



**South  
Derbyshire**  
District Council

# South Derbyshire District Council

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

## **Housing & Environmental Services Service Plan 2012-2013**

April 2012 Final Version

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## 1.0 Introduction

The year ahead promises much in terms of change across the whole department – all of it delivering even better service to both tenants and the wider public.

In Waste and Cleansing this is a critical year in terms of offering more recycling choices to every home and business in the District. In Environmental Health we're making a commitment to better communicate the value of the service to the public as well as being more pro-active in our actions to safeguarding our community. In Strategic Housing we'll be delivering more affordable homes and improving our interaction with private landlords in an effort to drive up standards. In public housing we'll be delivering improvement works at more than double the number of any year in recent history. The new financial base for Housing provides an exciting opportunity for the Housing business to take on a wider improvement role within the community.

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

Our key Corporate Plan projects for 2012/13 are to:

- Develop the opportunities for increasing the range of materials being recycled.
- Facilitate new affordable housing for people unable to access market housing.
- Improve the current housing conditions across the public/private stock.
- Enable vulnerable people to remain in their own home for longer.
- Implement Localism Act provisions as they relate to the service.
- Restructure the Safer Neighbourhood Wardens on the prevention of anti-social behaviour and enviro crime.
- Reduce the number of vulnerable households experiencing fuel poverty.
- Maintain a high level of environmental performance through validation of ISO14001.
- Maximise the safety of food businesses within the District.

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

The Housing and Environmental Service will:

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

Head of Housing & Environmental Services . . . Bob Ledger.

## **2.0 Scene Setting**

### **2.1 Overview of the Service**

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

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

#### **Housing Services - Key Service Areas**

We are the main social housing provider in the District with stock totalling 3,042 properties, comprising of 2,049 general purpose dwellings and 990 supported housing dwellings and 3 properties leased to partners providing support. We deliver services such as responsive repairs, planned improvements, homelessness advice and prevention, rent accounting, rent arrears recovery, tackling anti-social behaviour, Supported Housing Services, Careline and Telecare services, the administration of the right to buy scheme, a common housing register and Choice Based Lettings (CBL) system, mutual exchanges and transfers. In all of these we aim to involve our tenants through participation. The Housing Service also has responsibility for the building management of the Civic Offices and the Council's Depot, as well as undertaking maintenance to all the Council's public buildings and meeting the wider strategic housing needs of all residents irrespective of tenure.

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

#### **Customer Relationships**

Our relationship with our customers is different from other departments within the Council as a result of the direct landlord role and other support functions. Through issues such as the allocation of property, the assessment of homelessness applications, the resolution of neighbour complaints, the operation of customer support plans by Careline Support Co-ordinators, we are involved in the detail of people's lives.

This different level of relationship is both the reason why customer care is vital in our role but also the reason that we will not always be able to deliver on people's expectations. We see our customers more often and their opinion of us is usually based over a number of interactions with us. According to our last survey figures, collected at the end of 2008/9 from our general purpose tenants, our customer satisfaction rating is very high at 87.9%. This represents clear top quartile performance (83% or above) and is the 4th highest satisfaction rating of 182 Local

Authority or Registered Social Landlords in England. We are due to canvas satisfaction again this year. In June we will be sending out the STAR survey (Survey Of Tenants And Residents) to all of our tenants to gauge satisfaction.

Our commitment to quality customer service is evidenced by the award of our accreditation to the Investors in Excellence standard which assesses both customer perspectives of the organisation and actual customer performance measures. We have retained this accreditation for the last 2 years and are due to undergo re-accreditation this year.

Our tenant satisfaction with the key service of day to day repairs and improvement works remained consistently high at 97.9% satisfied in 2011-12.

## **Housing Operations**

**Allocations and Homelessness:** We have a statutory responsibility to manage and regularly review the waiting list, which currently stands at 1,603 applicants (this up-to-date figure is as a result of a review of the applications in 2011-2012). We operate a District wide common housing register through our Choice Based Lettings (CBL) system, advertising and allocating all social rented housing in the district.

We work with partners to provide advice and prevent homelessness. In 2011-12 we received 237 'formal' homeless presentations ('presentation' is the legal terminology and places statutory responsibilities on the Council to investigate each presentation thoroughly before reaching a decision which needs to be formally notified).

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

We work with Derbyshire Housing Aid to provide a weekly debt counselling service to both tenants and residents and also participate in the national Mortgage Rescue Scheme.

**Income and Tenancy Management:** We have a team of 5 Housing Officers who monitor and review the collection of rent payments from our customers to ensure that we meet our targets for rent collection. Their work is varied covering rent collection, tenancy enforcement and anti-social behaviour as well as offering support and resolving issues which impact on people's lives. This could mean liaising with other agencies to support a customer with mental health issues and or advising a customer that we are progressing a legal case in relation to a neighbour dispute.

**Supported Housing:** This service continues to provide housing and support to the elderly and vulnerable residents throughout South Derbyshire through the visiting service provided by the Careline Support Co-ordinators and also Careline which is the 24 hr/365 days a year emergency call centre. In the last 5 years we have invested over £1.1m to deliver the Sheltered Housing Vision to improve services.

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

**Responsive and Planned Maintenance:** Our Direct Labour Organisation (DLO) carried out 6,731 responsive repairs in the last financial year; 414 as emergencies (within 24 hours), 832 as urgent (within 3 days), and 5,485 routine repairs (within 20 days). Performance against targets is high with 99.6% of urgent repairs and 98.3% of routine repairs completed on time. In total nearly 12,157 repairs were completed by us and our partner contractors over the year.

The planned maintenance team is beginning a £27.5m capital investment programme over the next 5 years, never before seen by this Council. It will ensure the Council maintains the Decent Homes Standard up to and including 2017. The number of kitchens, bathrooms and heating replacements will be doubled this year in comparison to last year and this level will be maintained for the next four years. For the first time this year we are also programming works to meet tenant aspirations arising out of the HRA Business Plan consultations and within the next five years all houses will have the option of having an over bath shower installed. All these works are being undertaken in consultation with the Homes Standard Panel.

Overall satisfaction in repairs and maintenance, as assessed through surveys completed following works, is exceptionally high at 97.9%.

**Tenant Involvement and Empowerment:** Changes to regulation in England from April 2012 require landlords to be more proactive in self-regulation and involve tenants fully in the scrutiny process. As a result of these changes we are now formally accountable to tenants rather than the regulator – a process known as co-regulation. In preparation for these regulatory changes a Performance & Scrutiny Panel was set up in early 2011. The Panel adds an entirely new dimension to our decision making process by monitoring our performance and examining and questioning the decisions taken by us. It investigates the key issues affecting our service delivery and makes recommendations for improvements to current arrangements.

Tenant Involvement and Empowerment is a key element of the regulations and we are committed to providing greater opportunities for all of our tenants to have their say. A number of key events and reviews were held in 2011 across a number of service areas and tenant input was at the heart of these, allowing them to monitor and scrutinise our performance and be at the centre of decision making.

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

**Performance & Projects:** The Performance & Projects Officer is the key point of contact within the Service for the Performance & Scrutiny Panel and also co-ordinates and leads on service improvement and performance monitoring by researching best practice, analysing and reporting performance data and driving through change to reach or maintain top quartile performance and improve the service received by our customers.

### **Environmental Services - Key Service Areas**

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

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

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

**Waste and Recycling /Street Cleansing and Ground Maintenance:** The team provides these key front line services across the whole of the District impacting on all 40,000 households and visitors every week. The services range from emptying waste from bins, boxes and bags, to cleaning drains, digging graves and repairing play equipment (and much more besides).

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

**Safer Neighbourhoods and Pest Control:** The Safer Neighbourhood Wardens are in the front line of keeping our streets safer and cleaner. They help catch and rehome stray dogs, they routinely patrol littering and dog fouling hot spots to deter

offenders, they investigate fly tipping to bring offenders to book and they remove abandoned vehicles from the streets. The Pest Control service provides an at-cost means by which South Derbyshire residents can eradicate public health pests such as rats, mice, fleas and wasps.

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

**Health & Safety:** Our health and safety service provides advice and support to local businesses to help them comply with health and safety law. The overall focus of the service is to provide a customer friendly service to ensure that businesses meet their legal duties without compromising their profitability. We provide inspections and advice as well as investigating reportable accidents and incidents.

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

## Key Aims

Housing & Environmental Services has long established values, which are:

- Listening to and putting customers first
- Valuing staff commitment
- Constant performance improvement

A copy of the Housing & Environmental Services organisation charts can be found in Appendix A.

## 2.2 Workforce Information

As at the 31<sup>st</sup> March 2012, there are 163.42 full time equivalent members of staff (FTE) within Housing and Environmental Services.

The table below provides summary details of the number of new starters/leavers in 2011/12. A summary of the full time equivalent days sickness lost is also included.

### Housing & Environmental Services

New Starters 2011/12	Leavers 2011/12	Sickness 2011/12 ( f.t.e. days lost)
8	23	13.38 days

Efficiencies have meant that we are operating with fewer posts but several vacancies are currently in the process of being filled.

### Housing & Environmental Services Workforce priorities for 2012/13

- Continue supporting the Apprenticeship scheme - 6 local young people have benefited from this project since its creation
- Appointment of another 2 apprentices in the summer of 2012
- Introduce the new Competency Framework across the Service linking in with the PDR process
- Evaluate all training requests through the PDR process to ensure training delivered is appropriate to the role and development of employees
- Promote development and membership of professional bodies
- Upgrade the Orchard Housing Management System and introduce workflow processing. All users will be required to input into the processes and undergo training
- Seek NVQ accreditation for the refuge workforce.
- Continue with the development and training programme for Grounds Maintenance staff to gain more skills and qualifications in regard to tree maintenance work.
- The Commercial team expect to have a fully integrated mobile working technology to help maximise the amount of time they can spend with local businesses.
- Pest Control services during the quieter winter months will be annualised (shorter winter working).
- A skills gap analysis in Environmental Health will be undertaken based on a new national competency framework published by the Better Regulation Office.
- The activities of the Safer Neighbourhood Wardens will be reviewed and re-prioritised based on customer feedback.
- The Service has high sickness levels. The Corporate policies, procedures and monitoring are adhered to in full. Further analysis on trends and possible additional actions is underway.

### **2.3 Financial Information**

Details of the Housing Services budgets for 2012/13 are outlined in the two tables below. The Housing Revenue Account (HRA) and the Housing Service budget within the General Fund.

**Housing Services - Housing Revenue Account (HRA)**

<b>Detail</b>	<b>(£)</b>
<b>Revenue Expenditure</b>	
Bad Debt Provision	20,000
Capital Expenditure on Council Dwellings	4,500,000
Employment	1,732,070
Capital Charges	82,720
Other Interest on main debt (£58million)	1,602,789
Running Costs	4,647,330
<b>Total Expenditure</b>	<b>12,584,909</b>
<b>Revenue Income</b>	
Government Grant Income	(270,000)
Other Grants	(6,500)
Other Income	(12,377,460)
Sales Income	(600)
<b>Total Income</b>	<b>(12,654,560)</b>
<b>HRA Net Revenue Total</b>	<b>(69,651)</b>

**Housing Services General Fund**

<b>Detail</b>	<b>(£)</b>
<b>Revenue Expenditure</b>	
Employment	1,200,820
Capital Charges	93,900
Other	189,229
Running Costs	299,750
<b>Total Expenditure</b>	<b>1,783,699</b>
<b>Revenue Income</b>	
Government Grant	(20,000)
Revenue Other	(330,050)
<b>Total Income</b>	<b>(350,050)</b>
<b>Housing Services Net Revenue Total</b>	<b>1,433,649</b>

Details of the Environmental Services budgets for 2012/13 are outlined below:

### Environmental Services

Detail	Total (£)
Revenue Expenditure Employment	2,057,720
Revenue Expenditure Capital Charges	303,750
Revenue Expenditure Other	1,310,230
Revenue Expenditure Running Costs	1,216,210
<b>Total Expenditure</b>	<b>4,887,910</b>
Revenue Other Grants	(1,235,470)
Revenue Other Income	(622,210)
<b>Total Income</b>	<b>(1,857,680)</b>
<b>Environmental Services Net Revenue Total</b>	<b>3,030,230</b>

### Property & Land Assets

A summary of the Housing Assets (as at 31<sup>st</sup> March 2012) are outlined in the table below

Asset	Estimated Value
<b>Land</b>	£725,000
<b>Parking Areas</b>	£17,750
<b>Garage Plots</b>	£124,602
<b>Shops</b>	£112,500
<b>Community Rooms</b>	£673,500
<b>Garages</b>	£980,475
<b>Stock</b>	£89,211,307

There are no equivalent property and land assets held by Environmental Services

## **3.0 Service Performance**

### **3.1 Housing & Environmental Services Key Achievements 2011/12**

The key achievements for each Corporate Plan themes are outlined below

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

##### **Housing Services**

- Continued to train and support the Performance & Scrutiny Panel through the year to launch their official scrutiny projects in 2013.
- Worked toward the new HRA Self Financing model following the abolition of the HRA Subsidy system and took on £58m of debt.
- Launched our new 30 year Business Plan following extensive consultation and financial modelling.
- Through the Business Plan we have established a financial model to invest £27m in the stock over the next 5 years and £108m in the next 30 years.
- Produced and agreed the largest capital improvement programme this authority has undertaken in its history.
- Supported a Tenant Representative to sit on the national tenant body of the Association of Retained Council Housing.
- Set up a Consortium with 2 Local Authorities in Derbyshire with the aim of delivering call monitoring services for elderly and vulnerable people across Derbyshire.
- Formed a best practice group along with the current Local Authority providers of housing related floating support in Derbyshire.
- Continued to work with Tenant Panels and the South Derbyshire Tenants' and Residents' Forum to provide consultation opportunities.
- Continued to work in partnership with Trident Housing and Derbyshire County Council in the provision of the unique Extra Residential Care model for Swadlincote.
- Continued to meet with the local best practice landlords.
- The Chairman of Housing & Community Services and Head of Service are also Directors on the ARCH board.

##### **Environmental Services**

- Responded to 404 planning applications within an average of 22 days.
- Attained external accreditation for our environmental performance, meeting the challenging EMAS and ISO14001 standards.
- Recycled and composted over 46% household waste.
- Provided a commercial waste recycling service to over 60 businesses.
- Achieved 93% satisfaction rating in regard to clean streets and open spaces.
- Held 52 recycling promotional and other community events (including 14 school initiatives).
- Maintained the prestigious Green Flag status for Maurice Lea Park.
- Air quality across the District is compliant with European Directives.
- Published a new Empty Homes Strategy.

**Corporate Plan Theme: Safe & Secure****Housing Services**

- Launched the remodelled and restructured Housing Support service to elderly persons following an extensive consultation process.
- Continued to ensure that all properties have current gas safety certificates.
- Launched our first Dreamscheme working with young people to turn an area of waste ground in to a community garden.
- Carried out our 2<sup>nd</sup> Dreamscheme working with young people to pack and deliver Christmas Hampers to vulnerable people in South Derbyshire.
- Replaced over 1000 Carbon Monoxide detectors in all our elderly persons' accommodation.
- Contributed significantly to the 5<sup>th</sup> consecutive RoSPA Gold Health and Safety award.
- Produced programme that will ensure that all properties remain decent up to and including 2017.
- Continued to work with the Home Panel of tenants to monitor our works on repairs and improvements.
- Worked alongside the local health authority and Derbyshire County Council to review falls recovery for vulnerable people across South Derbyshire, providing a first response via Careline and the Careline Support Co-ordinator service.

**Environmental Services.**

- Ensured over 90% of premises that handle food in the District are satisfactory or better for all food safety criteria.
- Supported local retail businesses to help over 60% meet the maximum 5 star food safety rating.
- Treated over 700 wasp, rat and mouse infestations.
- On average we responded to complaints about noise and environmental issues in just over 2 days – a 10% improvement on the previous year.
- Delivered 60 new affordable homes and secured a further 600 affordable homes through planning gain.
- Launched Warmstreets project in partnership with Apex to aid energy efficiency and carbon reduction measures.
- Worked in partnership with a Registered Provider to secure funding from the Home & Communities Agency to bring back into use 10 empty homes up to the period 2013/14.

**Corporate Plan Theme: Lifestyle Choices.****Housing Services**

- Completed the region's first ever District Ground Source heat pump (GSHP) at Brook Street, Hartshorne.
- Commenced a trial on other forms of sustainable heating to properties that are not connected to the national gas network, reducing the Council's carbon footprint. The Council has literally broken new ground with this innovative project and work is now underway on how we build on this achievement.

**Environmental Services**

- The Council reduced energy consumption and carbon emissions at its main operational centres by nearly 10%.

**Corporate Plan Theme: Value for Money****Housing & Environmental Services**

- Implemented a restructure of the whole Service.
- Reduced expenditure across the Service.

**Housing Services**

- The Annual Benchmark report examining costs and performance across the service showed we demonstrate upper quartile, low cost performance.
- Introduced a new Former Tenant Collection Agent resulting in improved collection rates of former tenant debts.
- Kick started the procurement process for the 2012/2013 improvement programmes.
- South Derbyshire District Council are members of EEM which is a consortium of East Midlands housing providers combining their buying power to ensure maximum efficiencies from suppliers.

**Environmental Services**

- 98% of stray dogs picked up by the Council are rehomed.
- Streamlined the Disabled Facility Grant process to make it more cost effective and customer focused.
- Tendered the Grounds Maintenance service in 2011/12 and delivered the Grounds Maintenance service within the contract budget benchmark.
- Review of long-term empty homes across the District resulted in additional £180k unplanned News Homes Bonus.
- Kick started the procurement process for the 2013/14 kerbside recycling contract.

**3.2 Housing & Environmental Services Key Strengths**

- High Customer Satisfaction.
- Recognised as the top performing housing provider in the region.
- Low staff turnover.
- Operate with integrity and with a customer focussed approach at all times.
- Housing Services are 'excellent' as per benchmarking data.
- Financial ability to maintain the Decent Homes Standard until 2017.
- Continuous improvement in the way the Council is seeking to manage its environmental impact.
- The Audit Commission rated the Strategic Housing Function as one of the best in the Country.
- Proven value for money for Waste, Cleansing and Grounds Maintenance services.
- One of the top authorities for recycling in Derbyshire and Number 68 nationally.
- High level of staff commitment.

Areas for Improvement

We always recognise there are areas of the Service we can improve on and in 2011 we said we would...

We said we would...	We did...
Reduce the time taken to register applicants on the Choice Based Lettings system.	
Improve performance and satisfaction levels with day to day gas repairs carried out by our partner contractor	
Consider the overall strategy for the management of garage stock for the future of garage sites	
Carry out an assessment of open spaces and neighbourhood renewal	
Address former tenant rent arrears recovery rates	
Address the average length of stay in bed & breakfast	
Address the lack of doorstep plastic recycling	
Review fly tipping enforcement and fixed penalty notices for other offences	
Address the number of empty homes in the district	
Improve bad weather arrangement for refuse collection	
Raise awareness of food safety standards	
Implement procedures across the service where they are lacking	
Improve relationships with private landlords	
Offer consistent customer focus across the Service	

In 2012/13 we need to:

- Address the length of stay in temporary accommodation.
- Improve our empty property re-let time following a mini review of repairs and allocations.
- Increase the use of mobile working to ensure timely customer service.
- Improve the visibility and perceived effectiveness of our Safer Neighbourhood Wardens.

- Improve our understanding of how the way we enforce environmental law affects the behaviour and competitiveness of our local business community.
- Improve understanding of how much difference our interventions into environmental complaints produces real benefits.
- Review our housing enforcement and caravan licensing procedures.
- Improve guidance and information available to customers making it more accessible via the internet and other media forms.
- Improve our relationship with house builders to ensure they understand the District's needs and deliver homes which meet the community needs.
- Further develop our work to continue to address empty homes across the District.
- Improve the kerbside recycling service.

### **3.3 Corporate Plan 2009/14 – 2012/13 Action Plan Monitoring**

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

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

In some instances, proxy measures will be used. These are measures which are outside the Council's direct control but provide an indication of the 'overall health of the District.' For instance, the policies we have in place to provide reduced services due to financial constraints or the implementation of those policies that will have positive impact on the area (such as the creation of employment opportunities etc.)

Since these changes are likely to take place over a long period of time, performance may not be measurable over a quarter or a year. Therefore, the status of proxy measures may suggest likely progress, while not specifically measuring a Council outcome.

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

### **3.4 Operational Action Plan Monitoring**

Local performance measures are in place to monitor standards of service delivery across the Housing & Environmental Services. See Appendix B, Section 3 for details.

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

There are a number of national, regional and local strategies which influence the work of Housing & Environmental Services, some of which we need to respond to and others which we are involved in developing.

**National/European**

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

**Regional**

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

**Local**

- Housing Strategy 2009/14 – Sets out the District’s strategic housing priorities
- Homelessness Prevention Strategy 2007/12 – Sets out the District’s actions for homelessness provision and prevention.
- Housing Strategy 2009/14 – Sets out the District’s strategic housing priorities
- Homelessness Prevention Strategy 2007/12 – Sets out the local priorities to reduce and prevent the reoccurrence of homelessness across the District.
- Private Sector Renewal Policy 2008 – Sets out the Council’s policy for improving the quality and accessibility of the private housing.
- Affordable Warmth Strategy 2008/11 – Sets out how the Council will effectively tackle fuel poverty.
- Empty Homes Strategy 2012/17 – sets out the Council’s approach to reducing the number of long-term empty properties.
- Guidance to Delivering Affordable Housing – 2008 – sets out the Council’s approach to delivering affordable housing across the District.

- Private Sector Enforcement Policy 2007 – Sets out the Council’s approach to housing enforcement in relation to residential premises.

## 5.0 Partnerships

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

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

## 6.0 Consultation & Communication

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

- A summary of the consultation and communication proposals for 2012/13; and
- Communication activity/campaigns (including literature/promotional material) planned for 2012/13.

## 7.0 Service Review / Transformation Programme

The whole of the service has been reviewed in the last 18 months and the service now operates with fewer staff in most areas. The vast majority of efficiencies identified by the Council wide reviews have been delivered by this service.

The need to constantly examine operational costs and identify potential efficiencies will continue to be high on the agenda but having gone through significant change we also need a period of re-invigorating the qualitative aspects of service provision.

In the Housing Revenue Account we now need a more sophisticated debate about our ambitions for this service given that it has a viable funding stream for the first time in 10 years. Many public sector landlords play a wider role in their local communities in addition to the property management and maintenance function. We now need to take this agenda forward for South Derbyshire – in essence this issue is best summed up by stating “now that we have control of this business what are we going to do with it?” The HRA Business Plan of 2011 kicks this process off and the next year should see us enter into a dialogue with all our stakeholders.

The service efficiency reviews have been undertaken in partnership with Northgate. Following completion of the first round of efficiency reviews within the Council’s retained services a second tranche of reviews has been planned and is now underway. The second tranche of reviews will be theme based and cross cutting rather than being service specific. The initial themes to be explored are;

- Electronic document storage and ‘paper-lite’
- Customer Access

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

A series of tables in Appendix D represent the next three years actions for the Housing Services. The actions will also form a key part of the authority’s medium term strategy for both delivering the outcomes that communities want and need; and delivering its efficiency savings. The reviews that will be taking place in 2012/13 are built into the Service Action (SMART) Plan for 2012/13. The Partnership with Northgate Public Services through the ‘Retained Services Transformation’ programme is expected to achieve cashable savings for this service area.

## 8.0 Managing Risks

The process set out in Council’s Risk Management Strategy, which was approved in March 2010 has been followed.

Further details can be found via this link

[http://harvey/corporate/organisationaldevelopment/policy/Service\\_Planning/supporting\\_info/RiskMgtStrat/view?searchterm=risk](http://harvey/corporate/organisationaldevelopment/policy/Service_Planning/supporting_info/RiskMgtStrat/view?searchterm=risk)

The risk registers for the service area can be found at Appendix E.

## **9.0 Monitoring and Review**

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