- 4.4 All Derbyshire District and Borough Councils and Derby City Council have been requested to make financial contributions to Active Derbyshire on the above basis. This will be a one-year agreement.
- 4.5 The key outcomes delivered through the 2020-21 SLA by Active Derbyshire included:
- Data packs and information provided to aid greater understanding of District residents and areas to help inform service delivery and design.
 - Support for the Young People Active Lives survey being conducted in selected schools.
 - County-wide talking spaces hosted across a range of topics including Active Travel, Utilisation of the Natural Environment and Social Prescribing engaging a wide range of partners.
 - Financial resource totalling £26,816 for Community Use of Schools work continuing to be undertaken.
 - County Schools Games offer created virtually with the School Games Organiser network across Derbyshire and Nottinghamshire in partnership with National Governing Bodies, with the collaboration gaining National recognition.
 - County-wide investment from Sport England to investigate increasing and supporting the community use of schools; this included an audit, sharing good practice and potential future investment. South Derbyshire Schools have been audited and involved in this process.
 - A Derbyshire Insight (information) pack created for Children and Young People year two data.
 - A place-based approach to work in the District has been supported.

- A Strategic Lead post being resourced to support Active South Derbyshire's strategy delivery.
- Further partnership work is identified in Appendix 2.

5.0 Financial Implications

- 5.1 Active Derbyshire has requested a Council contribution for 2021-22 of £12,191. This can be met from the Active Communities and Health budget.
- 5.2 Any future request for funding for future years would be brought to Committee for consideration.

6.0 Corporate Implications

Employment Implications

- 6.1 There are no direct employment implications of this paper; other than the hosting of relevant Active Derbyshire staff to fulfil their commitments into the District when required.

Legal Implications

- 6.2 None directly from this report.

Corporate Plan Implications

- 6.3 The proposed contribution will support the Council to deliver services to the residents of South Derbyshire and fulfil elements of Our Environment, Our People and Our Future themes of the Corporate Plan.

Risk Impact

- 6.4 The Corporate and Departmental risk registers will be updated with any risks identified if they arise from this report.

7.0 Community Impact

Consultation

- 7.1 Active Derbyshire will make positive contributions to the Active South Derbyshire Physical Activity, Sport and Recreation Strategy 2017-2022 and all key themes within the Sustainable Community Strategy – Children and Young People, Healthier Communities, Safer Communities, Stronger Communities and Sustainable Development. These documents were developed in consultation with South Derbyshire residents and organisations.

Equality and Diversity Impact

- 7.2 This SLA supports targeted interventions with an evidence led approach.

Social Value Impact

- 7.3 Physical inactivity can cost the economy millions of pounds per year. By supporting the District's least active population to become active it will work to improve an individual's / community's health and wellbeing and potentially reduce wider costs to society such as the health service.

Environmental Sustainability

- 7.4 Where appropriate delivery of opportunities take place within local communities to reduce the barrier of rural isolation but also to enable people to cycle and walk to opportunities locally, which will potentially reduce traffic congestion and pollution.

8.0 Conclusions

- 8.1 The proposal for continuing the Council's contribution to Active Derbyshire will result in a joined-up approach to the aforementioned Corporate and District-wide strategies and support the County-wide approach to this partnership work.

9.0 Background Papers

Draft SLA for 2021-22

Partnership Work Report to Quarter 3 of 2020-2021

Schedule 1 (DRAFT)

1. Agreed support for joint working in 2021/22

Core Offer

To provide Strategic Lead support to work across the local authority area to develop physical activity

To share good practice from the local authority area across the county and region

To lobby and promote Derbyshire to secure resources from Sport England and other national, regional and county organisations

To provide support in terms of funding advice and promotion of funding opportunities to the local authority and its communities

To provide insight support through data gathering and analysis in the form of mapping and analysis of the Active Lives Survey data, to include:

- The production of a Derbyshire insight pack, which considers Active Lives, census and health data
- The production of a local authority area insight pack
- Mapping of inactivity levels and priority groups across the local authority area to help identify people and places in greatest need

To deliver Sport England funded programmes such as:

- Derbyshire School Games - three levels of activity: competition in schools, between schools, at county/area level engaging pupils of all abilities. Investment in Derbyshire is £30,000
- School Sport Premium Plus - funding to support the provision of physical education and sport in Primary Schools.
- Active Lives Young People's Survey - a nationwide survey to measure sport and physical activity levels of school children
- Satellite Clubs - local sport and physical activity clubs that are designed around the needs of young people and provide them with positive, enjoyable experiences that make it easy for them to become active or to develop more regular activity habits. Available investment across Derbyshire is £86,000 p.a.
- Workforce Development - funded programme to develop the enablers, deliverers and influencers across the sport and physical activity system to effectively reach, support and enable our target communities and groups to be more active.

To deliver an annual Derbyshire Physical Activity and Sports Awards event

To provide support and guidance in the development of a marketing led approach to the physical activity offer in the local authority area, including:

- Workforce training to develop marketing skills
- Support and training to create digital tools such as videos
- Opportunities to promote district work through Business-to-Business (B2B) Active Derbyshire communications e.g. website, newsletters and social media

- General marketing and communications advice and support

To provide support and guidance in the development of open and built infrastructure including:

- Championing the use of engagement of local communities in facility provision
- Provide support for the use of Active Design principles in the planning of new housing developments
- Provide support, advice and comment on facility project and strategy groups

To provide support and advice on how to use the East Midlands Physical Activity Toolkit to monitor projects and guidance on how to use the Active Partners Trust Evaluation Framework to capture the value of your work, reflections of those involved, stories of change, and outcomes achieved

District Specific Offer

- Support work across the District, catalysing the inactive to become active by enabling and widening the local physical activity system.
- Moving on with COVID activated locally with key partners to develop a shared approach to reduce inequalities in physical activity amongst young people.
- Develop a shared approach to enable communities to be active in the outdoors. Embedding the Walk Derbyshire programme and revised Derbyshire Cycle plan locally; and bringing additionality to the activation of the Urban Country Park.
- Support the development of place-based working. Following an insight-led approach, supporting local models and advocacy. Bringing additionality to the work in Newhall.
- Continue to facilitate learning within the education sector regarding community use of schools, working with schools in the urban core to understand current usage, success factors and support schools to open their sports facilities outside of the school day. Disseminating learning across all schools and bringing additionality to the options appraisal for an additional Artificial Turf Pitch.
- Supporting the development of the Active South Derbyshire Strategy Refresh in light of new National and County strategy developments. With support from the University of Derby to research current variants in the Active Lives Data, to inform future priorities.
- Supporting the community infrastructure to tackle inequalities in participation across the District to help those groups supporting the less active enable physical activity by connecting them to funding, training and other resources. To develop their workforce, opportunities, and safe spaces.

Q3 Review 2020

SOUTH DERBYSHIRE

Core Offer 1: To share good practice from the local authority area across the county and region

- Connected **SDDC** to the **Asset-Based Learning Network** and **Talking Space sessions**, with SDDC showcasing good practice examples
- **Community Use of Schools Partnership** captured as a case study

Core Offer 2: To provide support in terms of funding advice and promotion of funding opportunities to the local authority and its communities

- Weekly funding news updates provided in response to COVID
- Active Derbyshire Funding Updates shared with local partners
- **Supported :**
- Tackling Inequalities Fund **£5110** applications for : Special Needs Circle, Swadlincote Swimming Club and Goseley Activity Partnership
- Young People's Fund **£4500** - to complement PCC Bid for local Youth Hubs
- Sport Englands Community Emergency Fund - for 22 groups totalling **£53,969**
- DCC Action Grants Round 7 - **£2000** for 4 groups

Core Offer 3: To provide insight support through data gathering and analysis in the form of mapping and analysis of the Active Lives Survey data, to include sharing District data pack with key partners and networks

- Local participation survey and Community group & club health check, developed to better understand the impact of COVID locally
- **COVID Sport England & Active Derbyshire Physical Activity headlines** shared with local network and used to inform Moving on with COVID
- **Active Lives Survey Headlines for South Derbyshire** captured and shared with local partners in a District data pack
- Collating insight to inform priorities for MOVING on with COVID work across the District

Core Offer 4: To deliver Sport England funded programmes

- **Derbyshire School Games L3 competition** was cancelled due to COVID and replaced by 10 weekly School Games Resources for primary & secondary schools with a weekly virtual competition. Promotion of YSTs School Sport week to support schools and individuals was also provided. Alongside a **Summer Staycation resource** and **Dance Around the World Resources**, supporting young people to stay active at home
- National Award for School Games collaboration work in Derbyshire & Notts at the School Games National Summit 2020
- Supporting the development, ideas and sharing practice for virtual School Games opportunities.
- Investment to work with young leaders, coaches and volunteers aged 16-24 from priority groups to train, support and deploy them to help deliver School Games.
- New virtual competition resources co-developed for fencing.
- Facilitated School Games Outcomes conversations across the 2 counties to help future planning.
- Case studies captured for **School Games Summer Term 2020** and Effective use of **Primary PE & Sport Premium**.
- Active Lives Children & Young People Survey Autumn Term - **177 responses from 3 out of 6 schools**
- **Young Peoples Fund investments:**
- **£4500** to develop the Volunteer Workforce supporting the **Youth Hub programme**
- **£1344** to support inactive YP from Pingle to access **Swadlincote Ski Centre**
- Young Peoples Fund Developments with: **Pingle Girls Active** and **Spirit and Soul Equine**

Core Offer 5: To deliver an annual Derbyshire Physical Activity and Sports Awards event

- **Thank-you Campaign launched** to recognise the contributions to **Towards an Active Derbyshire** from individuals and groups across the City & County to recognise and reward successes safely

Core Offer 6: To provide support and guidance in the development of a marketing led approach to the physical activity offer in the local authority area, including:

- Shared job opportunities through newsletters, social media and Talking Space Events
- Reviewing the "Walk Derbyshire" branding opportunities.

Core Offer 7: To provide support and guidance in the development of open and built infrastructure including:

- Health and Planning Audit – SDDC involved in the Health and Planning System Leaders Group and contributed to the workforce audit.
- DCC Public Health responding to the audit by proposing a Planning/Design post to support districts.
- SDDC have adopted the Active Design principles
- Supported the development of the Strategic Operating Framework for AGP development in the Urban Core with £3k funding to appoint consultants

SOUTH DERBYSHIRE

Core Offer 8: To provide support and advice on how to monitor projects and guidance on how to use the Active Partners Trust Evaluation Framework

- Piloting methods to capture progress through the Newhall Active in the Forest work i.e. shared reflective practice documents and sessions

Core Offer 10: To lobby and promote Derbyshire to secure resources from Sport England and other national, regional and county organisations

- Community Use of Schools investment through DfE totalling - **£26,816**
- MOVING on from COVID Physical Activity funding secured £15k of investment into SD
- Beat the Street – offered the opportunity to host a test and learn Beat the Street and bid for Sinfin with Stenson Fields to be included – bid successful for October competition.
- Highlighted the Places to Ride funding opportunity and connected SDDC to British Cycling. Currently submitting the phase 2 application.

District Specific

Continue to facilitate learning within the education sector regarding community use of schools

- £26,816 investment to support Community Use of Schools at Pingle, William Allitt and Granville: Better understanding the community needs through summer activity hosted for identified vulnerable children transitioning to year 7.
- Feasibility Study for outdoor space at Pingle commissioned
- William Allitt marketing needs understood
- Granville - supporting the launch of the new facilities
- Adding value and additional opportunities across the 3 secondaries based on local need.
- Countywide report captures learning and recommendations for future national work.
- Case Study of South Derbyshire Approach captured and shared

In partnership with the National Forest explore the need of partners across the outdoor facilities sector, to better comprehend the support they need to understand and engage with the health and care sector

- Successful Green Social Prescribing Pilot Application supported to enable Derbyshire to be 1 of 7 National Pilots.
- National Forest contributed to the "Physical Activity and the Natural Environment" and "Whole System Approach to Walking" Talking Space sessions, sharing good practice and learning with countywide partners.
- National Forest are supporting the Whole System's Approach to Walking across Derbyshire, to inform future work.

Support the development of place-based working. Following an insight-led approach, supporting local models and advocacy. Bringing additionality to the work in Newhall, Midway and the Urban Country Park Project

- Newhall Active in the Forest shared purpose agreed and momentum building, progressing to collaborative working.
- CVS increased capacity to work in Newhall and build understanding.
- Place based working in Newhall gaining momentum - increasing and connecting to wider partners, gaining views and insights from community members and strategically connecting work across multiple agendas to embed asset based principles.

To help develop the insight and understanding of people within the district with long term health conditions, in line with the principles of We Are Undefeatable to support the delivery of the Active South Derbyshire Strategy and the South Derbyshire Partnership Health and Wellbeing Group Plan.

- Priority captured in the Health & wellbeing plan for 2020-21
- Meeting planned for February to understand the learning from Bolsover and local need/opportunity.

Work with SDDC to achieve carbon neutrality by 2030, by supporting the developments of the South Derbyshire Sustainable Travel Plan Working Group and wider Active Travel opportunities

- Supporting countywide discussions with the Sustainable Travel Team at DCC to look at local priorities and links with the Local Cycling Walking Investment Plan
- Derbyshire wide tender to review the Derbyshire Cycling Plan and Whole System Approach to Walking in Derbyshire report and stakeholder event under development.
- Co-facilitating the South Derbyshire Community Forum on walking - February 4th

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	11th March 2021	CATEGORY:
		RECOMMENDED
REPORT FROM:	STRATEGIC DIRECTOR - SERVICE DELIVERY	OPEN
MEMBERS' CONTACT POINT:	CHRIS SMITH, COMMUNITIES TEAM MANAGER, 01283 595 924 chris.smith@southderbyshire.gov.uk	DOC:
SUBJECT:	SAFER STREETS FUNDING SCHEME- SWADLINCOTE CENTRE	
WARD(S) AFFECTED:	SWADLINCOTE WARD	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 That the Committee approves the submission of a full funding application to be made to the Home Office for Safer Streets Funding.
- 1.2 That, subject to the application being successful, the Committee approves the creation of two new temporary positions as part of the application; an additional Town Centre Community Safety Enforcement Officer, on a twelve-month fixed-term contract and a new Shop Watch Manager on a two-year fixed-term contract. The grade of the posts to be subject to job evaluation as appropriate.
- 1.3 That, subject to the bid being successful, the Committee approves the use of Communities Team budget reserves to pay for the second year of the Shop Watch Mangers post.
- 1.4 That the Committee agrees for the report to be submitted to Finance and Management Committee for approval of the establishment of two new fixed-term posts and the use of the Communities Team Reserves to pay for the second year of the Shop Watch Manager Post.

2.0 Purpose of the Report

- 2.1 To inform the Committee of the details of the Safer Streets Funding Scheme and the South Derbyshire Expression of Interest which will be developed into a full funding application, to be submitted to the Home Office by 30th March 2021.
- 2.2 To seek Committee approval for the recommendations detailed under 1.1 to 1.4.

3.0 Detail

- 3.1 The Home office has launched Round two of the Safer Streets Funding. It has been extended so that Local Authorities can now submit applications for funding via the local Police and Crime Commissioner (PCC).

- 3.2 The funding stream is designed to enable organisations and partnerships to design and deliver local crime prevention plans in hotspot areas with the outcome of reducing neighbourhood crimes through situational prevention. The objectives of the fund are to:
- Reduce neighbourhood crime (burglary, vehicle related theft, theft from the person, robbery) in areas that receive funding – making local areas safer and reducing demand on the police to focus on higher harm crimes.
 - Continue to build evidence about the impact of targeted investment in situational prevention in high crime areas to strengthen the case for future investment, both at a local and national level.
 - Grow local capability to undertake data driven problem solving and capture evidence and practical learning about how best to implement situational interventions to prevent crime.
- 3.3 Each Force area can submit three applications (of up to £430,000) and the PCCs Office will decide which applications have been successful. Each District was given the opportunity to submit an Expression of Interest for the funding which is to reduce Neighbourhood Crime (Burglary, Robbery, Vehicle Crime) in a specific hot spot Local Super Output Area (LSOA).
- 3.4 A spreadsheet has been developed by the PCC's office and shows all the areas that meet the threshold in terms of crime rates against the four target crime areas (Burglary, Robbery, Vehicle Crime and Neighbourhood Crime, which is Burglary, Robbery and Vehicle Crime combined).
- 3.5 The only Local Super Output area to feature heavily for South Derbyshire is Swadlincote Centre LSOA, which meets the threshold for three of the four crimes types. The map attached to the report at Appendix 1 shows the boundary.
- 3.6 Swadlincote LSOA is currently ranked in Derbyshire as below:
- 5th for Burglary,
 - 9th for Theft from the person and
 - 14th for Neighbourhood Crime.
- 3.7 The PCC received a number of Expressions of Interest from Local Authorities in Derbyshire and on 1 March, in consultation with the Police, it was decided that the Swadlincote Town Centre Expression of Interest, attached at Appendix 2, was one of three successful bid proposals. South Derbyshire District Council will now be invited to complete a substantive bid through the Home Office portal. The Police and Crime Commissioners Office will assist with the development of the bid.
- 3.8 The application will be centred around improving the security of shops and businesses in and around the Town Centre and increasing the visible presence of officers patrolling the area. It will impact on reducing rates of Burglary, Theft from the Person and Shoplifting. Should the application be successful the following initiatives will be delivered over the next two years:

East Midlands Chamber Crime Reduction Partnership (£35,000) – The Chamber will provide shops and businesses in the Town Centre with tailored support, to help protect their premises and their employees against crime. The Chamber will support businesses to reduce overall security costs, providing them with a free Premises Security Review. The Partnership will bring retailers together in the form of a Shop Watch scheme which will help combat theft and anti-social behaviour (ASB) in the

Town Centre through the implementation of the DISC online information sharing messaging system.

Shop Watch Manager (£42,500, inc on costs and equipment) - Employed on a fixed-term contract for a two-year period the Shop Watch Manager would be responsible for working with the East Midlands Chamber to develop and co-ordinate the Business Crime Reduction Partnership and the Shop Watch Scheme. They will oversee the procurement of the extension to the Town Centre CCTV system and be responsible for the monitoring, viewing and maintenance of the system. The postholder would stay informed of any incidents occurring in the Town Centre and would work closely with businesses, the Police Safer Neighbourhood Team, the Council's Community Safety Enforcement officers and the Council's Communities Team (Community Safety Partnership).

Town Centre Community Safety Enforcement Officer (CSEO) (£37,500 including on costs and equipment) - An additional Town Centre CSEO would be recruited for a 12-month fixed-term period. There is already one CSEO based in Swadlincote Town Centre, however, that post also covers the three urban parks (Maurice Lea Park, Swadlincote Woodlands and Eureka Park). During 2020 the CSEO was frequently required to patrol the three urban parks during the summer as they became a hotspot for ASB after the lockdown was lifted in June 2020. Having a second CSEO would enable one officer to remain in the Town Centre and enable the other officer to spend more time in the three parks, one of which Eureka Park falls inside the Swadlincote Centre LSOA..

Extension of the Swadlincote Town Centre CCTV System (£15,000) The existing Town Centre system has been unable to cover the bottom half of Swadlincote High Street due to the size of several trees which obstruct the wireless signal. The District Council has been informed these trees can be removed as they are causing damage to the ground and nearby shops, this will enable the system to be extended down to the bottom of the High Street.

Mobile CCTV Cameras (£10,000) – Wireless CCTV Cameras will be purchased to be located at areas around the Town Centre that are not currently covered by the existing CCTV system but can attract ASB or Crime issues i.e. the Odeon cinema at the Pipeworks retail park, McDonalds at the Belmont Street retail park and at Eureka Park. These cameras will be re-deployable and can be re-located as and when required.

3.9 The total cost of the above initiatives is £140,000.

3.10 **Match Funding (£35,000)** -The Home Office has stated that the applicant must demonstrate 20% match funding towards the total cost of the application. This will be provided by the existing Town Centre Community Safety Enforcement Officer post (£35,000).

3.11 The total project cost will be **£175,000**

4.0 **Financial Implications**

4.1 Should it be successful the application will bring in an income of £140,000 into the District and provide direct benefit for residents, businesses, and customers.

- 4.2 The cost of maintaining the Shop Watch Manager post for a second year (£40,000) will be funded using Communities Team budget reserves.

5.0 Corporate Implications

Employment Implications

- 5.1 Two new posts will be recruited if the application is successful, a Town Centre Shop Watch Manager (expected to be on scale SO1) on a two-year fixed-term contract and a second Town Centre Community Safety Enforcement Officer (on scale 6) on a one-year fixed-term contract.
- 5.2 At the end of a fixed-term contract any employee having over two years continuous service will be entitled to a redundancy payment should the contract not be renewed and if they are current members of the Local Government Pension Scheme and are aged 55 or over that they are entitled to immediate access to their pension. If they are able to access their pension, then the Council will have to pay an additional cost for the impact on the pension fund.
- 5.3 The Fixed-Term (Prevention of Less Favourable Treatment) Regulations 2002 ensure that fixed-term employees are not treated less favourably than comparable permanent employees. The terms and conditions provided are in line with the NJC for Local Government Services and therefore the same as comparable permanent employees.
- 5.4 These Regulations also provide that the continued renewal of fixed-term contracts that result in four years continuous service for an employee should be on a permanent contract unless it can be objectively justified to remain on a fixed-term basis. Any extension directly linked to funding arrangements will provide justification for continuing on a fixed-term contract basis. As noted above, the Council does employ them on comparable employment terms and will provide redundancy payments at the end of the fixed-term contract for an employee with two years continuous service.

Legal Implications

- 5.5 None

Corporate Plan Implications

- 5.6 Delivering the initiatives mentioned above would work towards the following Corporate plan indicators:
- Enhance the appeal of Swadlincote Town Centre as a place to visit.
 - Improve public spaces to create an environment for people to enjoy.
 - Help tackle anti-social behaviour & crime through strong and proportionate action.
 - Encourage and support business development and new investment in the District.

Risk Impact

- 5.7 The application, if successful, would support the actions taken by the Council and its partners to reduce the level of crime and anti-social behaviour in the District. This would promote a safe and secure environment for customers and businesses in the Town Centre and in the Council's [Parks and Open Spaces](#).

6.0 **Community Impact**

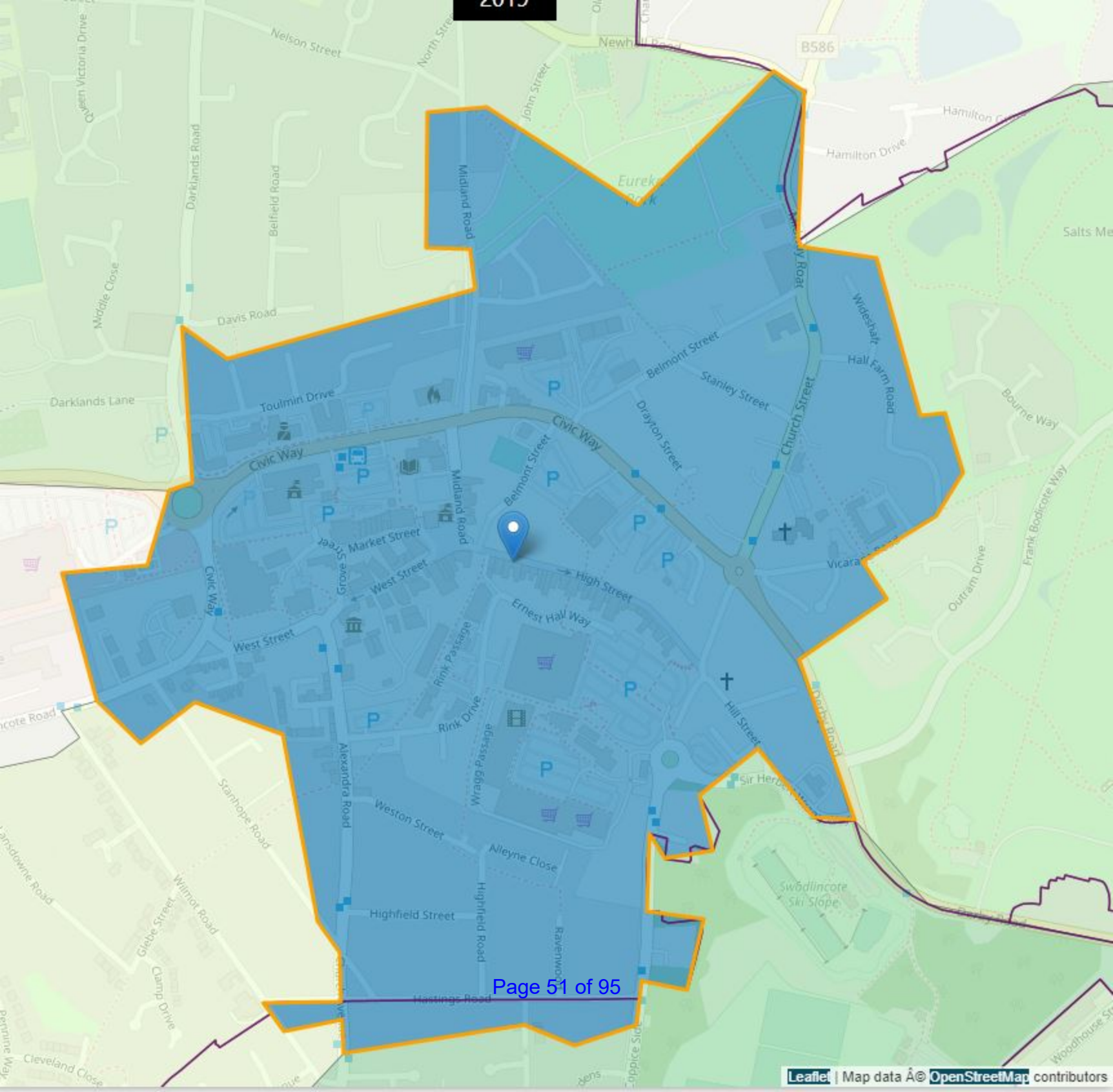
The delivery of the initiatives would improve the safety and security of Swadlincote Town Centre and would help encourage both business and shoppers into the Town Centre.

7.0 **Conclusions**

Should the application be successful, it will bring welcome investment into Swadlincote Town Centre for local businesses to improve their security and reduce the number of burglaries in the Town Centre. It would also increase the presence of Officers both in Town Centre, local parks and other open spaces which will help reduce thefts, ASB and keep visitors safe.

8.0 **Background Papers**

- App1 Map of the Swadlincote Local Super Output Area.
- App2 Copy of the submitted Expression of Interest.



Safer Streets Round 2 – Outline Proposal Form

1. Please indicate the target area including which Lower Super Output Area (LSOA) it falls within. A list of LSOA's which meet one or more of the crime benchmarks required have been provided separately.

South Derbyshire 009B - Swadlincote Centre (Civic Way)

2. Please briefly outline the nature of the problems within the identified target area in relation to Neighbourhood Crime consisting of one or more of the following: (Burglary, Robbery, Vehicle Crime and theft from the person)

Swadlincote Centre LSOA is predominantly a retail area consisting of:

- *Swadlincote High Street consisting of typical High Street retail outlets and two Public Houses.*
- *Belmont Street retail park with approximately 6 retail stores*
- *Pipeworks retail park, with approximately 12 retail stores*
- *A small number of residential streets*
- *Eureka Park*
- *Four major supermarkets - Morrisons, Sainsburys, Lidl and Aldi.*
- *Public amenities including Police Station, Library, Council Offices, Derbyshire Fire and Ambulance HQ.*

The majority of the crime occurs within the three retail areas named above and the LSOA is currently ranked in Derbyshire as below:

- *5th for Burglary,*
- *9th for Theft from the person and*
- *14th for Neighbourhood Crime.*

A large proportion of the burglaries occur in business premises overnight.

A number of prolific offenders live in close proximity to the Town centre and given that the town centre is quiet and has low footfall overnight, it can make it more attractive for opportunistic burglars.

There is also a high number of 'Theft from the person' within the town centre with opportunist thieves stealing purses and handbags. It is also a hot spot area for Shop lifters with retailers such as Boots, Superdrug, B&M Bargains, Peacocks and the supermarkets frequently targeted.

The Town Centre, the two retail parks and Eureka Park also suffer from Anti-Social Behaviour on occasions with groups of youths, street drinkers and more recently beggars causing issues. Whilst not a focus for this funding, the interventions listed below will also be expected to impact greatly on reducing this ASB.

3. Please describe potential interventions which could be funded through Safer Streets to address the problems identified in Q2. Please also include rough estimated costs. For information, the total value of a bid can be up to **£432,000**. There is a mandatory 20% match

fund requirement in this years Safer Streets Fund. Please outline broadly how this 20% matched resource may be met. More info below:

East Midlands Chamber Crime Reduction Partnership (£35,000) – The Chamber will provide shops and businesses in the Town Centre with tailored support, to help protect their premises and their employees against crime. The Chamber will also support businesses to reduce overall security costs, providing them with a free Premises Security Review. The Partnership will bring retailers together in the form of a shop watch scheme which will help combat theft and anti-social behaviour (ASB) in the Town Centre through the implementation of the DISC online information sharing messaging system.

A Shop Watch Manager (£42,500, inc on costs and equipment) – Shop Watch Manager (£42,500, inc on costs and equipment) - Employed on a fixed-term contract for a two-year period the Shop Watch Manager would be responsible for working with the East Midlands Chamber to develop and co-ordinate the Business Crime Reduction Partnership and the Shop Watch Scheme. They will oversee the procurement of the extension to the Town Centre CCTV system and be responsible for the monitoring, viewing and maintenance of the system. The postholder would stay informed of any incidents occurring in the Town Centre and would work closely with businesses, the Police Safer Neighbourhood Team, the Council's Community Safety Enforcement officers and the Council's Communities Team (Community Safety Partnership).

Town Centre Community Safety Enforcement Officer (£37,5000 inc on costs and equipment) - An additional Town Centre CSEO would be recruited on a fixed-term contract for a 12-month period. There is already one CSEO based in Swadlincote centre however that post also covers the three urban parks and during 2020 the officer was frequently required to patrol the three urban parks during the summer as they became a hotspot for ASB after the lockdown was lifted in June 2020. Having a second CSEO would enable one officer to always remain in the Town centre and enable the other officer to spend more time in the three parks, one of which Eureka Park falls inside the Swadlincote Centre LSOA.

Extension of the Swadlincote Town Centre CCTV System (£15,000) The existing Town Centre system has been unable to cover the bottom half of Swadlincote High Street due to the size of several trees which obstruct the wireless signal. The District Council have been informed these trees can be removed as they are causing damage to the ground and nearby shops, this will enable the system to be extended down to the bottom of the High Street.

Mobile CCTV Cameras (£10,000) – Wireless CCTV Cameras will be purchased to be located at areas around the Town Centre that are not currently covered by the existing CCTV system but can attract ASB or Crime issues i.e. the Odeon cinema at the Pipeworks retail park, McDonalds at the Belmont Street retail park and at Eureka Park. These cameras will be re-deployable and can be re-located as and when needed.

Match Funding – (£35,000) The Council employees a Town Centre Community Safety Enforcement Officer at a cost of £35,000 per annum.

Total Project Cost = £ 175,000

Cost of Initiatives = £140,000 + Total match funding commitment = £35,000

Extract from Home Office Prospectus: Lead bidders are mandated to identify a matched resource contribution of 20% of the total of their bid. For example, if a bidder identifies the total cost of their project equals £300,000, they will need to provide the equivalent of £60,000 in matched funding, receiving £240,000 in grant funding. 3.35 This contribution can take a range of forms, including a

financial/cash contribution; staff time; volunteer time; or as part of the commitment to maintain interventions in future years.

4. Please describe how you intend to work in partnership to develop and deliver the bid.

The list of interventions above was discussed and identified by a small group consisting of the Local Police Inspector and representatives from Councils Planning, Environmental Health and Communities Team.

The project will be managed by South Derbyshire District Council, other partners that will be involved in the bid include:

- *Swadlincote Police*
- *representatives from the District Council Communities Team, Environmental Health and Planning Service areas*
- *Town Centre Wardens*
- *Retailers*
- *Town Centre based Community and voluntary organisations.*

There are a number of community and voluntary sector organisations located within the Town Centre area that would be included in the Shop watch scheme (Sharpe's Pottery, Swadlincote CVS, Hill Street Baptist Church and Bank House Mental Health Charity) could all be involved with the Shop watch scheme.

Regular Town Centre Vision meetings already take place monthly with the Police, District and County Council attending. This group will oversee the project, ensure that it is meeting its aims and objectives and will also assess and approve the Business Grant applications. ASB and Crime are standard agenda items at the Town Centre Vision Meetings, the two new posts would both be expected to attend this monthly meeting.

The funding would be managed by the Communities Team who have a track record of successfully delivering externally funded projects and initiatives.

Levels of Crime and ASB can be monitored using the monthly crime performance reports provided by the Police Research and Information Team. The Communities Team manager and Senior Community Safety Enforcement Officer also attend the Police Tasking meetings with the Local Police Inspector and SNT Sargent. Any increases in crime within the area would be discussed at these meetings with actions identified to tackle any increases.

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	11th March 2021	CATEGORY: (See Notes) DELEGATED or RECOMMENDED
REPORT FROM:	STRATEGIC DIRECTOR SERVICE DELIVERY	OPEN
MEMBERS' CONTACT POINT:	PAUL WHITTINGHAM Paul.whittingham@southderbys.gov.uk	DOC:
SUBJECT:	HOUSING CUSTOMER ENGAGEMENT STRATEGY	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: (See Notes)

1.0 Recommendations

- 1.1 That the Committee approves the Housing Customer Engagement Strategy Action Plan (attached at Appendix A)
- 1.2 That the Committee approves the publication of the Housing Ombudsman Code of Practice for Complaints self-assessment (attached at Appendix C)

2.0 Purpose of the Report

- 2.1 The report includes details of the public consultation exercise completed regarding the draft Housing Customer Engagement Strategy Action Plan which was presented to a meeting of this Committee on 1 October 2020.
- 2.2 Included within the Action Plan are the changes proposed during the consultation process. (these are italicised for ease of reference).
- 2.3 The Action Plan also now takes account of the new Tenant Participation Advisory Service (TPAS) standards and also seeks to address the themes contained within the Government's Social Housing White Paper which was presented to the Committee on 28 January 2021.
- 2.4 Part of the Action plan will be to develop a new policy and procedure for handling Housing complaints. This will be in compliance with the Complaint Handling Code of Practice, recently published by the Housing Ombudsman.

3.0 Executive Summary

- 3.1 The Housing Service Community Engagement Strategy 2017-2020 has been reviewed and with the support of the Tenant Participation Advisory Service a revised Strategy Action was developed and approved by the Committee on 1 October 2020 as a draft for public consultation.
- 3.2 The Consultation has concluded and some minor amendments were suggested to the Action Plan which the Committee is now asked to approve.

4.0 Detail

- 4.1 Consultation with the public on the draft Housing Community Engagement Strategy Action Plan was carried out during November and December 2020.
- 4.2 The consultation process included the publication of the Action Plan on the Council's website, and the collection of responses to set questions by email and text. One hundred and eighty five responses were received from the public and two from other Housing Providers.
- 4.3 Responses to the draft document were overwhelmingly positive with:
- 82% of respondents thinking that the Plan is easy to understand
 - 81% thinking that it reflects their interests and the services they receive
 - 82% thinking the information is interesting and engaging
 - 60% wanting more information about being involved with the Housing Service.
 -
- 4.4 A consolidated report showing the detailed responses is attached at Appendix B.
- 4.5 The consultation period has also allowed the Housing Service to cross reference the proposed Action Plan with the TPAS national standards for Tenant Involvement.
- 4.6 The standards cover seven themes which the Action Plan seeks to address in order to both comply with the guidance and also demonstrate the Council's Commitment to meeting the requirements of the Housing White Paper.
- 4.7 The standards are:
- Governance and Transparency (Action Plan Priority 4)
 - Scrutiny (Action Plan Priority 4)
 - Business and Strategy (Action Plan Priority 1)
 - Complaints (Action Plan Priority 3)
 - Information and Communication (Action Plan Priority 2)
 - Resources for Engagement. Community and Wider Engagement (Action Plan Priority 5)
 - Culture (Action Plan Priority 6).

- 4.8 In relation to complaints from tenants and other housing customers the Council is required to complete a self- assessment regarding its complaints process including the relationship with the Housing Ombudsman Scheme in which the Council is required to participate.
- 4.9 The self-assessment is attached at Appendix C and a revised complaints process for Housing customers will be implemented early in the new financial year.
- 4.10 The Housing Ombudsman does require Housing providers to publish the self assessment document , which will be done through the councils website.

5.0 Financial Implications

- 5.1 There are no additional financial implications contained in this report

6.0 Corporate Implications

Employment Implications

- 6.1 There are no direct employment implications contained within this report. The cost of delivering the actions set out in the Action Plan can be met from within existing Housing Revenue Account.

Legal Implications

- 6.2 There is a requirement to comply with the Regulatory Guidance within the Tenant Involvement and Empowerment standard and also with the Housing Ombudsman Complaint Handling Code.

Corporate Plan Implications

- 6.3 This report has a direct impact on the Council's Corporate Plan Aims to:
Engage with our communities Support and celebrate volunteering, community groups and the voluntary sector.
Deliver excellent services Ensure consistency in the way the Council deals with its service users. Have in place methods of communication that enable customers to provide and receive information. Ensure technology enables us to effectively connect with our communities.

Risk Impact

- 6.4 Whilst this report has no direct impact on the risks identified within the Strategic and Service Delivery Risk Registers, it does mitigate any risk associated with non- compliance with the requirements of the Housing Regulator and the Housing Ombudsman.

7.0 Community Impact

Consultation

7.1 Housing tenants and other customers have been given the opportunity to comment on the action plan

Equality and Diversity Impact

7.2 A preliminary Equality Impact Assessment has been completed using the Council's draft assessment model and has identified that there are no disproportionate impacts on any groups within the population who display any of the Protected characteristics identified by the Equality Act.

Social Value Impact

7.3 A model for assessing the social value impact will be established.

Environmental Sustainability

7.4 There is no direct Environmental sustainability impact within this report.

8.0 Conclusions

8.1 The consultation process has been successful in obtaining generally positive responses from housing customers through a variety of media.

8.2 The Strategy Action plan provides a robust framework for creating meaningful and effective communication with tenants and also ensuring compliance with regulation, which has the approval of the customers that provided a response.

9.0 Background Papers

Appendix A.

South Derbyshire District Council

Housing Customer Engagement Strategy Action Plan 2020

This Action Plan will be monitored quarterly/annually and updated, as necessary, throughout the life of the Housing Customer Engagement Strategy, in partnership with tenants and staff.

Progress will be reported to the Housing and Community Services Committee.

Priority	Action/Task	Responsible Officer	Timescale
1. To meaningfully engage with tenants on any business and strategic objectives, changes and decisions that could affect their homes and communities and provide a variety of ways for them to get involved in all aspects of Housing Services.	Consult and engage with tenants meaningfully in the co-creation, monitoring and review of the Housing Customer Engagement Strategy to make sure it delivers clear impact and value. <i>Agree with tenants a 'user-friendly' format for the Action Plan which is engaging and easy to follow and understand.</i>	Community Engagement Officer	Y1
	Work with tenants to co-create a meaningful framework for delivering effective engagement <i>and agree Local Offers with them.</i>	Community Engagement Officer	Y1
	Review and update the Menu of Involvement in partnership with tenants, so it reflects the resident profile, promotes widespread engagement and achieves meaningful outcomes.	Community Engagement Officer	Y1
	Devise an annual consultation plan and proforma for Housing Services and the wider organisation to ensure that engagement is planned and coordinated with other Council activities.	Community Engagement Officer	Y1

4. To ensure there is a clearly defined and agreed role for tenants in the management arrangements of Housing Services and to be consistent, honest and transparent in the sharing of information regarding our performance.	as part of the councils annual reporting routine	Community Engagement Officer	Y1
	Review and agree with tenants how the Council currently captures and reports the impact of community engagement and feeds this into the Corporate Annual Report.	Community Engagement Officer/Corporate objective	Y1
	Corporately publicise service standards and explain how the Council intends to improve its services.	Corporate Objective	Ongoing
5. To support tenants to develop sustainable ways for them to invest in their neighbourhoods and communities through wider engagement opportunities.	Work with other Council departments to deliver a programme of joint community engagement activities.	Community Engagement Officer	Ongoing
	Promote the benefits of Council-wide events and activities with tenants to encourage them to take part.		
	Work with other Council departments and partners to signpost tenants to community development funding, resources and support opportunities.	Community Engagement Officer	Ongoing
6. To ensure the culture of Housing Services is engagement positive and recognises customer engagement as a valuable business tool.	Promote, encourage and support tenants to attend Area Forum meetings.		Y1
	Design a method and agree how we communicate with the rest of the Housing Service and the Council about engagement.	Community Engagement Officer	Y1

Year 2/ 3 Housing Services Customer Engagement Strategy Action Plan. This will be monitored and updated as necessary quarterly/ annually, however action from Year 1 may continue into Year 2 following review of outcomes, in partnership with tenants and staff.

Priority	Action/ Task	Responsible Officer	Timescale
1. To meaningfully engage with tenants on any business and strategic changes and decisions that could affect their homes and communities and provide a variety of ways for them to get involved in all aspects of Housing Services.	Following successful framework being achieved in Year 1, the Council will, in partnership with tenants, develop a process for tenants to link with Housing Procurement.	Community Engagement Officer	YR 2
2. To establish and develop a meaningful and effective core group of tenants to review Housing Services annual performance and work with the Council to improve service delivery.	Recruitment and development of members of the group will be continuous.	Ongoing	YR2/3
	Gaps will be identified in Y1 for induction and training, therefore, in line with the framework development the Council will devise an induction and training programme during YR 2 in partnership with tenants and staff.	Community Engagement Officer	YR2/ YR3
3. To support tenants in becoming involved in reviewing how tenant satisfaction is measured.	Work with Customer Services to help develop the Corporate Customer Services Charter and from this develop a Housing Services Customer Promise with tenants that links to corporate objectives. Customer Promise has already been drafted.	Community Engagement Officer following Customer Services Charter production. Corporate objective	YR2
4. To support tenants to develop sustainable ways for them to invest in their neighbourhoods and communities through wider engagement opportunities.	Work with other Council Services to deliver a programme of joint community engagement activities. Promote the benefits of Council-wide events and activities with tenants to encourage them to take part.	Community Engagement Officer	YR 1 commenced but YR 2 will continue to strengthen links.

5. To share information and communicate regularly and effectively with all tenants, using a variety of method to suit all and to be transparent consistent and accurate with the information shared.	Co-develop a communication and information sharing framework with tenants, reviewing current methods and effectiveness, to include developing the Council's digital offer <i>with the wider Council</i> to make engagement more inclusive and accessible for all.	Community Engagement Officer	YR1 – YR2
	Review the use of the Council's community rooms and consult with tenants, wider communities and staff to devise a programme of events and activities to reduce social Isolation, increase inclusion, promote health and wellbeing and encourage cohesive communities.	Community Engagement Officer	YR2/ YR3
	To develop ways of informing tenants when and where any regeneration or planned improvements are happening, so they are empowered to become involved in project planning, delivery and monitoring right from the start.	Community Engagement Officer	YR2/ YR3
6. To share information and communicate regularly and effectively with all tenants using a variety of methods to suit all, and to be transparent consistent and accurate with the information shared.	Developing the Council's digital offer to make engagement more inclusive and accessible for all.	Community Engagement Officer	YR2
7. To provide the appropriate resources and support to tenants to reduce barriers to engagement and enable effective and meaningful engagement.	Devise a training and mentoring programme, including internal and external resources, for engaged tenants to develop their skills and opportunities as part of their involvement within the organisation, <i>including digital skills training</i> . Furthermore, to support those who are unemployed to access further training to help them find employment.	Community Engagement Officer	YR2/ YR3
8. To ensure the culture of Housing Services is	Devise a perception survey for staff to gauge their knowledge and awareness of community	Community Engagement Officer	YR2

engagement positive and recognises customer engagement as a valuable business tool.	engagement, as a baseline to measure the success of this objective.		
	Develop a meaningful performance indicator and ensure that everyone in Housing Services has responsibility to deliver effective engagement.	Community Engagement Officer	YR2
	Recruit staff members within Housing Services to become ambassadors/champions to raise awareness and promote the benefits of tenant involvement within their teams and the wider organisation and to identify future engagement opportunities.	Community Engagement Officer	YR2/ YR3

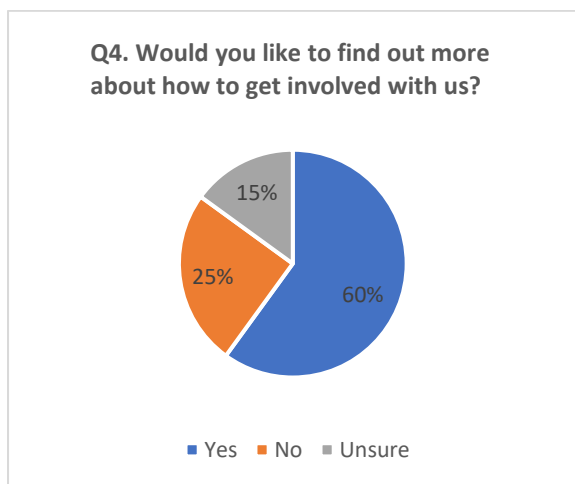
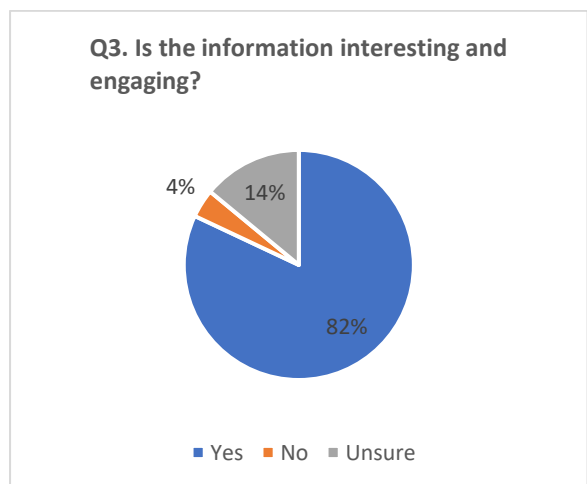
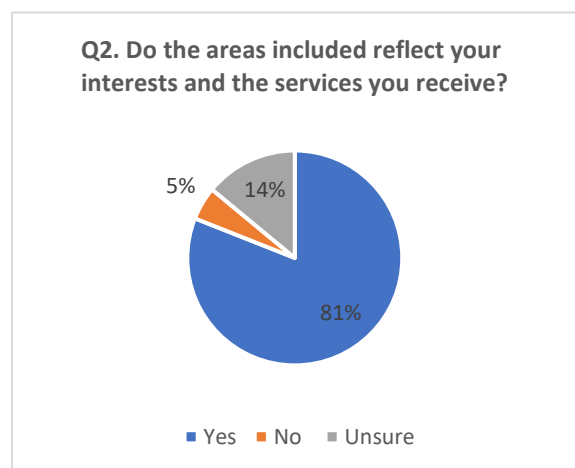
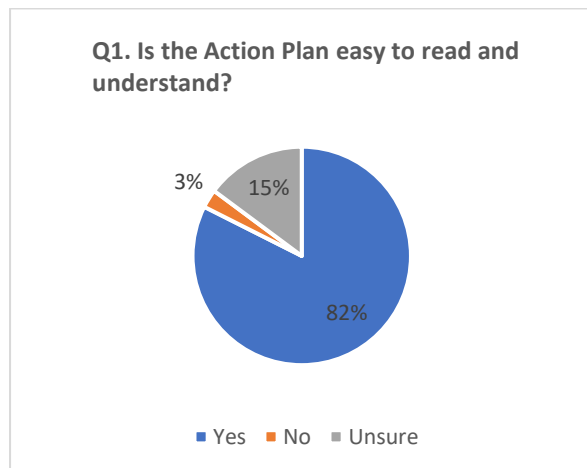
Housing Customer Services Engagement Strategy Action Plan – Consultation Report

In September 2020, Housing Services launched an online consultation to gather views from tenants, Council staff and other social housing landlords on the Housing Customer Engagement Strategy 2020-23 and associated Action Plan.

The Council received 185 responses from tenants and two from other landlords, the results of which are included in this report.

Tenants' Online Survey - Results

The Council texted out a link directing South Derbyshire District Council tenants to the Action Plan document and a five-question survey to gauge their opinions on its contents. The percentage responses are illustrated in the pie charts below:



Tenants' Comments

Q1. Is the Action Plan easy to read and understand?
Everything is set out plainly and easy to read.
Looks overly corporate, the easiest way to convey information is through story.
Too much information to absorb on first reading, needs simplifying or summarising.
Although I personally found this easy to read and understand, my experience as a support worker shows me that a significant number of people shy away from documents such as this. Perhaps it is this group that you need to craft the design of the document for so that they engage with it?

Q2. Do the areas included reflect your interests and the services you receive?
There's a lot about communicating with tenants in it whereas it's next to impossible to get in touch with some departments (even before Covid).
Because it is written in quite a convoluted way that is not quite clear what the goals and outcomes are. I believe that the average layman will not understand this.
Not really, most is based Swad/Gresley way and unless you drive it's harder to get to.
Don't know all of this answers we haven't been used to it. We have no idea what it's all about?? We are only council tenants that's all.
Again, I think you need to be 'lightening the appearance' of the document with maybe line drawings, cartoon type illustrations or similar, to make it seem less formal.

Q3. Is the information interesting and engaging?
No Ts and Cs or action plans are interesting.
No it's is like that stupid Swad booklet that comes through the door straight in green bin. Your information I find very boring. Sorry but it is true.
It didn't make me want to fall asleep it was very informative.
It is rather wordy.
After reading a few of the subjects everything seemed to be about sharing whatever things better. It seemed more internal measures not external measures.
Again, I'm not sure it is people like me who you need to be engaging with. I take a natural interest in such things anyway.

Question 4

12 respondents said they were not interested in getting involved with Housing Services, for the following reasons:

- Not got time – 6
- Illness – 3
- Live too far away – 1
- In vulnerable group (Covid) - 1
- Too old – 1

Two said they were unsure about getting involved because they did not know what time commitments were needed and whether their input would be relevant.

Question 5 - Do you wish to make any further comments about the Action Plan, or do you have any ideas about how we could improve it?

- 51 tenants commented on the Action Plan.
- 1 said they would like to comment.
- 31 said they had no further comments.
- 11 said they thought the document was great or good, they liked what we had done, that it was a good idea to keep tenants informed and agreed that tenants should be listened to and wanted to help us to do this.

Eight other suggestions about how we could improve the document are below:

Actually take action not just say it and write out plans.
I think emails would be good.
Include a short conclusion outline of information discussed.
Make it easier to understand and clearer what this is trying to achieve. If this was information for in house council staff, like the appendix of a policy or memo, or even a strategy publication this is fine. However, if this was going to be put out to all council tenants as is, you are going to have issues with both the language used and its format. The afore mentioned does not make this document accessible to all.
While it reads well in theory it will be interesting to see if more tenants will become involved.
For me I would like to see the results of what is being done and ongoing/future plans in the neighbourhood, which is what I think what mean when you talk about 'how to share information.
The whole plan seems very much dependant on tenant participation which is unlikely in this coronavirus epidemic.
You clearly need to make documents like this more visually engaging and less intimidating in appearance so that people are interested in reading it and studying it further.

Comments from other social housing landlords

Two responses were received from other landlords – North Kesteven District Council (Jo Mason, Senior Community Engagement Officer) and Trent and Dove Housing (Annie Bhogal, Community Officer).

Trent and Dove:

- The Customer Engagement Team felt the 2017-20 Community Engagement Strategy document is very clear, easy to read, with a full and varied menu for how residents can become involved in the delivery of their services and within their community.
- The action plan reflects this and has concise actions relating to the goals which reflect back to the regulatory standards.

North Kesteven District Council:

- The strategy is very customer friendly, straight to the point, easy reading and it is good to note that tenants have been part of its development.
- To make it more understandable include a sentence or two to explain the different ways to be involved.
- Missing - any reflection of the complaints process, as this is part of housing regulation.
- Missing – Local Offers.
- Missing - benchmarking i.e. your starting point and then to measure your performance where it is you want to be.

Housing Ombudsman Complaint Handling Code: Self-assessment form

Compliance with the Complaint Handling Code			
1	Definition of a complaint	Yes	No
	Does the complaints process use the following definition of a complaint? <i>An expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the organisation, its own staff, or those acting on its behalf, affecting an individual resident or group of residents.</i>		x
	Does the policy have exclusions where a complaint will not be considered?	x	
	Are these exclusions reasonable and fair to residents? Evidence relied upon Where there is an alternative route to review	x	
2	Accessibility		
	Are multiple accessibility routes available for residents to make a complaint?	x	
	Is the complaints policy and procedure available online?	x	
	Do we have a reasonable adjustments policy?		
	Do we regularly advise residents about our complaints process?	x	
3	Complaints team and process		
	Is there a complaint officer or equivalent in post?	x	
	Does the complaint officer have autonomy to resolve complaints?		x
	Does the complaint officer have authority to compel engagement from other departments to resolve disputes?	x	
	If there is a third stage to the complaints procedure are residents involved in the decision making?		x
	Is any third stage optional for residents?		x
	Does the final stage response set out residents' right to refer the matter to the Housing Ombudsman Service?	x	
	Do we keep a record of complaint correspondence including correspondence from the resident?	x	
	At what stage are most complaints resolved? – Stage 1 or 2	1	

4	Communication		
	Are residents kept informed and updated during the complaints process?	x	
	Are residents informed of the landlord's position and given a chance to respond and challenge any area of dispute before the final decision?	x	
	Are all complaints acknowledged and logged within five days?	x	
	Are residents advised of how to escalate at the end of each stage?	x	
	What proportion of complaints are resolved at stage one?	97%	31 of 32
	What proportion of complaints are resolved at stage two?	3%	1 of 32
	What proportion of complaint responses are sent within Code timescales? <ul style="list-style-type: none"> • Stage one Stage one (with extension) • Stage two Stage two (with extension) 	100 %	
	Where timescales have been extended did we have good reason?	x	
	Where timescales have been extended did we keep the resident informed?	x	
	What proportion of complaints do we resolve to residents' satisfaction	Not collected	
5	Cooperation with Housing Ombudsman Service		
	Were all requests for evidence responded to within 15 days?	x	
	Where the timescale was extended did we keep the Ombudsman informed?	N/A	
6	Fairness in complaint handling		
	Are residents able to complain via a representative throughout?	x	
	If advice was given, was this accurate and easy to understand?	x	
	How many cases did we refuse to escalate?	0	
	What was the reason for the refusal?		
	Did we explain our decision to the resident?		
7	Outcomes and remedies		
	Where something has gone wrong are we taking appropriate steps to put things right?	x	
8	Continuous learning and improvement		

	What improvements have we made as a result of learning from complaints?	Improvements to our services to tenants and customers of our Careline Service.
	<p>How do we share these lessons with:</p> <p>a) residents?</p> <p>b) the board/governing body?</p> <p>c) In the Annual Report?</p>	A new mechanism for sharing learning and improvements to service will be agreed with tenants as part of the new Customer Engagement Strategy Action Plan
	Has the Code made a difference to how we respond to complaints?	Yes,
	What changes have we made?	A revised process and procedure for Housing complaints is being created and will be reported to Housing and Community Services Committee early in 2021/22

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	11th MARCH 2021	CATEGORY: (See Notes) DELEGATED or RECOMMENDED
REPORT FROM:	STRATEGIC DIRECTOR SERVICE DELIVERY	OPEN
MEMBERS' CONTACT POINT:	Paul.whittingham@southderbys.gov.uk	DOC:
SUBJECT:	HOUSING INCOME MANAGEMENT POLICY	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: (See Notes)

1.0 Recommendations

- 1.1 That the Housing Income Management Policy first presented to the Committee on 19 November 2020 is approved.
- 1.2 That the Policy is implemented with effect from 1 April 2021.

2.0 Purpose of the Report

- 2.1 To seek the Committee's approval to the revised Housing Income Management Policy, which was presented to the Committee on the 19 November 2020.

3.0 Executive Summary

- 3.1 The Council's Housing Income Management Policy which has been in place since 2015 has been reviewed. The draft policy was presented to the Committee as a draft for consultation on 19 November 2020.
- 3.2 Consultation with key stakeholders, partner organisations and the public has been completed.
- 3.3 Key changes in the Policy include ensuring compliance with recent Chartered Institute of Housing (CIH) best practice, the shift towards ensuring that rents are paid in advance and a renewed emphasis on working in partnership with other Council Services and external partner agencies.

4.0 Detail

- 4.1 On 19th November 2020 the Committee considered the Council's revised Income Management Policy as a draft for consultation. The initial report highlighted the aims of the new Policy, which seeks to meet the requirements of the Chartered institute of Housing (CIH) best Practice guidance "How to adapt your approach to rent collection for Universal Credit by:

- Enhancing pre- tenancy work with prospective tenants
- Collecting rent in advance
- Adopting a whole organisation approach to collecting rent arrears
-

4.2 Public consultation was carried out on-line through the Council's website. The draft consultation document was also provided to relevant partner agencies who attend the South Derbyshire Financial Inclusion Group.

The following questions were asked in the survey:

- In your opinion is the Income Recovery Policy easy to understand?
- Do you think the Council has set out a fair and ethical way to manage / recover arrears?
- Do you think the Council has correctly identified all prevention methods?
- Are there any aspects to the recovery of arrears the Council has not included?

4.3 It is disappointing to note that despite the considerable efforts made to engage with customers only eight responses were received. The results are below:

- Q1 – Yes (6), No (1), Unsure (1)
- Q2 – Yes (6), No (1), Unsure (1)
- Q3 – Yes (6), No (0), Unsure (2)
- Q4 –Yes (4), No (2), Unsure (2)

4.4 In addition to survey feedback, the Council has also received emails from partners and staff offering feedback. This feedback has been predominantly positive and included specific points from the Derbyshire Discretionary fund including.:

- We are pleased to see that SDDC has continued to only request two weeks rent in advance from new tenants, and feel that this represents a good balance between affordability for the tenant and SDDC's interests
- We are also pleased to see that there is a focus on how to save for the first two weeks' rent and claiming Universal Credit as part of the pre-tenancy work with tenants.

4.5 Comments were also received with regard to the general wellbeing of new tenants on Universal Credit who may not yet have received payment when taking on a new Council Tenancy which may inhibit their ability to pay the required two weeks rent in advance. It was suggested that the Council adopts a blanket policy not to take any further action in these cases. However, such an approach may fetter the discretion of the Council to act against tenants in rent arrears. Officers will of course aim to support any new or existing tenants in making payments whilst awaiting their payment, or making arrangements to clear any outstanding arrears once payments are received

4.6 Overall, the feedback from customers and partners suggests general acceptance of the revised and it is recommended that the draft policy is implemented with effect from 1 April 2021.

5.0 Financial Implications

5.1 There are no direct financial implications within this report.

6.0 Corporate Implications

6.1 Employment Implications

There are no direct employment implications within this report.

7.0 Legal Implications

7.1 There are no direct legal implications within this report.

8.0 Corporate Plan Implications

8.1 This revised Policy contributes directly to the aims within the Council's Corporate Plan:

- Supporting and safeguarding the most vulnerable and with partners encourage independent living and keep residents healthy and happy in their homes.
- Promote health and wellbeing across the District.
- Support unemployed residents back into work.

9.0 Risk Impact

9.1 This revised Policy contributes directly to mitigating the risks identified within the Service Delivery Risk register:

- SD1 - Loss of income to the Housing Revenue Account-
- SD4 – Universal Credit People - help support the most vulnerable, including those affected by financial changes.

10.0 Community Impact

10.1 Consultation

Tenants, the public and stakeholders were consulted with regard to this Policy over a six-week period.

10.2 Equality and Diversity Impact

The Policy will be subject to an Equality impact Assessment before it is implemented.

10.3 Social Value Impact

This revised Policy contributes directly to the Council's Sustainable Community Strategy by supporting households to sustain their tenancies to maintain their health and wellbeing.

10.4 Environmental Sustainability

The revised Policy contributes to reducing the use of paper and surface mail through the use of other means of communication with tenants.

11.0 Conclusions

11.1 The previous Income Management Policy provided a solid foundation for the prevention and recovery of rent arrears. The revised Policy builds on this to create a "payment culture" alongside the support and assistance necessary for tenants who need assistance in making rent payments and managing their financial circumstances.

11.2 The revised Policy ensures that rent payment, collection and support services adapt to reflect the changed environment especially regarding the impact of Universal Credit and electronic rent payment methods.

11.3 The success of this Policy will also rely heavily on internal and external partnership working.

Housing Income Management Policy

Author: Housing Services

Date: 16 September 2020

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Version Control

Version	Reason for review (review date/legislation/process changes)	Effective Date	Review date
1.1	Review	16.09.2020	

Approvals

Approved by	Date
Head of Housing	23/10/20
Housing and Community Services Committee – Consultation Draft	19/11/20
Housing and community Services Committee final approval	11/3/21

Associated Documentation

Description of Documentation	

1.0 Introduction

Effective income management is a key aim of South Derbyshire District Council (“the Council”) as this function secures vital housing management services.

The people who live and work in South Derbyshire are at the heart of what the Council does. The Council is continually looking to improve methods of engagement to enable independent and affordable living. This starts with Council’s pre-tenancy workshop and income and expenditure assessments prior to the offer of a property so people do not start off a new home in debt and have the reassurance of affordable security for their family.

2.0 Purpose

The Council will support and safeguard its most vulnerable tenants with referrals to partners such as:

- Money Sorted
- Towards Work
- Opportunity and Change



The Council can demonstrate that we have met the five core CIH principles relating to Income Management within this policy. These principals are:

- The Policy has been developed using sector expertise
- The Policy is flexible and can be tailored to suit the incomes as per our corporate plan
- The Policy is focussed on outcomes, not processes
- The Police drives sector-led improvement
- The Policy complements existing frameworks or initiatives

Strong Pre-Tenancy work forms the basis of a successful tenancy and working with both internal colleagues and external partners, the Council aims to give all of our tenants the best start in their tenancy journey with us.

The Council is committed to maximising income through the development of a strong payment culture, partnership working and taking prompt action to prevent arrears accumulating. In recent times, the collection of income has taken a channel shift, whereby the Council needs to be proactive in its collection methods doing more with less. However, the Council needs to ensure that these methods are appropriate for all our tenants.

Once accrued, arrears are costly and time consuming to recover. Court costs are passed to the tenant, increasing their debt and possibly decreasing their ability or motivation to clear the outstanding amounts.

The Council is committed to helping tenants not to fall into arrears through early intervention and financial inclusion and support. If a tenant does fall into arrears through financial difficulty, the Council's rent arrears procedure will be followed to ensure the tenant has had adequate opportunity to sustain their tenancy and avoid the possibility of becoming homeless.

The Council will support its tenants as much as possible to sustain their tenancies. However, it is ultimately the responsibility of tenant to pay their rent on time and in accordance with their tenancy agreement generally beginning with two weeks upfront upon tenancy sign-up.

The Council will always view legal action to recover arrears as a last resort and to be considered when all other alternatives have been exhausted.

The aims and objectives of this policy are that:

- Income to the Housing Revenue Account (HRA) is maximised
- Rent arrears are kept to a minimum and are challenged at the earliest opportunity



- Other income sources such as garage rents, service charges and re-chargeable repairs are collected effectively
- Legal guidelines and established best practice in the sector are observed and adhered to
- Former tenant debt is dealt with promptly. Tenants will be assessed where relevant to ensure affordability and to prevent setting people up to fail.

3.0 Scope

Government legislation has an impact on how the Council can implement its Income Collection Policy. Listed below are the key Acts that have been acknowledged in the creation of this policy.

- The Protection from Eviction Act (1977)
- The Landlord and Tenant Act (1985)
- The Housing Act (1985)
- The Housing Act (1996)
- The Human Rights Act (1998)
- The Equality Act (2010)
- The Localism Act (2011)
- The Care Act (2014)
- The Housing and Planning Act (2016)
- Welfare Reform Act (2012)
- Housing Benefit Regulations (2006)
- The Human Rights Act (1998)
- The Equality Act (2010)
- The Localism Act (2011)
- The Care Act (2014)
- The Housing and Planning Act (2016)
- Welfare Reform Act (2012)



4.0 Equality Impact Assessment

The Council's obligation as a public body is to have due regard for the following:

- Eliminate unlawful discrimination – harassment, victimisation and other conduct prohibited by the Equalities Act.
- Advance equality of opportunity between people who share a 'protected' characteristic and people who do not share it; and
- Foster good relations between people who share a 'protected' characteristic and people who do not share it.

In all sections and parts of the policy whether explicitly stated or not, officers must take full regard of equal opportunities, equality of access to services and human rights.

No one should be excluded because of disabling barriers to a building or because a person speaks a different language from staff. Issues to bear in mind include:

- All documentation being available in different languages and formats (e.g. Braille, audio tape) upon request.
- Tenants & leaseholders will have access to an interpreter if and when required.
- The Council will monitor ethnicity and disability data and will record actions taken against all groups. The Council will assess trends and act appropriately to ensure that no group is placed at a disadvantage through the operation of this policy.

5.0 Partnership Working

As well as working with internal partners, the Council seek advice and assistance from external partners to assist with income collection and utilise their specialities

Organisation	Purpose
P3 Homeless Prevention	To work with tenants who are at risk of homelessness and have a suspected or diagnosed mental health condition
D2N2 Money Sorted	To work with tenants who are unemployed or economically inactive to



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	advise and assist with financial capability with a view of seeking employment, education and training
D2N2 Towards Work	To work with tenants and break down barriers to allow them to enter employment, education and training
D2N2 Opportunity & Change	To work with tenants who have multiple & complex needs and break down major barriers to allow them to enter employment, education and training
Citizen's Advice	To work with tenants on a multitude of financial issues such as debt, budgeting and insolvency solutions

Before tenants move into their homes, they are asked to pay two weeks' rent in advance so that their rent account starts in credit. The Council has an arrears recommendation workflow which is followed by all Housing Officers to ensure a fair and transparent application of arrears management with pre-set trigger points for actions ensuring consistency. Housing Officers will make numerous attempts via various methods to engage in person with tenants during the management of their arrears to stop arrears rising for example, by the agreed production of an affordable repayment plan over an agreed sustainable timescale and by referring to external partners for specialist advice and debt management.

Support is also available through the Tenancy Sustainment Officer to provide advice and assistance with welfare benefit claims and support appeals to ensure that our tenant's income is correct. Expertise in income management is utilised to reflect and achieve outcomes which are in the best interests of both tenants and the Council.

6.0 Roles and Responsibilities

Authorisation	Scope
Head of Housing	All actions to implement the Authority's arrears policy and achieve the required targets.



Housing Services Team Leader	Operate the arrears policy and procedures
Housing Services Supervisor	Operate the arrears policy and procedures including the service of Legal Notices of Seeking Possession and team performance
Housing Officer (Income)	Operate the arrears policy relevant to the collection of current tenant arrears, maximising tenant income and working with both internal and external partners.
Income Officer	Operate the arrears policy and procedures relevant to collection of former tenant arrears. Responsible for compiling and recommending former tenant cases for 'write off'
Tenancy Sustainment Officer	Operate the arrears policy and authorise pre-tenancy decision pertaining to affordability by completing affordability checks where relevant and working with existing tenants to sustain their tenancies
Tenant Services Team	Operate the arrears policy by providing call centre support to the Housing Officers.
Finance Team	Ensure that rent payments are credited to rent accounts in a timely manner
Customer Services Team	To provide advice to tenants on their rent accounts and any arrears
IT Team	Ensure that systems are live and fit for purpose

7.0 Content

7.1 Performance Monitoring



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The Council will benchmark its performance and costs against comparable organisations through Housemark's benchmarking club to analyse areas of strength and opportunities for improvement. Rent and income performance is benchmarked quarterly and annually.

7.2 Payment Methods

To support our tenants to maintain their rent account and sustain their tenancy, the Council aims to support all tenants paying by Direct Debit in advance, or through other secure electronic payment methods. Where absolutely necessary, the Council may make other arrangements for rent payment which must be paid as a condition of the Tenancy Agreement.

7.3 Promoting a 'Payment Culture' and Disincentives to Arrears

Rent is a priority bill and failure to maintain payments will result in an increased level of homelessness.

The Council will endeavour to promote a 'payment culture' by:

- Outlining rental responsibilities to tenants as soon as they are accepted onto the waiting list
- Encouraging tenants on the waiting list to save up a deposit to put their account into credit when they are allocated a property
- Providing dedicated financial support for current tenants and delivering training on financial independence to tenants on the waiting list. This support is delivered both in-house and by the Council's external partners
- Ensuring that tenants on the Housing Register with rent arrears have cleared their account before they are offered a property. The Council understands that there may be exceptional circumstances where a tenant in rent arrears would need to move house. These cases will be considered on case by case basis and may be offered another property if this will increase their ability to pay their rent and comply with their tenancy agreement
- Mutual exchanges will be refused in line with s. 92 of The Housing Act (1985) where tenants have rent arrears
- Assignments to the tenancy will be refused where tenants have rent arrears
-

7.4 Communicating with Tenants

Effective communication is essential to ensure that current and former tenants understand their role in reducing their arrears. To this end the Council will:

- Ensure that personal contact is prioritised as a first response to rent arrears



- Make use of all communication channels to ensure effective dialogue is maintained including e-mail text messaging and social media
- Ensure that the Council use 'plain English' techniques in all written correspondence and documents
- Use home and office visits as appropriate, and in line with the County Court pre-action protocol. Further information can be found at <https://www.gov.uk/council-housing-association-evictions>
- Make use of 'out of hours' contacts (such as home visits and phone calls)
- Ensure contact is appropriate to each tenant's needs

Our communications will include the following:

- The amount owed
- Detail the advice and support available (including internal & external partners)
- Encourage payment and encourage contact
- Give strict deadlines for making payment and contact
- Clearly advise of the consequences of non-payment or non-engagement
- Aim to support tenants to permanently resolve payment issues

The Council is keen to encourage tenants to become involved with the Council in a variety of ways and for tenants to have their say on issues that affect their homes and communities. The Council will do this as per the terms of the Tenant Engagement Strategy 2020-2025.

7.5 Recovering Rent Arrears

The Council considers a tenant to be in arrears once the tenant has missed one payment of rent. The Housing Team are responsible for the amount of arrears in the district and will apply the Council's arrears collection procedure to collect arrears without delay.

Tenants will be asked to clear the amount in full immediately. If this is not possible a payment plan will be agreed to clear the debt to avoid legal action.

The Council's Housing Teams will offer practical support to those tenants in arrears who require assistance with managing their finances in conjunction with partners.

7.6 Universal Credit

In August 2018, Universal Credit was rolled out in the district bringing with it numerous changes and challenges with the possibility of increased debt, reduced financial capability, greater demand for IT skill and provision and a potential increase in housing debt and homelessness.

The Council are working with external partners to offer to mitigate these issues and support tenants in maintaining their rental payments



The Council works closely with the Department of Work and Pensions (DWP) as a “trusted landlord” and is able to apply through the online Landlord Portal for managed payment of rent or direct payment of arrears if the circumstances meet DWP requirements.

The Council will apply for Managed Payment in cases where (but not limited to):

- The tenant has rent arrears of over 8 weeks
- The tenant has sustained an underpayment of rent (e.g. underpayment on social size criteria payment) in the last 12 months and has accumulated arrears equal to that of a full month’s rent
- The tenant shows signs of an issue with addiction or has a diagnosed or suspected mental health condition which would affect their ability to pay
- The tenant has learning difficulties including problems with literacy and/or numeracy

7.7 Legal Action to Recover Arrears

If a tenant fails to clear the arrears owed or fails to make a suitable arrangement to repay their arrears, then possession action will be taken. The appropriate Notice of Seeking Possession (NOSP) will be served if one (or more) of the following circumstances apply:

- Arrears stand at four weeks rent or above*
- There has been no by the tenant response to initial contact
- A repayment agreement has been broken
- A previous NOSP has expired (usually after twelve months) and arrears remain

The Council reserve the right to take appropriate action up to and including NOSP in the event of a tenant awaiting their first universal credit payment. Tenants can opt for ‘an advance’ of their first payment. If required, this should be taken as an option to manage their rent account and prevent any arrears from accruing.

7.8 Possession Proceedings

Applying for possession of a property will always be the last resort as the only way to protect against unmanageable levels of debt.

Before applying for possession of a property, alternatives methods to recovering the debt will be pursued. This includes other legal avenues and applying for direct payments from a tenant’s benefit entitlement.

7.9 Support for Vulnerable Tenants



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The Council recognises that some tenants may require additional support to sustain their tenancy, however vulnerability cannot be used as a defence for a tenant to fail to maintain their tenancy agreement.

Tenants in arrears who are care leavers will be supported through the relevant sections of the 'South Derbyshire District Council Care-Leavers Protocol'.

Prior to taking legal action, the Council will ensure that any known vulnerabilities are explored and actions put in place to mitigate the effects of enforcement action where possible, including referrals to the Homeless Prevention Service Derbyshire County Council and third sector organisations to achieve this.

Where there is no alternative but to take legal action against a vulnerable tenant, the Council reserves the right to authorise such action and ensure that all reasonable steps have been taken to avoid enforcement action.

7.10 New Tenant Strategies

Arrears prevention work starts prior to the tenancy commencing. In order to ensure new tenants understand their responsibilities the Council will:

- Undertake a financial and vulnerability assessment on all tenants who are considered to be a risk, ensuring they have the resilience to pay their rent and service charges.
- Invite all tenants (wherever this is possible) to a Pre-Tenancy Workshop which aims to outline the tenant's rights and responsibilities while being a Council tenant.

7.10.1 Pre-Tenancy Support/Advice

Pre-Tenancy Workshops are aimed at both improving the education of prospective tenants. Wherever possible these will be held in person although where this not possible the Council will endeavour to deliver these through an online presentation or workshop session.

The Workshops are delivered to a cohort of up to 14 new tenants who have been offered a property and the workshops will cover the following:

- Saving for a rental deposit
- Priority & Non-Priority debt
- Universal Credit
- Payment of rent
- Enforcement procedures relating to non-payment
- Tenancy Visits



- Repairs Issues

The workshops also give tenants the opportunity to speak directly to staff and to ask any associated questions prior to collecting keys.

7.10.2 Key Collection

Key Collection appointments will allow tenants to provide all relevant documentation (e.g. payment forms, personal details sheets etc) and make their first payment in advance. They also provide an opportunity to

- Advise the tenant of the amount of rent and service charge(s) due
- Give advice and make relevant referrals for the basis of claiming benefits where applicable
- Advise when the rent is charged (e.g. weekly or monthly) and when payments from the tenant are due
- Provide details on payment methods
- Stress the importance of making a timely application for benefit to ensure income is maximised
- Advise the tenant of the Council's procedure and consequences for non-payment of rent (for both introductory and secure tenants)
- Ensure the tenant's contact details are correct and ensure systems are updated

7.10.3 New Tenancy Visits (NTV's)

All NTV's will be completed within 6 weeks of the tenant moving into their home (unless there is good reason why they cannot be carried out). The Council will use this meeting to discuss any outstanding housing or repair issues but also to ensure that the rent information provided at sign up is understood.

7.11 Former Tenant Arrears and 'Write Offs'

The Council's policy is to pursue all former arrears except where to do so is not cost effective.

In all cases, the prospects of potential recovery of any former tenant debt will be assessed initially, and cases will also be reviewed and monitored regularly together with cost of any legal action to ensure value for money.

The Council's Income Officer will follow the Council's Former Tenant Arrears procedure to ensure that former tenant debt is recovered without delay.



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All former debts that prove to be irrecoverable will be prepared for write off (with the permission of the Executive Team) except those debts which are in excess of £2,500 which will require approval from the Housing and Community Services Committee. All former debts are subject to write offs twice a year in September and March.

Records of written off debts are retained by the Council so that future recovery action is still possible if the former tenant reapplies for housing at a later date.

7.12 Information Technology (IT)

The Council recognises the need for IT effectively manage and benchmark their performance. IT also allows staff to work effectively to manage arrears in the office and out in the district. The Council will invest in software and other technology to ensure it supports staff in the collecting arrears and monitoring accounts.

The Council will embrace creativity and innovation to ensure that the service meets the needs of our tenants, whilst remaining cost-effective.

7.13 Policy Review

The Council will review this policy every three years or in the event of legislative change, to ensure that the Council's income recovery service remains 'fit for purpose'.

7.14 Data Protection

The Data Protection Act 2018 gives our tenants the right to ask the Council for a copy of their personal information that the Council holds about them for the purposes of providing services. Tenants are also entitled to additional information including:

- the identity and contact details of the controller and Data Protection Officer
- the purposes of the processing and the legal basis
- additional rights in respect of the data
- right to complain
- the categories of personal information
- to whom data has been with and will be shared with
- data source - where the data has not been collected directly from the data subject

This is known as a Subject Access Request (SAR). There is no charge. Tenants will need to enclose the appropriate identity to ensure the security of their personal information.



REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	11th MARCH 2021	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (SERVICE DELIVERY)	OPEN
MEMBERS' CONTACT POINT:	DEMOCRATIC SERVICES 01283 59 5848/5722 democraticservices@south-derbys.gov.uk	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

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 – 11th March 2021 Work Programme

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
Reports Previously Considered By Last 5 Committees		
Community and Environment Partnership Scheme Grant	7 th July 2020	Chris Smith / Ian Hey
Review of the South Derbyshire District Council Surveillance Policy	7 th July 2020	Chris Smith / Ian Hey
Homelessness and Rough Sleeping	7 th July 2020	Paul Whittingham Housing Services Manager (01283) 595984
Corporate Plan 2020-24: Performance Report (2019-2020 Quarter 4 – 1 January to 31 March)	7 th July 2020	Fiona Pittman Head of Organisational Development & Performance 01283 595735
Disabled Facilities Grants	7 th July 2020	Paul Whittingham Housing Services Manager (01283) 595984
Housing Asset Management Strategy	20 th August 2020	Paul Whittingham Housing Services Manager (01283) 595984
National Forest Service Level Agreements	20 th August 2020	Hannah Peate Active Communities & Health Partnership Manager

		01283 595973
England Tree Strategy Consultation	20 th August 2020	Mary Bagley Head of Culture and Community Services
Contribution to Active Derbyshire	20 th August 2020	Hannah Peate Active Communities & Health Partnership Manager 01283 595973
Community and Environmental Partnership Scheme	20 th August 2020	Ian Hey Community Partnership Officer (01283) 228741
Corporate Plan 2020-24: Performance Report Q1	1 st October 2020	Clare Booth Corporate Performance & Policy Officer (01283) 595788
Homefinder, Housing Allocations Policy	1 st October 2020	Paul Whittingham Housing Services Manager (01283) 595984
Housing Customer Engagement Strategy	1 st October 2020	Paul Whittingham (01283) 595984
Roundabout Sponsorship	1 st October 2020	Mary Bagley Head of Culture and Community Services
Corporate Plan 2020-24: Performance Report Q2	19 th November 2020	Clare Booth Corporate Performance & Policy Officer (01283) 595788
ASB Community Trigger	19 th November 2020	Mary Bagley Head of Cultural & Community Services Mary.bagley@southderbyshire.gov.uk
Modern Slavery Statement 2019-20	19 th November 2020	Mary Bagley Head of Cultural & Community Services Mary.bagley@southderbyshire.gov.uk

Homeless Out of Hours Services	19 th November 2020	Paul Whittingham Head of Housing (01283) 595984
Housing Income Management Policy	19 th November 2020	Paul Whittingham Head of Housing (01283) 595984
Homeless out of Hours Services	19 th November 2020	Paul Whittingham Head of Housing (01283) 595984
Better Care Funding Allocation - Financial Position	19 th November 2020	Eileen Jackson Strategic Housing Manager (01213) 595763
Service Based Budgets	5 th January 2021	Vicki Summerfield Head of Finance Victoria.summerfield@southderbyshire.gov.uk
HRA Budget 20/21 and Financial Plan 2030	5 th January 2021	Vicki Summerfield Head of Finance Victoria.summerfield@southderbyshire.gov.uk
HRA Budget 20/21 and Financial Plan 2030	28 th January 2021	Vicki Summerfield Head of Finance Victoria.summerfield@southderbyshire.gov.uk
Draft Homeless Strategy (Including Temporary Accommodation)	28 th January 2021	Paul Whittingham Housing Services Manager (01283) 595984
Derbyshire County Council Assistive Technology Contract Options	28 th January 2021	Paul Whittingham Housing Services Manager (01283) 595984
Social Housing White Paper	28 th January 2021	Paul Whittingham Housing Services Manager (01283) 595984
Green Homes Grant – Local Authority Delivery Phase 1B	28 th January 2021	Matt Holford, Head of Environmental Services (01283) 595856

Provisional Programme of Reports To Be Considered by Committee		
Corporate Plan 2020-24: Performance Report Q3	11 th March 2021	Clare Booth Corporate Performance & Policy Officer (01283) 5957880
Housing Customer Engagement Strategy	11 th March 2021	Paul Whittingham Housing Services Manager (01283) 595984
Housing Income Management Policy	11 th March 2021	Paul Whittingham Housing Services Manager (01283) 595984
Safer Streets Funding - Swadlincote Centre	11March 2021	Chris Smith Communities Team Manager (01283) 595 924
Contribution of Active Derbyshire	11March 2021	Hannah Peate Active Communities & Health Partnership Manager 01283 595973
Swadlincote Woodlands Management Plan	20 th April 2021	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
Methodology for Assessment of Affordable Housing Development	20 th April 2021	Eileen Jackson Strategic Housing Manager (01283) 595763
Tree and Hedge Strategy and Policy Report	20 th April 2021	Mary Bagley Head of Cultural & Community Services Mary.bagley@southderbyshire.gov.uk
Housing Cleaning Services	20 th April 2021	Paul Whittingham Housing Services Manager (01283) 595984
Access to Oversett Allotments	May / June 2021	Malcolm Roseburgh Cultural Services Manager (01283) 5955774

Health and Housing Strategy 2021-23	May / June 2021	Eileen Jackson Strategic Housing Manager (01213) 595763
Improvements to Midway Community Centre	TBC	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
Housing Domestic Abuse Policy	TBC	Paul Whittingham Housing Services Manager (01283) 595984
Housing Repair Policy	TBC	Paul Whittingham Housing Services Manager (01283) 595984
Derbyshire County Council Telecare/ Independent Living Update	TBC	Paul Whittingham Housing Services Manager (01283) 595984