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Date: 2 June 2016

Dear Councillor,

**Housing and Community Services Committee**

A Meeting of the **Housing and Community Services Committee** will be held in the **Council Chamber**, on **Thursday, 09 June 2016 at 18:00**. You are requested to attend.

Yours faithfully,

Chief Executive

To:- **Conservative Group**  
Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Billings, Coe, Mrs Coyle, Ford, Grant, Muller and Mrs Wyatt.

**Labour Group**  
Councillors Rhind, Richards, Mrs Stuart and Taylor.



## AGENDA

### Open to Public and Press

- 1 Apologies and to note any substitutes appointed for the meeting.
- 2 Minutes  
  
Housing and Community Services Committee 21st April 2016 Open Minutes **4 - 7**
- 3 To note any declarations of interest arising from any items on the Agenda
- 4 To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 5 To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 6 Reports of Overview and Scrutiny Committee
- 7 SERVICE PLANS 2016/17 **8 - 64**
- 8 CORPORATE PLAN 2009-16 - PERFORMANCE MANAGEMENT REPORT (1 JANUARY - 31 MARCH 2016) **65 - 94**
- 9 PHYSICAL ACTIVITY, SPORT AND RECREATION STRATEGY **95 - 101**
- 10 RESIDENT INVOLVEMENT ARRANGEMENTS **102 - 105**
- 11 SOUTH DERBYSHIRE DISTRICT COUNCIL DEMENTIA ACTION PLAN **106 - 110**
- 12 SAFER SOUTH DERBYSHIRE PARTNERSHIP PLAN 2014-17 (2016 REFRESH) **111 - 126**
- 13 HOUSING REVENUE ACCOUNT BUSINESS PLAN 2016-46 **127 - 153**

**Exclusion of the Public and Press:**

- 15 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.

- 16 Exempt Minutes

Housing and Community Services Committee 21st April 2016 Exempt Minutes

- 17 To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.

- 18 DEBTS SUBMITTED FOR WRITE-OFF - FORMER TENANT ARREARS

- 19 HOUSING NEW BUILD: UPDATE AND PROPOSALS

- 20 RESTRUCTURE OF THE HOUSING SERVICES OPERATION WITHIN THE HOUSING & ENVIRONMENTAL SERVICES (H&ES) DIRECTORATE

- 21 LAND IN MELBOURNE



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Housing Services



HOUSING AND COMMUNITY SERVICES COMMITTEE

21<sup>st</sup> April 2016

**PRESENT:-**

**Conservative Group**

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

**Labour Group**

Councillors Dunn, Rhind, Richards and Taylor.

**In attendance**

Councillor Mrs Farrington (Conservative Group).

HCS/99 **APOLOGIES**

Apologies for absence were received from Councillors Mrs Coe and Coe (Conservative Group).

HCS/100 **QUEEN'S BIRTHDAY**

The Chairman and Members noted the Queen's 90<sup>th</sup> Birthday and joined in wishing the Queen a Happy Birthday.

HCS/101 **MINUTES**

The Open Minutes of the Meeting held on 10<sup>th</sup> March 2016 were noted and approved as a true record and signed by the Chairman.

HCS/102 **DECLARATION OF INTEREST**

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

HCS/103 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

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

HCS/104 **QUESTIONS FROM MEMBERS OF COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

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

HCS/105 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no Overview and Scrutiny Reports to be submitted.

**MATTERS DELEGATED TO COMMITTEE**

HCS/106 **OPEN SPACE, SPORT AND COMMUNITY FACILITY STRATEGY UPDATE**

The Open Space and Facility Development Manager delivered the report to the Committee.

Councillor Dunn commended the report, but drew attention to the Chestnut Avenue basketball court issue, a matter that the Director of Community and Planning Services confirmed could be revisited at a later date as part of the process. Councillor Billings also praised the report, requesting that Members be kept up to date with developments, as he was aware that not all parish council's had responded to the consultation. The Open Space and Facility Development Manager confirmed that the project list was growing and that the matter would be brought back to Committee to agree the priority ranking of these projects. The Director added that the closure of the Moorways facility in Derby had impacted on the District's sports facilities and that the Council had met with Sport England to discuss its capital / funding plans for the area.

Councillor Richards, in referring to the continuing development of the central area, remarked on its shortfall in the majority of sports facility categories and suggested use of the land at the Woodhouse recreation ground, aimed at improving the provision within the urban core. The Director noted these comments and made reference to current plans to create a Swadlincote Sporting Hub, modelled along similar lines as the Melbourne Sporting Partnership.

Councillor Harrison acknowledged the report as an important support resource for Section 106 funding applications, but referred to two apparent omissions, the Football Foundation and Kings Newton bowling club. In relation to the former, the Director confirmed that the Football Association had been consulted and, in relation to the latter, he would investigate the situation.

Councillor Taylor welcomed the inclusion of biodiversity and Greenways within the report, querying whether there was an opportunity to promote the Greenways further, enabling more to access the countryside, referring in particular to the old railway line from Newhall to Rosliston. The Director of Community and Planning stated that the Greenways strategy was being formulated in conjunction with Derbyshire County Council, made reference to the links into planning developments, the major one at Drakelow, for example, where funding will be utilised for such projects. Councillor Richards reported that the Nadin Trust had, some years back, conducted a feasibility study on the former railway line, a document that should still be within the Council's records.

**RESOLVED:-**

- 1) Members approved the adoption of the South Derbyshire Open Space, Sport & Community Facilities Strategy.**
- 2) That approval was granted to the principle of the use of £30,000 additional Planning income for the production of site development plans for strategic facilities.**
- 3) That the matter be referred to the Finance & Management Committee on 28th April 2016 for approval of the use of additional Planning Income for the production of site development plans.**

HCS/107 **AVIVA WOMENS TOUR OF BRITAIN CYCLE RACE**

The Director of Community and Planning presented a short film and the report to the Committee, highlighting the various initiatives aimed at maximising coverage within South Derbyshire and its beneficial impact.

Councillor Dunn welcomed the news regarding this event, especially its route via the urban core, but sought assurances that, once known, the relevant timings be widely publicised, to achieve the full impact. Councillor Richards thanked Councillor Dunn for his efforts, at a County level, in getting the Tour into the District and acknowledged this excellent opportunity to use existing facilities and for local businesses. Councillor Taylor commended the route and promoted the working relationships with parish council's. The Director confirmed that the matter had been discussed at the last Parish Liaison Meeting.

**RESOLVED:-**

- 1) Members noted and welcomed the Aviva Womens Tour of Britain to South Derbyshire.**
- 2) Members approved the proposed programme of activity.**
- 3) Approval was granted for the use of £3,406 Section 106 funds to be used towards the Cycle Hub provision at Green Bank Leisure Centre.**

HCS/108 **PROPOSED CHANGES TO THE DELIVERY OF HOUSING SERVICES**

The Director of Housing and Environmental Services presented the report to the Committee.

**RESOLVED:-**

**Members approved the revised model for the delivery of the Council's Housing Services.**

HCS/109 **COMMITTEE WORK PROGRAMME**

Councillor Mrs Coyle, referring to a recent discussion on the matter, confirmed that Members were looking for a yearly plan, providing more detail of the Committee's work.

**RESOLVED:-**

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

HCS/110 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

**RESOLVED:-**

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

**MINUTES**

***The Exempt Minutes of the Meeting held on 10<sup>th</sup> March 2016 were received.***

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

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

**DERBYSHIRE CARELINE PARTNERSHIP**

- 1) Members noted the content of the Report in relation to the Derbyshire Careline Partnership.***
- 2) That the Director of Housing and Environmental Services be authorised to engage with a consultant to carry out a review of the Supported Housing Service as detailed in the report.***

The Meeting terminated at 7.05pm.

COUNCILLOR J HEWLETT

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 7</b>
<b>DATE OF MEETING:</b>	<b>9<sup>th</sup> JUNE 2016</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING SERVICES / DIRECTOR OF HOUSING AND ENVIRONMENTAL SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>STUART BATCHELOR (EXT. 5820) / MIKE HAYNES (EXT.5775)</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>SERVICE PLANS 2016/17</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE:</b>

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## **1.0 Recommendations**

1.1 That the Service Plans for Community and Planning Services and Housing and Environmental Services be approved as a basis for service delivery over the period 1 April 2016 to 31 March 2017.

## **2.0 Purpose of Report**

2.1 To consider the Service Plans for Housing and Environmental Services and Community and Planning Services.

## **3.0 Detail**

### Introduction

3.1 Service Plans are a key part of our Performance Management Framework, acting as an important link between high-level plans and strategies, such as the Corporate Plan and Sustainable Community Strategy as well as performance objectives established for employees.

### Form and Content

3.2 Each Service Plan contains information about:

- The Directorate
- Its workforce and budget
- Service performance, including key measures and projects
- Partnerships
- Transformation programmes
- Managing risks

- 3.3 The Service Plans reflect the current priority themes and outcomes within the Corporate Plan 2016-21 and Sustainable Community Strategy 2009-29.
- 3.4 Progress reports on Service Plans will be made to Elected Members as part of the Performance Management Framework monitoring process.
- 3.5 The Service Plans will be reviewed and updated in March 2017 to link in with the Corporate Plan and Sustainable Community Strategy.

#### **4.0 Financial implications**

- 4.1 All implications are detailed in the relevant Service Plans.

#### **5.0 Corporate implications**

- 5.1 All implications are detailed in the relevant Service Plans.

#### **6.0 Community implications**

- 6.1 All implications are detailed in the relevant Service Plans.

#### **7.0 Background papers**

- 7.1 Electronic copies of the Community and Planning Services and the Housing and Environmental Services Service Plans are available on request.



South  
Derbyshire  
District Council



# Service Plan 2016/2017

## Community and Planning

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All information presented in this Service Plan was correct at the time of publication.

# Introduction

The Corporate Plan 2016-2021 forms an important part of planning for the future and leads our performance management. As well as enabling effective monitoring, it links strategic priorities and objectives directly to the activities of service areas.

As part of this, Service Plans are created for our four directorates - Housing and Environmental Services, Community and Planning, Finance and Corporate Services and the Chief Executive's department.

Covering the 2016-2017 financial year, the Service Plans (which are updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

## Key aims

All priorities and activities undertaken by Community and Planning complement our collective vision of making 'South Derbyshire a better place to live, work and visit'.

We will:

- Positively contribute towards Council policies and procedures
- Deliver continuous improvements in performance
- Ensure compliance with relevant legislation
- Maintain a strong customer focus
- Ensure a widespread understanding of core values, key aims and performance measures and encourage participation in their development
- Ensure that data quality principles are applied
- Encourage a positive health and safety culture

All of these contribute to the main themes running through the Corporate Plan: People, Place, Progress and Outcomes.

## The importance of service planning

Delivery of public services occurs in an increasingly dynamic environment, with high community expectations, government priorities and technological advances.

While the budgetary setting is constrained, there are ever increasing pressures and demands to do more with less.

In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

This allows us to identify requirements and associated enabling services such as technology, workforce, funding, capital infrastructure and information management.

# Performance Management Framework

The **Performance Management Framework** sets out what needs to be achieved, what is **measured and managed** and what **progress** we are making.

Our resources must be aligned, focusing effort in the right places and delivering maximum **value** for people, partners and businesses.

We must proactively identify and manage any **risks** that might affect delivery, regularly reviewing performance and taking **action** where required to stay on **target** and inform **decision making**

The Performance Management Framework consists of three levels. The Corporate Plan sits at the top and sets out how we make South Derbyshire a better place to live, work and visit.

Objectives and measures to deliver against the key aims of the Corporate Plan are defined in Service Plans and shape the objectives of all employees.

Everyone, from Officers to Managers to Elected Members, has a responsibility for delivery of the Corporate Plan.

# Scene setting

## Overview of the directorate

The Community and Planning Directorate plays a key role in meeting our strategic objectives for supporting People, Place, Progress and Outcomes.

Here is a breakdown of statutory and non-statutory duties undertaken by each service area:

## Community and Planning

### Statutory

- Planning Policy (Planning Services)
- Development Management (Planning Services)
- Planning Enforcement (Planning Services)
- Building Control (Planning Services)
- Dangerous Structures (Planning Services)
- Crime Reduction and Anti-Social Behaviour (Communities)

### Non Statutory

- Parks, Open Space, Cemetery and Tree Management and Development (Cultural Services)
- Leisure, Sport, Forestry Centre and Community Facility Management and Provision (Cultural Services)
- Flooding and Drainage (Cultural Services)
- Sports and Health (Public) Provision and Development (Sport and Health Partnerships)
- Children's Play Provision (Cultural Services and Sport and Health Partnerships)
- Support for the Voluntary and Community Sector (Communities)
- Community Development (Communities)
- Street Naming and Numbering (Planning Services)
- South Derbyshire Partnership (Director)
- Cultural/Public Events (Cultural Services)
- Civic Duties and Events (Cultural Services)
- Built Conservation and Heritage (Planning Services)
- Environmental Education (Cultural Services)

**The above functions are delivered within a five-unit structure plus the managerial support for the South Derbyshire Partnership:**

### Cultural Services

**Parks, Open Space & Cemeteries:** The Division has responsibility for the management of three urban parks covering an area of approximately 15 hectares, the 30 hectare Swadlincote Woodland Forest Park, public open space that currently occupies an area in the region of 60 hectares, six cemeteries, 11 football pitches, eight allotment sites and large areas of common land. There is responsibility for the development of 47 equipped play areas.

**Leisure Facilities:** Responsibility for the contracts that cover the management of the Green Bank Leisure Centre, Etwall Leisure Centre and Swadlincote Market, plus responsibility for two directly managed village halls and Swadlincote Town Hall.

**Land Drainage:** Responsibility for the Council's statutory and discretionary land drainage functions as land drainage authority and ancillary services during flooding and for investigation after flooding events.

Rosliston Forestry Centre is managed in partnership with the Forestry Commission and National Forest Company. It has attracted more than £3 million in external funding over the past 12 years and now attracts around 190,000 daytime and overnight visitors per year.

**Events:** The Unit leads or supports delivery of major public events including the Festival of Leisure, which attracts an estimated 10,000 people over a June weekend, the switching on of the Christmas Lights in Swadlincote Town Centre, Liberation Day, South Derbyshire Day, performances at the Glade and Pancake Races on the Delph. The support for the Council Chair and civic events is undertaken by this Unit.

**Environmental Education:** Based at Rosliston Forestry Centre, the environmental education partnership between the Council, Rolls-Royce and the National Forest Company aims to develop the knowledge, understanding and respect of the environment by young people and adults. In addition to hosting school and other group visits, the team manages a wide variety of events, co-ordinates the District-wide Environmental Forum and Cultural Forum, leads on the local Forest School initiative and continues to deliver contracts for the Woodland Trust.

The Aspiration of the Unit for the coming year is:

- Develop a plan for the long term future of Rosliston Forestry Centre
- Deliver new/improved community facilities in Midway, Melbourne, Stenson Fields, Swadlincote and Rosliston
- Modernise delivery of services within the Unit in order to create capacity.
- Increase participation in outdoor activity and volunteering

## **Communities**

**Community Safety:** The Safer South Derbyshire Partnership's support team is based in the Directorate and is responsible for the delivery of the 2016/17 Partnership Plan. All of the priorities will be delivered in accordance with the overarching principles as set out in the Derbyshire Strategic Threat and Risk Assessment.

The service also manages the Safer Neighbourhoods initiative, which coordinates six Safer Neighbourhood areas and provides funding for local crime reduction projects.

**Revenue support to the Voluntary and Community Sector:** Revenue support is granted to nine organisations totalling more than £250,000. The grants are managed through service level agreements which are renewable annually. However, the agreement to provide funding lasts for three years.

Community Partnership Scheme provides support and advice to the voluntary and community sectors in relation to funding (e.g. funding sources, bid writing and funding strategy) and project development.

Neighbourhood Planning and Parish Plan support is provided by this Unit along with the development of volunteering across the service.

The aspiration of the Unit for the coming year is:

- Develop a new approach to volunteering for the Council
- Develop closer working relationships with the Council for Voluntary Services and the voluntary sector.

### **Sport and Health Partnerships**

**Sports Development:** This involves developing an infrastructure, through partnership working, to enable local people to become involved in sport as a vehicle for health improvement, social inclusion and community development. This is principally undertaken through the Council's membership of Derbyshire Sport and South Derbyshire Sport

**Play Development and Provision:** More than 8,000 participations are achieved annually, mainly through the Summer Holidays Playscheme where Parish Councils hire in a variety of themed sessions.

**Public Health Development and Improvement:** The Division leads on health promotion and improvement with respect to physical activity and has responsibility for GP exercise referral schemes, including the management of the Get Active In The Forest project which has engaged local people in activities including walking, cycling, outdoor pursuits, archery and environmental works across the District. The team also manages a variety of contracts for Public Health.

**School Sport Partnership:** The Unit is commissioned by the Primary and Secondary Schools in the District to deliver the school sport agenda. This includes sports competition, curricular and extracurricular activity, leadership and volunteering and teacher training.

The South Derbyshire Village Games project also sits within the Unit, working with and empowering local communities to come together to develop and implement sporting activities in our villages. This is a partnership with the Community Sports Trust.

The Aspiration of the Unit for the coming year is:

- Support the development of a Cycle Action Plan and deliver a successful Aviva Women's Tour of Britain event
- Develop a Physical Inactivity, Sport and Recreation Strategy
- Deliver a programme of activity which support people living independently

### **Planning Services**

Preparing the statutory 'Local Plan', which sets the long-term growth strategy for South Derbyshire in the context of being one of the fastest growing areas in the country. This includes identifying how essential infrastructure will be provided and funded. The policy team works closely with adjacent authorities in the wider Derby Housing Market Area on strategic issues such as housing, transport and the Green Belt.

Providing specialist advice and support in relation to 713 Listed Buildings and 22 Conservation Areas and on the quality of design of major proposals to secure design excellence.

The Development Management team dealt with approximately 1,100 planning applications in 2015/16. The diverse nature of the District means that a wide variety of applications are received. Officers under the scheme of delegation determine approximately 90% of applications. The remainder are determined by Members at Planning Committee. Free informal advice is provided to developers and householders. Development Management also deals with planning appeals, along with Tree Preservation Orders and consents for works to trees.

An average of 300 planning enforcement complaints regarding potential contravention of planning and associated legislation are investigated each year.

In terms of Building Control, officers appraise schemes and monitor building works that require Building Regulation approval. This work is won in competition with approved inspectors in the private sector. The unit has continued to retain a high market share of business.

The aspiration of the Unit for the coming year is:

- Complete an options appraisal for a Building Control Partnership
- Complete the Local Plan
- Refine the management of S106 funding

### **Performance and Administration**

The Community & Planning Service is supported by the Performance and Administration Unit which delivers critical technical and administrative support across the Directorate's service areas.

Performance management within the unit co-ordinates business improvement and performance monitoring, analysing and reporting performance data and financial data. The unit also co-ordinates a range of short and long term projects aimed at business improvement and improving customer contact.

The aspiration of the Unit for the coming year is:

- Initiate a Business Improvement Project to cover the Directorate

### **South Derbyshire Partnership**

The Service has the responsibility for coordinating the South Derbyshire Partnership, including the development of the Sustainable Community Strategy. Officers are key members of the Partnerships Theme Groups which are Health and Wellbeing, Sustainable Development and Safer Communities.

The aspiration of the Partnership for the coming year is:

- Deliver the Raising Aspirations Project
- Initiate and support the Thriving Communities project

## **Workforce**

As of March 31 2016, 67.1 (fte) employees work in Community and Planning. These are based as follows:

Planning Services	25	(1 externally funded)
Cultural Services	14.5	(4.5 externally funded)
Sport and Health Partnerships	7	(3.5 externally funded)
Communities	4.2	(2.7 externally funded)
Performance and Administration	7.4	

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held. Some homeworking opportunities are provided and flexible working is considered crucial to motivate and engage high-performing staff.

## Budgets

Details of the Community and Planning Directorate budgets for 2016/17 are outlined below:

### Revenue budget 2016/17

Service Area	2015/16	2016/17
Directorate Support	160,521	169,233
Cultural Services	965,241	1,009,693
Planning Services	322,462	184,058
Communities	378,261	378,232
Sport and Health P'ships	168,974	168,975
	<b>1,995,459</b>	<b>1,903,194</b>

### Capital budget 2016/17

Project	2015/16	2016/17
Chestnut Avenue, Midway - Leisure Project	5,000	22,402
Etwall Leisure Centre	378,500	0
Grove Hall Active Zone Project	979,300	0
Rosliston Forestry Centre - Play Project	130,000	0
Eureka Park - Community Project	350,000	0
Melbourne Sporting Partnership	750,000	735,786
Melbourne Assembly Rooms	0	76,600
Swadlincote Woodlands Nature Reserve	6,000	31,000
Community Partnership Scheme	162,700	150,000
Swadlincote Townscape Project	30,986	147,616
Conservation Area Partnership Schemes	3,080	0

# Performance

The Performance Board details our key projects for the year. These are broken into quarters to help us monitor and manage our performance effectively.

All actions are essential if the Council is going to achieve its ambitions and aspirations. These are complemented by a set of performance measures which will help us to gauge whether we are meeting outcomes and providing excellent services.

In some instances, proxy measures will be used. These are outside of the Council's control but provide an indication of the overall health of the District.

All projects and measures for Community and Planning Directorate are listed below under the themes of People, Place, Progress and Outcomes:

## People measures

Aim	Key actions to achieve the aim	Measures	Target 2016/17
Increase levels of participation in sport, health, environmental and physical activities	Delivery of sport, health and physical and environmental activity opportunities	Number of sport, health, physical activity and play scheme participations.	27,400
Increase levels of participation in sport, health, environmental and physical activities	Delivery of sport, health and physical and environmental activity opportunities	Number of environmental education participations.	5,250
Increase levels of participation in sport, health, environmental and physical activities	Delivery of sport, health and physical and environmental activity opportunities	Number of Parklife opportunities/participations	500

## People projects

Aim	Project	Outcomes	Q1 Task	Q2 Task	Q3 Task	Q4 Task
Protect and help support the most vulnerable, including those affected by financial challenges	Support the community and voluntary sector to enable people to maintain living independently	Maintain SDDC grant funding to the voluntary and community sector	Support promotion of voluntary and community sector to Elected Members	Support promotion of voluntary and community sector to Elected Members	Support promotion of voluntary and community sector to Elected Members	Support promotion of voluntary and community sector to Elected Members
Increase levels of participation in sport, health, environmental and physical activities	Develop a Sport, Health and Physical Activity Strategy - targeting young people, older people, physically inactive	Strategy developed and implemented	Agree strategy framework	Progress strategy preparation and consultation	Complete draft strategy	Strategy adopted
Increase levels of participation in sport, health, environmental and physical activities	Approval and implementation of South Derbyshire as a dementia-friendly District	Work towards dementia-friendly community status	Develop SDDC DAA (Dementia Action Alliance) action plan	Deliver Elected Member and staff dementia awareness sessions	Deliver Elected Member and staff dementia awareness sessions	Deliver Elected Member and staff dementia awareness sessions
Increase levels of participation in sport, health, environmental and physical activities	Develop a Community Champion Scheme through volunteer development	Establish approved scheme	Review council and voluntary sector volunteering structure	Develop volunteering scheme and consult with partners	Scheme to be approved	Deliver scheme
Developing the workforce of South Derbyshire to support growth in relation to aspirations, employability, skills and travel to work	Increase school engagement in raising aspirations work	Schools agree to work with SDDC	Project to report to South Derbyshire Partnership Board	Identify SDDC support for secondary schools	Review SDDC involvement with raising aspirations project	Agree programme of work for 2017/18
Increase levels of participation in sport, health, environmental and physical activities	Develop a Healthy Communities approach for South Derbyshire	Work towards Healthy Communities Accreditation	Submit SDDC application	Work with partners to deliver healthy communities plan	Work with partners to deliver healthy communities plan	Produce Annual Report
Enable people to live independently	Identify need for and deliver activities to ensure people maintain physical capability to live independently	Number of sessions delivered / Numbers of participants engaged / Reduced emergency care admissions	Audit current provision of chair-based exercise	Identify new demand	Promotional material developed and launched	Review overall offer

Protect and help support the most vulnerable, including those affected by financial challenges	Support schemes to ensure assistance for victims of crime and vulnerable people	Install security measures and ensure the continuation of the Sanctuary scheme for victims of domestic abuse	Identify gaps in service and map out potential new service.	Secure funding to provide enhanced Safer Homes Scheme	Run pilot of enhanced Safer Homes Scheme	Review enhanced Safer Homes provision
Use existing tools and powers to take appropriate enforcement action	Publish and annually review a single enforcement policy covering all SDDC regulatory activity	Quarterly report on enforcement activity to Overview and Scrutiny Committee	Produce relevant updates for the quarterly report	Produce relevant updates for the quarterly report	Produce relevant updates for the quarterly report	Produce relevant updates for the quarterly report

## Place measures

Aim	Key actions to achieve the aim	Measures	Target 2016/17
Support provision of cultural facilities and activities throughout the District	Develop approve and help deliver an annual programme of cultural events	Number of participations	17,230
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Speed of planning applications	Number of decisions made in time over number of decisions made	85%
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Proportion of good quality development schemes delivered		90%
Enhance understanding of the planning process	Monitor customer satisfaction with the planning process	Achieve satisfaction target	80%
Help maintain low crime and anti-social behaviour levels in the District	Number of anti-social behaviour calls recorded by the police per 1,000 population	Number of calls	28.40
Help maintain low crime and anti-social behaviour levels in the District	Number of domestic burglaries recorded by the police per 1,000 households	Number of burglaries	4.50
Help maintain low crime and anti-social behaviour levels in the District	Number of vehicle crimes recorded by the police per 1,000 population	Number of thefts from vehicle and theft of vehicles	3.80
Help maintain low crime and anti-social behaviour levels in the District	Number of incidents of criminal damage recorded by the police per 1,000 population	Number of incidents	5.40
Support provision of cultural facilities and activities throughout the District	Number of leisure centre visits		674,866
Support provision of cultural facilities and activities throughout the District	Number of RFC visits		193,000

Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	To monitor the number of additional new homes built in South Derbyshire annually	Number of dwellings	742
Work to attract further inward investment	To monitor the floor space of additional employment development in South Derbyshire	Number of hectares	12,246 sq. m

## Place projects

Aim	Project	Outcomes	Q1 Task	Q2 Task	Q3 Task	Q4 Task
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Deliver an adopted South Derbyshire Local Plan, Parts 1 and 2	Plan adopted	Complete Part 1 Main modifications consultation/ Adoption of Part 1	Consultation Draft Local Plan Part 2	Regulation 19 Consultation of Submission Version of Local Plan Part 2	Examination in Public of Local Plan Part 2
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Develop a framework to review rural housing needs/Increase the supply and range of affordable housing provision	Development of an Affordable Housing Supplementary Planning Document (SPD)	Preparatory work on SPD	SPD Draft prepared	Approval and Consultation for SPD	Adoption of SPD
Connect with our communities, helping them feel safe and secure	Annually review, publish and deliver the Safer South Derbyshire Community Safety Partnership Plan	Plan published. Plan reviewed and updated accordingly	Deliver the actions and objectives within the partnership plan	Deliver the actions and objectives within the partnership plan	Deliver the actions and objectives within the partnership plan	Carry out annual review of partnership plan
Support provision of cultural facilities and activities throughout the District	Introduce and progress the District Cycle Plan including an annual cycle event	Develop and implement action plan/Number of opportunities offered	Produce cycling promotional plan	Establish Stakeholder Group	Trial community cycle event	Produce 2017/18 delivery plan
Support provision of cultural facilities and activities throughout the District	Introduce and progress the Open Space, Sport and Community Facility Strategy	Number of facilities enhanced	Adopt strategy	Complete facility action plan	Commission site plans	Review action plan

Support provision of cultural facilities and activities throughout the District	Implement and manage the leisure facility capital build programme	Number of completed facilities/Amount of external investment and grants brought to district	Open Grove Hall Active Zone	Complete Newhall Park Memorial Garden	Complete Cockshut lane Recreation Ground Phase Two	Complete Chestnut Avenue Community Facility
Enhance understanding of the planning process	Support the development of Neighbourhood Plans	Number of plans supported	Assistance promoted via Parish Briefing	Provide support to interested parties	Provide support to interested parties	Provide support to interested parties
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Consider the introduction of a Community Infrastructure Levy (CIL)	Review of action plan	CIL feasibility explored	Option report produced for CIL	Conclusion of final report and submission to E&DS Committee	Review of decision
Enhance understanding of the planning process	Review housing needs data and guidance available to inform developers prior to submitting planning applications	Review completed and appropriate updates made		Preparation work for 2017 Strategic Housing Market Assessment (SHMA)	Create brief for Strategic Housing Market Assessment (SHMA)	Finalise Strategic Housing Market Assessment (SHMA) brief and review other housing needs data
Enhance understanding of the planning process	Promote a programme of community briefings to improve understanding of the Planning process and related activity	Programme of attended meetings	Publish annual programme of briefings	Deliver Briefings	Deliver Briefings	Deliver Briefings and Review Programme
Connect with our communities, making them feel safe and secure	Plan and deliver a programme of community safety campaigns and initiatives	No of campaigns/initiatives delivered	Produce timetable of campaigns and initiatives to deliver throughout the year	Deliver summer campaigns and initiatives including no. plate security ops	Deliver domestic abuse awareness campaigns	Hold International Women's day event and campaign around safer internet week
Connect with our communities, making them feel safe and secure	Promote the Safer Neighbourhood concept and support the local community to develop and deliver community safety projects	Hold minimum of three public forums per annum, produce quarterly newsletters, and update Facebook page weekly	Promote public meetings and communicate regularly with the public	Promote and hold public meetings and communicate regularly with the public	Promote and hold public meetings and communicate regularly with the public	Promote and hold public meetings and communicate regularly with the public

<b>Connect with our communities, making them feel safe and secure</b>	Support the local community to develop and deliver community safety projects in South Derbyshire	Number of projects to receive Safer Neighbourhood funding/Number of new Neighbourhood Watch schemes set up	Support and develop community led applications for safer neighbourhood funding and new neighbourhood watch Schemes	Support and develop community led applications for safer neighbourhood funding and new neighbourhood watch schemes	Support and develop community led applications for safer neighbourhood funding and new neighbourhood watch schemes	Support and develop community led applications for safer neighbourhood funding and new neighbourhood watch schemes
<b>Support provision of cultural facilities and activities throughout the District</b>	Develop approve and help deliver an annual programme of cultural events	Number of events held/supported	To deliver 2 events in the Glade; 2 large SDDC events and the ongoing programme of dance and pergamano sessions	To deliver 2 events in the Glade; and the ongoing programme of dance and pergamano sessions	To deliver 1 event in the Glade; 1 large SDDC event and the ongoing programme of dance and pergamano sessions	To deliver 2 medium sized SDDC events and the ongoing programme of dance and pergamano sessions
<b>Support provision of cultural facilities and activities throughout the District</b>	Produce site management plans for wildlife sites	Increase the amount of land being managed for biodiversity	Review locations for positive management	Develop management plan for Swadlincote Woodlands	Submit application for local nature reserve for Swadlincote Woodlands	Implement management plan for Swadlincote Woodlands
<b>Support provision of cultural facilities and activities throughout the District</b>	Provide support training and expert advice to parishes / community groups for small scale environmental improvements to their land	Support/ expertise provided to 2 parishes and at least 3 sites via Environmental Forum	Deliver 1 practical environmental volunteering day for a local business. Provide support to 1 parish/ward	Deliver 1 practical environmental volunteering day for a local business. Provide support to 1 parish/ward	Facilitate 1 training event/ networking visit Deliver 1 practical environmental volunteering day for a local business	Identify projects for 2017/18

## Progress measures

<b>Aim</b>	<b>Key actions to achieve the aim</b>	<b>Measures</b>	<b>Target 2016/17</b>
<b>Work to attract further inward investment</b>	Deliver Swadlincote Townscape project	Number of target buildings offered grants	2
<b>Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists</b>	Review and develop the National Forest Walking Festival	Festival delivered/Number of participants	1000

## Progress projects

Aim	Project	Outcomes	Q1 Task	Q2 Task	Q3 Task	Q4 Task
Help to influence and develop the infrastructure for economic growth	Review and update the Infrastructure Delivery Plan	Plan delivered	Review the current plan	Complete review of the current plan	Publish Plan	Support the delivery of the plan
Work to attract further inward investment	Deliver Swadlincote Townscape project	Delivery of Activity Plan	Recruit Town Crier;	Public consultation on Heritage Trail	Engage with schools via at least 3 different education providers; deliver activities for Building Maintenance week	Deliver start of heritage trail and submit funding application for rest
Work to attract further inward investment	Deliver Swadlincote Townscape project	Enhancement of Diana Memorial Garden	Gain Council approval for delivery	Appoint landscape architect	Start enhancement works	Completion of works
Unlock development potential and ensure the continuing growth of vibrant town centres	Organise and/or support town centre events	Environmental Learning / 'have a go' heritage activities	Deliver 1 teacher training events 1 public event	Deliver 1 public event and 2 school activities based on geography/tourism	Deliver environmental activities as part of Food Festival	Advertise self-led trails for public and schools
Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists	Support the development of a National Forest Active Partnership	Partners Engaged/External funding secured	Tender advertised for consultation work	Consultation work undertaken	Partnership meeting held	Sport England or other funding bids submitted
Help to influence and develop the infrastructure for economic growth	Efficient and effective management of Section 106 agreements	Ensuring all resources are allocated in line with local and national policy	Testing of new Section 106 monitoring software	Commence installation of Section 106 software	Full migration of data and introduction of new software as the primary monitoring system	Report of Section 106 activity for 2016/17

## Outcomes measures

Aim	Key actions to achieve the aim	Measures	Target 2016/17
Maintain Financial Health	Generate additional income to help the Council achieve its aim of doing more for less	Income from Building Regulations applications and any other revenue stream	£260,000
Maintain Financial Health	Generate additional income to help the Council achieve its aim of doing more for less	Share of the Buildings Regulations market expressed as a percentage	70.00%

## Outcomes projects

Aim	Project	Outcomes	Q1 Task	Q2 Task	Q3 Task	Q4 Task
Be aware of and plan for financial, legal and environmental risks	Maintain a proper Risk Management framework	Strategic and service risk registers reviewed, updated and reported to Policy Committee on a quarterly basis	Review Risk Register	Review Risk Register	Review Risk Register	Review Risk Register
Maintain Financial Health	Generate additional income to help the Council achieve its aim of doing more for less	Explore potential commercialisation opportunities and identify areas for competing with the private sector	Establish Business Improvement team within Community & Planning	Establish timetable for process reviews	Deliver reviews	Deliver reviews
Maintain a skilled workforce	Regular review of job competencies in accordance with the corporate framework	Maintain Investors in People standard for staff development	Review competencies during PDR process			Review competencies during PDR process

# Partnerships

Our significant partnerships are outlined below:

Partnership	Main purpose
South Derbyshire Partnership	Statutory partnership of public, private and voluntary sector to promote the District. The Partnership has theme groups which focus on health, community safety and sustainable development.
Safer South Derbyshire Partnership	Statutory partnership to reduce the level of crime and disorder.
South Derbyshire Sport	Partnership of bodies having an interest in promoting sport and health in the District.
Etwall Joint Management Committee	Partnership between SDDC, John Port School and County Council to operate the Leisure Centre.
National Forest and Beyond Partnership	Forest-wide partnership to increase visitors to the area.
South Derbyshire School Sport Partnership	Partnership approach to increasing sports participation by young people.
Rosliston Forestry Centre Executive	Partnership between SDDC and Forestry Commission to operate the Forestry Centre.
Swadlincote Cultural Partnership	Partnership of public, private and voluntary sector organisations that work to promote the heritage and environment of Swadlincote.
Melbourne Sporting Partnership	Sports club, Parish and District Council partnership that is developing facilities and opportunities at the Cockshut Lane Recreation Ground.
Emergency Planning	Shared service delivery with Derbyshire County Council to ensure civil resilience.
Out of Hours Dangerous Building Service	A service provided in partnership with East Staffordshire Borough Council.

# Key considerations

## Service transformation

In order for the Community and Planning Directorate to positively meet the challenges facing the Council, it will create and develop innovative solutions which will help to deliver the outcomes communities need and want at a cost the Council can afford.

## Environmental impact

By implementing the requirements of ISO 14001 across all significant environmental aspects associated with Community and Planning Directorate, this Service Plan seeks to ensure continual improvement of our environmental performance.

Further information can be found at: <http://sddcintranet/index.php/essentials/83-ems>

## Managing risks

The process set out in our Risk Management Strategy has been adhered to. The risk registers are reported back to committee on a quarterly basis.

## Monitoring and review

This Service Plan will be monitored part of our Performance Management Framework and will be used throughout the year to manage service delivery.



South  
Derbyshire  
District Council



# Service Plan 2016/2021

## Housing and Environmental Services

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All information presented in this Service Plan was correct at the time of publication.

# Introduction

The Corporate Plan 2016-2021 forms an important part of planning for the future and leads our performance management. As well as enabling effective monitoring, it links strategic priorities and objectives directly to the activities of service areas.

As part of this, Service Plans are created for our four directorates - Housing and Environmental Services, Community and Planning, Finance and Corporate Services and the Chief Executive's department.

Covering the period 2016-2021, the Service Plans (which are updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

## Overview of the directorate

The Housing and Environmental Services Directorate delivers services across the three areas of Housing, Direct Services and Environmental Health and plays a key role in helping to deliver the strategic objectives of **People, Place, Progress** and achieving successful **Outcomes**.

The Directorate delivers key customer facing activities through the provision of services including affordable housing to rent, maintaining and often exceeding Government standards; waste collection and recycling; maintaining the cleanliness of the District; ensuring the health of our communities is protected through monitoring activities such as air pollution and food hygiene and keeping the residents of South Derbyshire safe with its Safer Neighbourhood Wardens working in partnership with the Police.

Through the Performance section appended to this Service Plan, all local projects and measures for Housing and Environmental Services Directorate will contribute to the Council's corporate themes of:

- **People** - keeping our residents happy, healthy and safe.
- **Place** - creating vibrant communities to meet residents' needs.
- **Progress** - encouraging inward investment and tourism opportunities.
- **Outcomes** - work that underpins all of the Council's activities.

# Scene setting

Housing and Environmental Services plays a key role in meeting our strategic objectives for supporting People, Place, Progress and successful outcomes.

## Housing Operations

Our **Allocations** team has a statutory responsibility to manage and regularly review the housing waiting list, which currently stands at 1,069 active applicants (accurate as of March 2016). This is through a District wide common housing register through our Choice Based Lettings (CBL) system, advertising and allocating all social and affordable rented housing in the District. We house 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 work with partners to provide advice and tackle **Homelessness** through our Housing Options Service, and assist customers in finding accommodation in the private sector through our Housing Options Service and Home Swapper schemes.

Our Housing Officers monitor and review the collection of rent payments from our customers to ensure that we meet our targets for rent collection. This **Income** collection service is critical to maximise the rent collected from our tenants. We also have a dedicated tenancy sustainment service which aims to support those in financial difficulties by helping with money management and maximising income.

The **Tenancy Management** 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. We liaise with other agencies to support vulnerable individuals and respond in partnership with others to incidents of anti-social behaviour (ASB).

A primary objective is to focus on tenancy sustainment activity, to support vulnerable tenants in managing their tenancies and preventing rent arrears accruing.

Our **Supported Housing** service provides housing and support to the elderly and vulnerable residents across South Derbyshire through the Housing Related Floating Support Service provided by our Careline Support Co-ordinators and Community Alarm Monitoring service. These services are delivered by our Careline emergency call centre, operating 24 hours a day for 365 days of the year.

A key outcome is to enable vulnerable residents to remain in their own or current home for as long as possible 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.

## Performance and Business Improvement

The Housing Service is supported by the **Business Support** unit which provides support to deliver our rent accounting responsibilities, rechargeable repairs recovery and system administration for our key business systems.

**Performance and Projects** co-ordinates business improvement and performance monitoring, by researching best practice, analysing and reporting performance data and driving through change to reach or maintain top quartile performance and improve the service received by our customers. The role also co-ordinates a range of short and long term projects aimed at business improvement and customer satisfaction.

**Resident Involvement and Empowerment** helps provide greater opportunities for all of our tenants to have their say in how the Housing Service is delivered. Tenants have a range of opportunities to engage with our Housing Service, including working with contractors on community events and with the Dreamscheme Youth Project, which enables tenants of all ages to get involved with various service areas. Working with the statutory Performance and Scrutiny Panel, tenants undertake critical reviews of the services that are provided, investigating the key issues affecting our service delivery and making recommendations for improvements to current arrangements.

## Housing Assets

**Responsive Repairs** are in the main carried out by the in-house Direct Labour Organisation (DLO).

A key aim over the coming 12-18 months is to modernise the DLO and ensure the service is fit for purpose and delivers value for money to our customers.

The service delivers responsive repairs dealing with emergencies (within 24 hours), urgent (within three days), and other routine repairs. We aim to undertake repairs within agreed timescales and where possible on the first visit to the property, ensuring tenants are inconvenienced as little as possible.

Our **Planned Maintenance** deals with major capital servicing and improvements and is delivered in partnership with external partnered contractors.

We are nearing completion of a five year £27.3m capital investment programme including fitting our housing with modern kitchens and bathrooms, upgrading electrics and heating systems and enhancing the exterior of communal areas to flat blocks.

Asset Management also leads on the provision of delivering disabled persons home adaptations to both council tenants and private home owners, working jointly with Derbyshire County Council to deliver this service.

The Council's first new build development in over 24 years is nearing completion and will deliver 45 new Council owned homes for rent. We are actively pursuing opportunities through our **New Build and Regeneration** team to continue to deliver new build properties and are also investigating a number of regeneration programmes to add to our existing stock.

## Strategic Housing

The **Strategic Housing** team co-ordinates housing research and sets the policy direction in relation to community wide housing issues such as housing standards for both new and existing homes, homelessness provision and the provision of new affordable housing.

Our Strategic Housing service is a cross tenure service in terms of influencing the development of new build housing to meet housing needs as well as working to improve the condition of the private sector housing stock.

## Direct Services

The Council is a designated Principal Litter Authority and as such has a statutory duty to keep public open spaces, streets and footpaths free from litter, refuse, fly tipping, weeds and detritus. In order to achieve this we have a **Street Cleansing** service which enables us to comply with the requirements of the Government's Code of Practice for Litter and Refuse. A team of eight operatives undertake various cleansing activities from mechanical sweeping to manual removal of fly tipping.

We also provide a service to remove graffiti from public locations and, on request, from private property. We endeavour to remove offensive graffiti within 24 hours. The team also undertake repairs to or replacement/provision of street name plates, bus shelters, public conveniences, litter bins and street furniture.

We undertake **Grounds Maintenance** services as the Council's main contractor. Our main internal clients are Leisure and Housing Services and our main external clients are Derbyshire County Council and local Parish Councils.

We provide maintenance services on the Council's main parks, two of which currently hold Green Flag status. We work closely with our clients to deliver a wide range of soft landscaping services including general grass cutting, weed control, sports pitch maintenance, fine turf maintenance, grave digging and cemetery maintenance, playground equipment inspections and repairs, as well as a wide range of arboriculture services.

We perform our services on public open spaces, highways verges, play areas, parks and recreation grounds, housing open plan areas and sheltered housing schemes.

We are a designated **Waste Collection Authority** and have a statutory duty under the Environmental Protection Act 1990 to arrange for the collection of household waste and the collection of commercial waste if requested. Furthermore, statutory duties include the need to provide for the collection of a minimum of four different waste streams for the purposes of recycling, these being paper, glass, metals and plastics. We have a statutory duty to recycle and/or compost >50% of all household waste collected by 2020. It is likely, that this figure will be increased to 65% by 2030.

We provide a three bin collection service for households. This is made up of a green bin for the collection of dry recyclable waste; a brown bin for the collection of garden and food waste; and a black bin for the collection of residual waste. We provide a service for the collection of bulky

household waste items for which an additional charge is made, and an additional service for the collection of health care waste for residents being treated at home.

We provide 10 sites throughout the District where householders can deliver excess recyclable materials and deposit them in recycling banks.

Our commercial waste service is provided to more than 450 local businesses. We offer a range of bin sizes and a number of recycling options, this is a chargeable service for which we maintain competitive rates.

We are required to maintain an operating licence for all vehicles over 3.5 tonnes. We currently have 12 vehicles. These vehicles are subject to specific operating and maintenance regimes and we must satisfy the Traffic Commissioner that we implement and comply with all requirements of our licence. We have two mechanics that repair, service and maintain the **Transport Fleet** made up of 72 vehicles and 40 items of small plant, used by eight different service areas within the Council.

## Environmental Health

The **Commercial Team** undertakes food safety, health and safety and infectious disease control in accordance with the Council's duties under UK and EU law.

The **Pollution Team** carry out the Council's legal duties to prevent and control environmental pollution from all of its different sources.

The **Safer Neighbourhood Warden Team** is on the front line of making our streets safer and cleaner by enforcing laws and changing behaviour around anti-social behaviour, dog control and environmental crime.

The **Private Sector Housing Team** works closely with owner-occupiers and private landlords to raise housing conditions, improve domestic energy efficiency and ensure that legal standards are being met in all private stock.

The **Pest Control** service provides a low cost service for South Derbyshire residents to eradicate public health pests such as rats, mice, fleas and wasps.

The statutory and non-statutory duties undertaken by the service include:

- Regulation of food hygiene to food businesses.
- Providing compliance advice and support to the local business community to support business growth.
- Regulation of health and safety legislation in lower risk businesses.
- Infectious disease outbreak control.
- Investigation and resolution of public health, noise and pollution complaints each year.
- Regulation of pollution from industrial sites.
- Monitoring and management of air quality and land contamination.
- Eviction of illegal encampments on SDDC owned land.
- Advice on the environmental and public health impact of planning applications each year.

- Investigation and control of environmental crime - fly tipping, litter, anti-social behaviour, dog fouling.
- Pest control treatments.
- Dog control services.
- Management of the Council's overall environmental impact (ISO 14001 accreditation).

## Key aims

All priorities and activities undertaken by the Housing and Environmental Services Directorate complement our collective vision of making 'South Derbyshire a better place to live, work and visit'.

Across the Directorate, we will:

- Positively contribute towards Council policies and procedures
- Deliver continuous improvements in performance
- Ensure compliance with relevant legislation
- Maintain a strong customer focus
- Ensure a widespread understanding of core values, key aims and performance measures and encourage participation in their development
- Ensure that data quality principles are applied
- Encourage a positive health and safety culture

All of these contribute to the main themes running through the Corporate Plan of People, Place, Progress and Outcomes.

## Aspirations

Detailed below are the 5-year aspirations for Housing and Environmental Services for the period of this Service Plan.

### Housing Services

Over the next five years, Housing Services will face a number of challenges including changes to welfare reform and other legislative issues coming from the Housing and Planning Bill. To meet housing demand we need to increase the supply of affordable housing across the District against a backdrop of a reduction in income through rent reduction and lower government grants. To manage this we need to ensure that we maximise our income through rent collection and that the services we deliver are efficient and effective and meet the increased expectations of our customers. We are also seeing a channel shift towards online delivery of services and we need to modernise how we deliver our services to meet these expectations.

To address these we aim to:

- Explore methods of delivering new affordable homes, including working in partnership with others.
- Move to a locality model for delivering services to tenants.
- Maximise rent collection and be a top quartile performer in income collection.

- Provide tenants with easy access to services by modernising systems and mobilising the workforce.
- Improve the use of digital technology to enhance service delivery.
- Introduce a reward and incentive scheme for our tenants.
- Deliver against the objectives set out in the Housing Strategy.
- Deliver against the objectives set out in the Asset Management Strategy.
- Develop a new model for delivering Supported Housing Services.

## Direct Services

Over the next five years, Direct Services will invest time in planning service delivery so that it is able to continue delivering services that people want and use against a backdrop of reduced budgets, increased expectations and a fast growing population within the District. The service will continue to evolve to meet the challenges faced within the local authority sector, keeping the communities and residents of the District at the heart of what it does and aims to achieve.

We will aim to:

- Reduce the amount of waste going to landfill.
- Deliver increased recycling and composting of the waste generated.
- Provide clean streets and improve the built environment.
- Improve the aesthetics of the District through soft landscaping and grounds maintenance.

## Environmental Health

Much of our work in Environmental Health is driven by national and international law, and from statutory guidance issued by various government departments and agencies. Our work over the next five years will, therefore, largely be determined by changes at this level. In addition, and based on our knowledge of local demands and need, we have identified a number of aspirational targets and projects which we would like to take forward over the term of this service plan. These will form projects in future revisions of this service plan.

We will aim to:

- Work more proactively and collaboratively with other Councils to prevent environmental crimes.
- Seek to promote local economic growth through supporting the D2N2 Local Enterprise Partnership Better Business Regulation three Year Plan.
- Help to deliver the Derbyshire Tobacco Control Alliance action plan.
- Deliver projects to support the Derbyshire Health and Wellbeing Strategy and the South Derbyshire Health and Wellbeing Action Plan.
- Enhance economic and environmental conditions by improving our offering through the planning process.
- Generate additional income and become more 'business ready' to respond to new market opportunities.
- Improve the services we offer in order to support vulnerable people or prevent residents falling into vulnerability to reduce the cost burden on the NHS.
- Significantly improve our digital offering through the web/social media footprint.

- Play a leading role in the emerging concept of ‘strategic’ regulation.

## The importance of service planning

Delivery of public services occurs in an increasingly dynamic environment, with high community expectations, government priorities and technological advances.

While the budgetary setting is constrained, there are ever increasing pressures and demands to do more with less.

In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

This allows us to identify requirements and associated enabling services such as technology, workforce, funding, capital infrastructure and information management.

## Performance Management Framework

The **Performance Management Framework** sets out what needs to be achieved, what is **measured** and **managed** and what **progress** we are making.

Our resources must be aligned, focusing effort in the right places and delivering maximum **value** for people, partners and businesses.

We must proactively identify and manage any **risks** that might affect delivery, regularly reviewing performance and taking **action** where required to stay on **target** and inform **decision making**

The Performance Management Framework consists of three levels. The Corporate Plan sits at the top and sets out how we make South Derbyshire a better place to live, work and visit.

Objectives and measures to deliver against the key aims of the Corporate Plan are defined in Service Plans and shape the objectives of all employees.

Everyone, from Officers to Managers to Elected Members, has a responsibility for delivery of the Corporate Plan.

## Directorate Workforce

As of 31 March 2016, 81 employees work in Housing Services. Of these, 29 are based Housing Operations, 39 are based in Housing Assets, 10 are based in Performance and Business and three are based in Strategic Housing. There are 77 staff based in Direct Services and 17 staff that are based in Environmental Health.

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held. Some homeworking opportunities are provided and flexible working is considered crucial to motivate and engage high performing staff.

# Financial Planning

Details of the Housing and Environmental Services budgets for 2016/17 are outlined below:

All figures relate to those budgets directly related to the costs of the service. These do not include budgets for the provision of support services such as IT or Financial Services, which are controlled centrally.

## Revenue budget 2016/17

### Housing Operations

Bed / Breakfast Accommodation	4,000
Pre-tenancy Services	163,709
Managing Tenancies	286,461
Other Special Services	400,891

### Performance and Business

Housing Department Support Staff and Costs	1,332,226
Income from Rent Collection	(12,535,957)
Increase/Decrease in Provision for Bad or Doubtful Debts	44,000
Depreciation and Impairment - Dwellings	2,876,107
Depreciation and Impairment - Dwellings	93,040
External Interest Payable	3,750

### Housing Assets

Admin Offices & Depot	322,892
Caretaking	97,349
Administration of Renovation & Improvement Grants	35,235
Off-Street Parking	66,780
Responsive Repairs	1,257,560
Planned Maintenance	1,976,196

### Strategic Housing

Housing Strategy	80,114
Development & Regeneration	100,938

### Direct Services

Public Transport	27,150
Street Cleansing (not chargeable to highways)	314,315
Household Waste Collection	1,153,029
Trade Waste Collection (Income)	(103,356)
Recycling	266,648
Public Conveniences	39,282
Transport Services	854,975
Ground Maintenance	367,422
Countryside Recreation & Management	12,059

Food Safety	68,619
Pollution Reduction	261,919
Pest Control	11,317
Community Safety (Safety Services)	111,766
Welfare Services	1,800
Housing Standards	75,673
Travellers Sites (Income)	(15,490)
Housing Standards	75,673

### Capital budget 2016/17

<b>CAPITAL EXPENDITURE &amp; FINANCING (as at January 2016)</b>	
	<b>Approved Budget 2016/17</b>
	<b>£</b>
<b>COUNCIL HOUSE IMPROVEMENTS</b>	
Major Improvements under Self-financing	3,150,000
Major Disabled Facilities Grant (Council Houses)	300,000
Minor Disabled facilities Grant (Council Houses)	50,000
Council New Build Programme Phase 1	2,493,000
<b>PRIVATE SECTOR HOUSING RENEWAL</b>	
Disabled Facility Grants and other Works	398,000
Decent Homes	0
Private Sector Stock Condition Survey	0
Empty Property Landlord Grants	0
Strategic Housing Market Assessment	0
<b>PROPERTY AND OTHER ASSETS</b>	
Vehicle Replacements	1,232,064

# Partnerships

Our significant partnerships are outlined below:

Partnership	Main purpose
South Derbyshire CVS	Support on community projects and welfare reform
P3	Provision of Homelessness Temporary Accommodation
South Derbyshire CAB	Debt advice for tenants
Derbyshire Police	Respond effectively to crime and ASB
LEAP (Local Energy Area Partnership)	Provide advice and guidance on a range of carbon reduction initiatives.
HIA (Home Improvement Agency)	Provide support to vulnerable households to improve house conditions.
Derbyshire Traveller Issues Working Group	Co-ordinating a county wide approach to dealing with Gypsies and Travellers.
D2N2 Better Business Regulation Partnership	Collaboration of businesses and regulatory authorities to promote economic growth through positive regulatory outcomes.
External contractors	Delivery of planned and responsive service contracts and capital improvements
Derbyshire County Council	Delivery of the Derbyshire Waste Management Strategy
Derby City Council	Compostable Waste Processing Contract
East Staffordshire District Council	Compostable Waste Processing Contract
Nottinghamshire Consortium	Refuse Vehicle Procurement Framework

# Key considerations

## Service transformation

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

## Environmental impact

By implementing the requirements of ISO 14001 across all significant environmental aspects associated with Housing and Environmental Services this Service Plan seeks to ensure continual improvement of our environmental performance.

Further information can be found at: <http://sddcintranet/index.php/essentials/83-ems>

## Managing risks

The process set out in our Risk Management Strategy has been adhered to. The risk registers are reported back to committee on a quarterly basis.

## Monitoring and review

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

# Performance

The Performance Board details our key projects for the year. These are broken into quarters to help us monitor and manage our performance effectively.

All actions are essential if the Council is going to achieve its ambitions and aspirations. These are complemented by a set of performance measures which will help us to gauge whether we are meeting outcomes and providing excellent services.

In some instances, proxy measures will be used. These are outside of the Council's control but provide an indication of the overall health of the District.

All local projects and measures for Housing and Environmental Services are shown below under the themes of:

- **People - keeping our residents happy, healthy and safe.**
- **Place - creating vibrant communities to meet residents' needs.**
- **Progress - encouraging inward investment and tourism opportunities.**
- **Outcomes - work that underpins all of the Council's activities.**

# Housing Operations

## Performance Measures

### People Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
<b>Keeping residents happy, healthy and safe</b>  <b>Enable people to Live Independently</b>	Ensure regular contact is maintained with all tenants, with a focus on those identified as 'vulnerable'.	% action plans completed with vulnerable customers following Audit visit	>99%	Housing Operations Manager
		% of new tenancy visits completed within 4 weeks	>95%	
		% of intro /secure tenancy visits completed	>95%	
		% Customer satisfaction with tenancy sustainment service.	>75%	
<b>Keeping residents happy, healthy, and safe</b>  <b>Enable people to Live Independently</b>	Expand the use of telecare services to increase independence.	% of Careline calls answered within 30 seconds	>98%	Housing Operations Manager
		Total number of supported tenancies making use of Telecare	>210 (10% increase from 2015/16)	
		Number of new private telecare installations	>524 (10% increase on 2015/16)	
		% of support plans in place	Monitor only Q1, set target in Q2	
		% of vulnerable people who are supported to maintain independent living	Monitor only Q1, set target in Q2	

## Place Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
<p>Creating vibrant communities to meet residents' needs.</p> <p>To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse</p>	Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'.	<p>Number of prevention cases resolved successfully.</p> <p>% of customers satisfied with the process</p> <p>% of homeless cases that were successfully prevented</p> <p>Number of homeless presentations</p> <p>Average length of stay for families placed in Bed &amp; Breakfast accommodation (if an emergency)</p> <p>Average length of time to make a homelessness decision</p> <p>% of temporary accommodation where B&amp;B arrears have been recovered</p>	<p>&gt;80%</p> <p>&gt;75%</p> <p>Baseline</p> <p>Proxy measure (monitor only)</p> <p>&lt; than 5 weeks</p> <p>&lt; 33 days</p> <p>&gt;82%</p>	Housing Operations Manager
To deliver services that keep the district clean and healthy	Ensure the estates we manage are maintained to the highest standards	% of Estates rated as excellent	75% Very Good 25% Good	Housing Operations Manager

## Progress Measures

No proposed measures for 2016/17.

## Outcomes Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
Maintain financial health	Generate additional income to help the Council achieve its aim of doing more with less.	Rent collected from former tenants as % of former tenant debt	>16%	Housing Operations Manager

## Projects

### People Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
<p>Keeping residents happy, healthy, and safe</p> <p>Enable people to Live Independently</p>	Conduct a review of the Councils Supported Housing Service to ensure it offers value for money and generates additional income.	Housing Operations Manager	Identify areas of national good practice and appoint external consultant to assist the review	Undertake service-wide review	Consider outcomes of review and gain necessary approvals for implementation	Plan and implement changes from the review
<p>Keeping residents happy, healthy, and safe</p> <p>Enable people to Live Independently</p>	Gain Telecare Services Accreditation (TSA) for the Supported Housing Service	Housing Operations Manager	Gain membership of the TSA.	Review all standard working practices to ensure compatibility with TSA standards	Apply for TSA accreditation visit	Receive and review outcomes from the accreditation visit and action as necessary.
<p>To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse</p> <p>Enable people to Live Independently</p>	Achieve upper-median quartile income collection performance as measured by House mark.	Housing Operations Manager	Identify areas of national good practice and ensure all procedures are up to date and reflect best practice	Promote payments by direct debits through targeted campaign work.	Carry out a targeted Christmas campaign to ensure that rent payment remains a priority for tenants	Carry out a targeted 'week of action' to focus on those in financial difficulty
<p>Creating vibrant communities to meet residents' needs.</p> <p>To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse</p>	Attain National Practitioner Support Service (NPSS) standard for the Council's homeless service	Housing Operations Manager	Conduct peer review of neighbouring authorities homeless services	Review all homeless procedures to ensure that best practice is reflected.	Apply for NPSS accreditation visit	Receive and review outcomes from the accreditation visit and action as necessary.

### **Progress Projects**

No proposed projects for 2016/17.

### **Place Projects**

No proposed projects for 2016/17.

### **Outcome Projects**

No proposed projects for 2016/17.

# Performance and Business Improvement

## Performance Measures

### People Measures

No proposed measures for 2016/17.

### Place Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
Connect with our communities, helping them feel safe and secure	Deliver a Value for Money South Derbyshire Dreamscheme by securing external funding to encourage young people to serve their community, engage and promote positive behaviour.	Number of Tenant Area Representatives involved.  % of satisfaction for quality outcomes identified by impact assessments carried out on Involvement projects.	16 - 2016/7 20 - 2017/8  Baseline in 16/17 10% increase year on year	Performance and Policy Manager

### Progress Measures

No proposed measures for 2016/17.

## Outcomes Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
Maintain customer focus	Ensuring that we respond in a timely manner to our tenants.	Respond to all correspondence within 10 working days.	>95%	Performance and Policy Manager
Maintain customer focus	Develop our approach to Business Improvement and undertake a number of reviews each year to create innovative efficient services for tenants and customers.	Number of BI reviews undertaken and action plans adopted.	1 - 2016/7 2 - 2017/8 4 - 2018/9 4 - 2019/20 4 - 2020/21	Performance and Policy Manager
Maintain a skilled workforce	Ensuring that we are proactive in managing sickness and that we follow safe working practices in the delivery of services across the Directorate.	Average number of days lost due to sickness per FTE.  Health & Safety - near misses	< 8 per FTE  Proxy	Housing and Environmental Services Directorate Management Team
Achieve proper Corporate Governance	Relaunch Housing's Performance and Scrutiny function undertaken by tenants.	Number of service improvement reviews undertaken and action plans adopted.	1 - 2016/7 2 - 2017/8 4 - 2018/9 4 - 2019/20 4 - 2020/21	Performance and Policy Manager

## Projects

### People Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
To enable people to live independently	Implement a gardening and low level support scheme to assist vulnerable households to maintain and remain in their own homes.	Performance and Policy Manager	Develop pilot scheme and engage stakeholders and key partners. Draft garden assistance policy and guidance. Submit bids for external funding.	Pilot scheme underway and monitored	Review of scheme and next steps.	Review of scheme and next steps.
Protect and help support the most vulnerable, including those affected by financial challenges	To establish a community food hub (CFH) within the Swadlincote urban core which recycles excess food from local retail outlets in order to provide cooking skills for local residents and to provide the offer of a hot, healthy meal for vulnerable and isolated tenants in a welcoming environment.	Performance and Policy Manager	6 CFH sessions delivered at Oaklands and 3 cooking for all sessions held in the district.  Development of 2 case studies to showcase the project.	6 CFH sessions delivered at Oaklands and 3 cooking for all sessions held in the district.	Project completes and handover to CVS.	None.
	Deliver projects and enhancements to the Orchard Housing Management system through an agreed improvement plan to deliver efficient and accessible services for tenants.	Performance and Policy Manager	Deliver against agreed projects for Q1 - to include Merge IT and Experian Rental Exchange.	Deliver against agreed projects for Q2 - to include Deeplake upgrade and Orchard module	Deliver against projects for Q3 including preparation for Liberty.	Deliver against projects for Q4 including preparation for Liberty.

## Place Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
Connect with our communities, helping them feel safe and secure	Deliver a Value for Money South Derbyshire Dreamscheme by securing external funding to encourage young people to serve their community, engage and promote positive behaviour.	Performance and Policy Manager	Plan and deliver the allotment project to include, working with the community to engage young tenants, preparing the site and planting seeds.	Actively work with young tenants to maintain the site	Harvest the allotment and develop cooking skills workshops for young tenants aged 8 -18 using the home grown produce.	Review and impact assess all completed Dreamscheme projects and plan for 2017

## Progress Projects

No proposed projects for 2016/17.

## Outcome Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
<b>Maintain customer focus</b>	Review and development of customer service standards following STAR feedback.	Performance and Policy Manager	Review existing standards and develop new standards for the directorate.	Undertake training for teams across the directorate.	Monitor new standards and establish benchmark to go live in 2017/18	Monitor new standards and establish benchmark to go live in 2017/18
	Achieve TPAS accreditation for the Resident Involvement Service in 2017/8.	Performance and Policy Manager	None	Develop an action plan to meet the findings of the TPAS audit.	Deliver on actions identified in action plan following the TPAS audit.	Deliver on actions identified in action plan following the TPAS audit.
	Develop our approach to Business Improvement and undertake a number of reviews each year to create innovative efficient services for tenants and customers.	Performance and Policy Manager	Develop approach to Business Improvement (BI) and undertake health check.	Adopt approach and produce a methodology for carrying out BI work.	Undertake one BI review.	Lessons learned and update methodology.
	Channel shift to online delivery of Housing publications by 2017.	Performance and Policy Manager	Deliver Housing News in May and update tenants. Serve Notice of Variation in May 2016 and new tenancy agreement goes live in June 2016	Campaign to gather and undertake contact details on Orchard.	Deliver combined Housing News and Annual Report.	Preparation for online delivery of publications in 2017/8.
	Implement the revised tenancy agreement and introduce flexible tenancies when required to do so by legislation.	Performance and Policy Manager		Promotion of new arrangements and update internal policies and procedures.	Monitor any changes coming through Housing and Planning legislation.	Monitor any changes coming through Housing and Planning legislation.

# Housing Assets

## Performance Measures

### People Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
Keeping residents happy, healthy, and safe	Better uses of previously adapted dwellings - Reduction in spend on adaptations, as properties would be specifically let on 'needs' basis.	<b>Private Adaptations - For level access showers/stair lifts.</b> Average time taken from receiving the referral to the completion work.	Monitor only	Housing Asset Manager
		<b>Council Adaptations - For level access showers/stair lifts.</b> Average time taken from receiving the referral to the completion of the adaptation work.	Monitor only	
		<b>Private Adaptations - For extensive major works .</b> Average time taken from receiving the referral to the completion of the adaptation work.	Monitor only	
		<b>Council Adaptations - For extensive major works.</b> Average time taken from receiving the referral to the of the adaptation work.	Monitor only	
Keeping residents happy, healthy, and safe	Ensuring that our tenants receive a right first time planned and responsive repairs service that meets their level of satisfaction.	Tenant Satisfaction with Improvement schemes	>97%	Housing Asset Manager
		Tenant Satisfaction with Responsive Repairs	>97%	
		Average number of calendar days taken to complete responsive repairs	10 working days	
		% of repairs completed at the first visit	75%	
		Number of repairs appointments kept	Benchmark	
		% of all Contractor jobs completed on time	95%	
		Number of units receiving major works each year	Proxy	

## Place Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
To facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Provide an efficient and well targeted adaptation service - Review number of adaptations undertaken to existing stock that are still relevant and providing critical support.	SAP rating following investment in improvement schemes (including heating, doors, windows, external wall & loft insulation)	62	Housing Asset Manager
		Percentage of local authority-owned non-decent dwellings	0%	
		% properties with a valid Annual Gas Safety Certificate	100%	
		Average time taken to re-let local authority homes (days) (excluding major voids)	<21 days	

## Progress Measures

No proposed measures for 2016/17.

## Outcomes Measures

No proposed measures for 2016/17.

## Projects

### People Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
Developing the workforce of South Derbyshire to support growth in relation to aspirations, employability, skills and travel to work.	Implement necessary changes to improve the efficiency of the DLO.	Housing Asset Manager	On Hold - To facilitate completion of Phase 1 New Build	On Hold - To facilitate completion of Phase 1 New Build	Appoint Repairs Manager as project lead on the Modernising DLO Project	Fully agreed process/programme to move forward in conjunction with Unions and staff.

### Place Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Implement mobile updating facility for stock condition survey.	Housing Asset Manager	Procure mobile devices capable of running lifespan software	Deliver training to staff to operate mobile devices	Produce procedure for monitoring stock condition updates	Report on first 12 months operating mobile stock condition updates with recommendations for improvements /lesson learned.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	To regenerate new and existing stock to bring them up to a lettable standard (Decent Homes).	Housing Asset Manager	Purchase schemes/properties, and provide specification for their upgrade to SDDC lettable standard	Appoint contractor to undertake improvement works	Complete improvement works	Let properties via the Council's choice based lettings system

### **Progress Projects**

No proposed projects for 2016/17.

### **Outcome Projects**

No proposed projects for 2016/17.

## Strategic Housing

### Performance Measures

No proposed measures for 2016/17.

### Projects

#### Place Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Deliver actions from the 2016/21 Housing Strategy.	Housing Strategy, Development and Regeneration Manager	Deliver actions due in Q1	Deliver actions due in Q2	Deliver actions due in Q3	Deliver actions due in Q4

No local projects proposed for People, Progress or Outcomes for 2016/17.

## Direct Services

### Performance Measures

No proposed measures for 2016/17.

### Projects

No local projects for 2016/17

## Environmental Health

### Performance Measures

#### People Measures

No proposed measures for 2016/17.

#### Place Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
Connect with our communities, helping them feel safe and secure	Promote the Safer Neighbourhood concept.	Weekly additions to Facebook by the Safer Neighbourhood Warden team	52 per year	Environmental Health Manager
		Increase the reach of the Environmental Health Facebook page	>1,000 likes	
Deliver services that keep the District clean and healthy	Deliver efficient and responsive requests for help from our community.	Response times to requests for service to the environmental health service	1 day 83% 3 day 93% 5 day 98% 10 day 97%	Environmental Health Manager
Deliver services that keep the District clean and healthy		Proportion of service requests to environmental health which are still open after two months	18%	Environmental Health Manager
Deliver services that keep the District clean and healthy		% of food hygiene and industrial pollution control inspections completed in accordance with the Inspection Plans.	≥99%	Environmental Health Manager

## Progress Measures

Key Aims	Key actions to achieve the aim	Service Performance Measure	Target	PI Owner
Provide business support and promote innovation and access to finance, including in rural areas	Ensure early contact with new businesses to support them with regulatory compliance and signpost to other business support services.	% of registered food establishments which have been food hygiene risk rated.	>98%	Environmental Health Manager
Provide business support and promote innovation and access to finance, including in rural areas	Provide support and direction to enable the local retail food sector to minimise reputational risk.	% of ABC risk rated food businesses found to be 'broadly compliant'	>97%	Environmental Health Manager

## Outcomes Measures

No proposed measures for 2016/17.

## Projects

### People Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
Use existing tools and powers to take appropriate crime enforcement action	Publish a quarterly enforcement activity report.	Environmental Health Manager	Develop a data collection and reporting process for enforcement data. Produce first draft report.	Agree with Chairman of E&DS on the need for and format of an appropriate report.	Publish issue 1 of the enforcement activity report (if required by members)	Publish issue 2 of the enforcement activity report (if required by members)
Protect and help support the most vulnerable, including those affected by financial challenges	Ensure decent, safe and healthy homes in the private sector. (Housing Strategy Objective 02a)	Environmental Health Manager	Produce an inspection plan for caravan sites.  Develop a specific project proposal to address excess cold in the rural rented sector.	Determine whether to invest in and implement the use of the BRE Housing Health Cost Calculator.	Draft and consult on a new Private Sector Renewals Policy (PSRP).  Obtain Committee approval for the PSRP.	Deliver the caravan sites inspection plan.  Publish a self-help guide to condensation control in rented properties.
Protect and help support the most vulnerable, including those affected by financial challenges	Reduce fuel poverty. (Housing Strategy Objective 02c)	Environmental Health Manager	Produce a GIS database of properties considered to be in fuel poverty.	Review the existing energy tariff deals available to those in fuel poverty and consider the development of appropriate projects.	Instruct all private sector landlords of the duty to ensure their stock have an energy rating of at least E.	'Dip test' private rented energy rating compliance in a small number of properties.
Protect and help support the most vulnerable, including those affected by financial challenges	Manage the Health & Wellbeing vulnerable people fund.	Environmental Health Manager	Manage access to the vulnerable people fund.	Manage access to the vulnerable people fund.	Manage access to the vulnerable people fund.  Produce year end fund report.	Manage access to the vulnerable people fund.
Reduce the amount of waste sent to landfill	Waste Less Save More top trumps.	Environmental Health Manager	TBC	TBC	TBC	TBC

## Place Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
Use existing tools and powers to take appropriate enforcement action	Public Spaces Protection Order. (PSPO)	Environmental Health Manager	Production of draft PSPO following stage 1 consultation. Initiate public consultation based on the draft PSPO	Complete the public consultation. Draft a final PSPO	Seek Committee approval of the final draft PSPO	Implement and publicise
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Unlock the potential of empty homes and minimise voids (Housing Strategy Objective 01c).	Environmental Health Manager	Identify through Council tax, priority properties for empty homes intervention. Draft an empty property intervention procedure.	Establish through investigations the baseline causes of the vacancy of the priority properties. Establish action plans for each priority property	Implement action plans	Implement action plan. Review policy and procedure on the basis of lessons learned. Set intervention targets for 17/18.
Connect with our communities, helping them feel safe and secure	Promote the Safer Neighbourhood concept.	Environmental Health Manager	Deliver 1 dog chipping promotional event	Deliver 1 smoking litter prevention event	Deliver 1 Green Dog Walker Pledge promotional event.	Deliver 1 Green Dog Walker Pledge promotional event.
Deliver services that keep the District Clean and Healthy	Ensure that food, water, housing, land and air all meet designated legal standards for human health.	Environmental Health Manager	Produce a work plan to ensure private water supplies meet EU Directive 98/83/EC. Produce a Food Law Service Plan for approval by Chair E&DS.	Deliver work plans (No specific targets)	Deliver work plans (No specific targets)	Review delivery of work plans. Revise targets for next year.
Connect with our communities, helping them feel safe and secure	Effectively manage stray dogs through a third party contractor.	Environmental Health Manager	Initiate tendering process.	Complete tendering process and award contract.	No target	Complete 6 month contract review

## Progress Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
Provide business support and promote innovation and access to finance, including in rural areas	Better Business Regulation.	Environmental Health Manager	Publish 1 case study.	Publish 1 case study.  Develop a 'regulatory account managers' offering for local growth businesses.	Publish 1 case study.	Publish 1 case study.  Complete a Regulators Code audit of all relevant regulatory services.

## Outcomes Projects

Aim	Project	Lead Officer	Quarter 1 Task/Milestone	Quarter 2 Task/Milestone	Quarter 3 Task/Milestone	Quarter 4 Task/Milestone
Enhance environmental standards	Deliver campaigns to mitigate and aid adaptation of climate change and flooding.	Environmental Health Manager	Continue to monitor and evaluate opportunities for proactive climate change mitigation and adaptation across the district and internally	Develop a programme of flood risk management mitigation and adaptation activities across at risk communities in the district.	Produce and circulate for consultation a draft climate change mitigation and adaptation plan	Implement / deliver climate change mitigation and adaptation plan in line with consultation outcomes, ensure identified climate risks are subject to risk management framework and feature in action setting for 2017 and beyond

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>9<sup>th</sup> JUNE 2016</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF HOUSING AND ENVIRONMENTAL SERVICES / DIRECTOR OF COMMUNITY AND PLANNING</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>MIKES HAYNES (ext. 5775) STUART BATCHELOR (ext. 5820)</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>CORPORATE PLAN 2009-16: PERFORMANCE MANAGEMENT REPORT (1 JANUARY – 31 MARCH 2016)</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE:</b>

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## 1.0 Recommendations

1.1 That progress against performance targets is considered and approved.

## 2.0 Purpose of Report

2.1 To report details of progress during the period 1 January to 31 March 2016, in relation to the Council's Corporate Plan 2009 –2016, as well as end of year out turn. These are relevant to this Committee under the 'Safe and Secure' and 'Lifestyle Choices' themes. Please note that from this point onwards the Performance Management Framework for the Corporate Plan 2016-2021 will be used.

## 3.0 Detail

3.1 This Committee is responsible for overseeing the delivery of the following outcomes:

### Safe & Secure

- *Delivering a range of housing provision and services that address community requirements*
- *Safer communities*

### Lifestyle Choices

- *Delivering community based recreational and cultural activities that promote a healthier lifestyle*
- *Helping the community reduce its 'environmental footprint'*

3.2 Details are provided in the following appendices:

- Appendix A - Progress against Key Objectives 159

- ☑ Appendix B - Progress against performance measures
- ☑ Appendix C – Managing risks

3.3 All key projects and performance measures have been achieved, except for three quarter and two year end measures and three projects (one on hold) within the *Safe and Secure* theme. These are:

- SM 03 - Average time (in working days) taken to re-let Council homes (quarter)
- SM 09 - Effectiveness of local authority actions to reduce incidents of fly tipping (quarter and year end)
- SM 11 - Reduction in the number of domestic Burglaries per 1,000 population (quarter and year end)
- SP 01 - Facilitate new affordable housing for people unable to access the housing market (on hold)
- SP NEW – Implement Derbyshire Careline Partnership
- SP NEW – Implement new Tenancy Agreement

There are also two red quarter end measures in the *Lifestyle Choices* theme:

- LM 04 - Number of play scheme participations
- LM 05 - Number of cultural activity participations

More details on the reasoning and any remedial action being taken can be found in the associated appendices.

#### **4.0 Financial Implications**

4.1 None directly

#### **5.0 Corporate Implications**

5.1 None directly

#### **6.0 Community Implications**

6.1 The Council aspires to be an “excellent” Council in order to deliver the service expectations to local communities. This report demonstrates how priorities under the ‘*Sustainable Growth and Opportunity*’ themes contribute to that aspiration.

## Appendix A: Life Style Choices: Projects 2015/16 Q4

<b>LP 01 - Support local communities in delivering cultural events across the district</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Deliver: <ul style="list-style-type: none"> <li>• Liberation Day</li> <li>• Festival of Leisure</li> </ul> Deliver the Glade in The Forest programme, including: <ul style="list-style-type: none"> <li>• Dance in the Forest</li> </ul>	Liberation Day, Festival of Leisure and Dance in The Forest successfully delivered. Also delivered The Tale of Benjamin Bunny as part of The Glade programme.	<b>Green</b>
<b>2</b>	Deliver the Glade In The Forest programme, including: <ul style="list-style-type: none"> <li>• Last Night of the Proms</li> </ul> Support the delivery of National Play Day.	National Play Day and Last Night of the Proms delivered.	<b>Green</b>
<b>3</b>	Deliver the Swadlincote Christmas Lights Switch On.	The lights switch on took place on Friday, November 27 as part of three days of festivities. Thousands of people enjoyed a wide variety of entertainment as well as a farmers' market and a craft fair hosted by Sharpe's Pottery Museum.	<b>Green</b>
<b>4</b>	Support the delivery of the Pancake Races.  Agree 2016/17 programme.	Pancake Races supported and 2016/17 programme completed.	<b>Green</b>

## Appendix A: Life Style Choices: Projects 2015/16 Q4

<b>LP 02 - Deliver improved leisure facilities for the community.</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Commence redevelopment works for the Grove Hall. Procure building works at Cockshut Lane, Melbourne.	Grove Active project building works commenced. Procurement continuing for clubhouse, tennis courts and Artificial Grass Pitch.	<b>Green</b>
<b>2</b>	Complete building works at Grove Hall. Commence building works at Cockshut Lane, Melbourne.	Clubhouse building works commenced on September 1. Artificial grass pitch construction began on September 7.	<b>Green</b>
<b>3</b>	Install youth facilities at Newhall Park.	All funding in place and contracts signed. Works due to start early 2016.	<b>Green</b>
<b>4</b>	Continue to progress building works Cockshut Lane, Melbourne.	Build continuing and on target for completion in the summer. Newhall Skate Park build completed.	<b>Green</b>

## Appendix A: Life Style Choices: Projects 2015/16 Q4

<b>LP 03 - To increase levels of participation in sport and physical activities</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	<p>Continue to deliver the 'Igniting the Legacy' project.</p> <p>Deliver:</p> <ul style="list-style-type: none"> <li>National Forest Walking Festival</li> </ul>	<p>Igniting the Legacy project continues to be delivered with a range of partners.</p> <p>National Forest Walking Festival delivered with 74 walks and 1,111 walkers - an increase of 9 per cent on last year.</p>	<b>Green</b>
<b>2</b>	<p>Deliver summer play and sport schemes, including new provision.</p>	<p>Summer Holiday Playscheme programme successfully delivered.</p>	<b>Green</b>
<b>3</b>	<p>Delivery of:</p> <ul style="list-style-type: none"> <li>Local Sports Awards</li> <li>Delivery of physical Inactivity fund project</li> </ul>	<p>Local South Derbyshire Awards held and support given to the County Awards.</p> <p>Physical Inactivity fund continues to be delivered with the Parklife project being a key success for this fund particularly.</p>	<b>Green</b>
<b>4</b>	<p>Produce a programme of activities linked to 2016 flagship sporting events.</p>	<p>Large scale events planned through for the year, including Festival of Leisure, National Play Day and fun run events. Olympic mobile has been set up for summer provision, while a cycle event on June 18 has also been added.</p>	<b>Green</b>

## Appendix A: Life Style Choices: Projects 2015/16 Q4

LP 04 - Engage people in reducing their 'environmental impact.' through the Environmental Education and Open Spaces projects			
Quarter	Task	Progress	Status
1	<p>Deliver:</p> <ul style="list-style-type: none"> <li>4 x conservation task days</li> <li>3 x environmental events</li> </ul> <p>Produce Parklife leaflet.</p> <p>Set up Wildlife Group at Swadlincote Woodlands</p>	<p>Task days held at Rosliston: April 14, May 8, May 13, May 19. Environmental events: Dawn Chorus, 'Creature Features (Env Forum); Science event; 2 x wildlife watch; 2 x workshops at Festival of Leisure; 3 x heritage walks</p> <p>Conservation day at Appletree Meadow – April 26 Conservation days at Swadlincote Woodlands – April 7; May 5; June 2 and June 18</p> <p>Parklife leaflet produced and distributed</p> <p>26 week Butterfly Transect established at Swadlincote Woodlands – weekly counts undertaken</p>	Green
2	<p>Deliver:</p> <ul style="list-style-type: none"> <li>4 x conservation task days</li> <li>2 x environmental events</li> </ul> <p>Achieve Green Flag Award at Eureka Park and Maurice Lea Memorial Park.</p>	<p>Four conservation task days delivered at Swadlincote Woodlands and two at Coton LNR. Environmental events: Orchard Day x 2; Nightworld; 7 x Wildlife Watch; 2 x heritage walks; pond workshop (Env Forum). 1 x conservation task at Rosliston (TCV)</p> <p>Green Flag Awarded to Eureka Park and Maurice Lea Memorial Park in July.</p>	Green
3	<p>Deliver:</p> <ul style="list-style-type: none"> <li>tree planting activities in 3 x parks</li> <li>4 x conservation task days</li> <li>2 x environmental events.</li> </ul> <p>Progress Local Nature Reserve designation at Swadlincote Woodlands.</p>	<p>Tree planting has taken place in Eureka, Maurice Lea and Newhall Parks with schools and groups.</p> <p>Six conservation task days have taken place, including a community wood fuel event at Swadlincote Woodlands.</p> <p>Three Environmental events held at Rosliston and Swadlincote: Science Festival, Orchard Day (two days), Free Tree Giveaway (two days)</p> <p>Environmental task days at Rosliston for BT and Rolls-Royce.</p> <p>Contact made with Natural England to begin designation process. Draft Management Plan to be agreed.</p>	Green

## Appendix A: Life Style Choices: Projects 2015/16 Q4

### LP 04 - Engage people in reducing their 'environmental impact.' through the Environmental Education and Open Spaces projects

Quarter	Task	Progress	Status
4	<p>Deliver:</p> <ul style="list-style-type: none"> <li>• 4 x conservation task days</li> <li>• 1 x Environmental Forum event</li> <li>• 2x Environmental events</li> </ul> <p>Submit Eureka Park and Maurice Lea Park Green Flag applications.</p>	<p>Environmental Forum held at Repton and five community groups engaged.</p> <p>3 x Environmental Events held (wildlife watch)</p> <p>3 x Community Woodfuel events held at Swadlincote Woodlands</p> <p>3 x Volunteer Action days held at Swadlincote Woodlands</p> <p>1 x Wildlife event held at Swadlincote Woodlands</p> <p>Green Flag applications submitted for Eureka and Maurice Lea Parks</p>	Green

### LP 05 - Reduce the number of vulnerable council tenants and private households experiencing fuel poverty

Quarter	Task	Progress	Status
1		<p>The Green Deal funding stream was cancelled by the government and Solar PV and other renewables are under review. It affects both the Green Deal Loan and the Green Deal Home Investment Fund, the latter of which we were using for External Wall Insulation. The latest information is that the PV and others will have the FIT (Feed in Tariff) either removed or reduced. We are fortunate that the vast majority of our solid wall properties have now been completed under the old funding scheme. To review during Q2.</p>	Abandoned

## Appendix A: Life Style Choices: Projects 2015/16 Q4

<b>LP 06 - Deliver continuous improvement of the Council's environmental performance, through on-going accreditation to ISO 14001</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Hold annual senior management review of EMS performance.	Annual senior management review held in Q1 with a positive attendance from SDDC and partner site management teams. Review considered the implications of pending ISO 14001 standard revisions and the full recertification audit scheduled for September 2015. Positives were taken from energy reductions across SDDC's estate and a steady improvement over the three year certification cycle in areas such a procedural control and legal evaluation.	<b>Green</b>
<b>2</b>	Prepare for and achieve accreditation to the amended ISO14001 through SGS external environmental audit.	External recertification audit to the newly revised ISO 14001 standard took place over the 2nd week in September. The audit team highlighted six non conformities to the new standard, issues which we must address. However, South Derbyshire District Council and partner sites have been successfully recommended for full certification to ISO 14001 FDIS 2015 (ISO 14001:2015) - making us one of the first organisations internationally to achieve this	<b>Green</b>
<b>3</b>	Progression of Non Conformance Reports arising from the external audit to close out	External recertification audit to the newly revised ISO 14001 standard took place over the second week in September. All identified non conformities to the new standard have been closed out / addressed, resulting in South Derbyshire District Council and partner sites being successfully certified to ISO 14001:2015.	<b>Green</b>

Appendix A: Life Style Choices: Projects 2015/16 Q4

<b>LP 06 - Deliver continuous improvement of the Council's environmental performance, through on-going accreditation to ISO 14001</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>4</b>	Ongoing programme of EMS activities. Delivery of internal audits and progression of Non Conformance Reports to close out	Successful on-going progress with programme of EMS activities and compliance evaluation. Four of six non-conformances from external certification audit closed out, all other progressing to plan.	<b>Green</b>

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP 01 - Facilitate new affordable housing for people unable to access the housing market</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Draft Local Housing Needs Study draft report prepared.	Consultants draft report received.	<b>Green</b>
<b>2</b>	Finalise Local Housing Needs Study report.	Report finalised.	<b>Green</b>
<b>3</b>	Draft Affordable Housing Supplementary Planning document prepared.	Draft pending outcome of the Local Plan Part 1 as it is dependent on the affordable housing provisions approved in the document. The New Housing and Planning Bill will have a significant impact on the SPD. The intention is to now wait until this is finalised before consulting on a new SPD to avoid any abortive work etc.	<b>On hold</b>
<b>4</b>	Consult and finalise Affordable Housing Supplementary Planning document (subject to Local Plan Part 1 approval).	On hold as per quarter 3	<b>On hold</b>

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP 02 – Improve the condition of the current housing stock.</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Continue to work towards the Committee approved 5 year Capital Improvements Programme. These works will include shower instalments, kitchens, bathrooms, re-wires, re-roofing and energy efficiency works.	Q1 56 kitchen replacements have been carried out, 101 new bathrooms fitted, 100 central heating upgrades and 72 electrical rewires have been undertaken, 10 roofs have been replaced and 74 shower and extractor fans have been fitted. A total of 339 properties have benefitted.	<b>Green</b>
<b>2</b>		Q1 to Q2, 113 kitchen replacements have been carried out, 230 new bathrooms installed, 187 central heating upgrades and 148 electrical rewires undertaken and 147 shower and extractor fans fitted. 519 properties have benefitted from this work.	<b>Green</b>
<b>3</b>		During Q1 to Q3 2015 (1 April to 31 December 2015), 158 kitchen replacements have been carried out, 275 new bathrooms installed, 247 central heating upgrades and 198 electrical rewires undertaken and 207 shower and extractor fans fitted.	<b>Green</b>
<b>4</b>		During Q1 to Q4 2015/16 (1 April 2015 to 31 March 2016), 220 kitchen replacements have been carried out, 388 new bathrooms installed, 304 central heating upgrades and 288 electrical rewires undertaken and 296 shower and extractor fans fitted.	<b>Green</b>

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP 05 – Work with Partners to ensure diversionary activities are being delivered in 'target' locations</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Discuss half term and summer provision at PFY group, identify hotspot areas/individuals and what activities are required.	£5,000 committed to providing summer activities in three urban parks (Newhall, Eureka and Maurice Lea). Other areas identified as hotspots where delivery is required; Etwall, Aston and Stenson.	<b>Green</b>
<b>2</b>	Commission and deliver activities for the summer holidays.	37 Summer activity sessions were held over the summer holidays at parks and recreation grounds within the urban core. Over 1,400 participants attended these sessions.	<b>Green</b>
<b>3</b>	Evaluate summer activities and identify if further sessions and activities are required during the autumn term period.	Identified a need for diversionary activities for Etwall and Swadlincote to address ongoing ASB issues. Currently looking at several options in Swadlincote, including using the Market Hall car park and opening the Rinkway Young Peoples Centre at night to allow access for young people.	<b>Green</b>
<b>4</b>	Liaise with Police and partners to identify hotspot areas for spring half term activities.	Regular Thursday night activity now taking place in Hilton to engage the young people who have been causing issues in Hilton and Etwall (same group). Market Hall activity is due to start early April on Wednesday nights in Swadlincote. Hilton/Etwall and Swadlincote are still target areas. £5,000 funding from the Safer South Derbyshire Partnership will again be available to ensure Summer Scheme activities take place across the urban core.	<b>Green</b>

## Appendix A: Safe & Secure: Projects 2015/16

SP 06 - Ensure 'Safer Neighbourhoods' funding is being used effectively to combat local crime and disorder issues			
Quarter	Task	Progress	Status
1	Identify local issues and work with communities and partners to develop projects.	<p>Application received for security measures at Aston Memorial Hall. Awaiting application from Friends of Newhall Park for application for funding towards Newhall Park Skate Park.</p> <p>Crime reduction advice visits provided to Aston Pavilion and Repton Scout Hut after a break in and damage occurred respectively. Both expected to submit applications for increased security.</p>	Green
2		<p>Application received and approved to provide CCTV at The Den in Repton (the base of the local Scout Group), for security shutters at Aston Rec, funding towards Newhall Sk8 Park and new locks at Aston Memorial Hall. Applications also received from Hilton School for widening the pavement for safety reasons and from Melbourne Parish Council for an upgrade to the existing CCTV system.</p>	Green
3		<p>Applications approved to provide CCTV at Etwall Cricket Club, widen pavement to improve safety for school users at Hilton Primary School and for CCTV in Melbourne.</p>	Green
4		<p>Seven Safer Neighbourhood funding applications have been received and approved in Q4, including security measures at Walton Village Hall, the new Melbourne Sporting Partnership building, Woodville Rec and Egginton Village.</p> <p>Further projects supported include developing a new activity for young people in Swadlincote with People Express and supporting the delivery of the Freedom Programme for victims of Domestic Abuse by Next Step.</p>	Green

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP 07 - Work with our Partners and communities to reduce acquisitive crime across the District</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Programme in a number plate operation in each SNT area over summer. Deliver a shed security campaign as part of National Garden Week.	Number plate ops delivered in Hatton, Newhall and Findern Garden Centres and Melbourne.  Information on shed security was given to local garden centres to give out when sheds were purchased.	<b>Green</b>
<b>2</b>	Publicise and deliver number plate and property marking initiatives.  React to any increase in dwelling / non-dwelling breaks by working with the Police.	10 number plate security ops have been carried out over the summer, with more than 300 cars secured. The ops took place all over the District, including Findern, Hatton, Melbourne, Midway, Overseal and Swadlincote.  There has been an increase in non-dwelling thefts across Aston and Weston during the summer. Sheds and garages are being targeted, with a large number of power tools and bicycles stolen. The Safer South Derbyshire Partnership and Safer Homes scheme have leafleted the area offering free shed security visits to victims and residents.	<b>Green</b>
<b>3</b>	Hold campaigns to raise awareness of Safer Homes Scheme.	New leaflets produced. These have been distributed around the District. Increase in referrals received from the new Police Vulnerability Unit.	<b>Green</b>
<b>4</b>	Plan future activity/ operations for spring and summer period.	Currently looking at the feasibility of expanding Safer Homes scheme to provide gardening work for vulnerable tenants and fitting stair gates for young families. Discussions being held with Housing and Environmental Health.	<b>Green</b>

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP 08 - Work with Partners to promote Community Safety Campaigns locally+</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Carry out bike marking and provide road safety information in schools as part of Bike to Work Week locally.	PCSO's attended 15 primary schools to security mark bikes and provided road safety advice as part of the SDDC Bike ability sessions.	<b>Green</b>
<b>2</b>	Attend local summer events to promote personal safety and property security.	<p>70 parents attended an awareness raising event at John Port School, Etwall, on July 7. The evening, organised jointly by the Police, MAT and the school, aimed to help parents understand issues around internet safety, sexting, legal highs and self-harming.</p> <p>PC Marriott and PCSO Beer joined Chris Smith in attending National Play Day at Maurice Lea Memorial Park in Church Gresley. The stall provided high-visibility items for children's bikes and leaflets on cycle safety. The police provided youngsters with the chance to have fingerprints taken and to dress up like a police officer.</p>	<b>Green</b>
<b>3</b>	<p>Work with partners to deliver local campaign as part of National Hate Crime Awareness Week in October.</p> <p>Deliver a campaign around the Domestic Abuse 16 Days of action, including White Ribbon Day and Derbyshire Candle Lit Vigil.</p>	<p>Stop Hate UK information was distributed by SNT teams as part of Hate Crime Awareness Week.</p> <p>A candlelit vigil was held at Swadlincote Town Hall on 2 December to remember victims of Domestic Abuse. A White Ribbon Day event was also held in the town centre on 26 November. Members of the public were encouraged to sign a pledge to take a stance against Domestic Violence by signing a giant wooden white ribbon.</p>	<b>Green</b>
<b>4</b>	<p>Work with partners to deliver local campaign in schools around Safer Internet Day in February.</p> <p>Hold a local event to promote local DV and</p>	<p>PC Lomas delivered Sexting presentations to all year groups at all the secondary schools to warn of the risks and possible consequences of exchanging inappropriate photographs via mobile devices.</p> <p>International Women's Day event was held on March 4 at Oakland Village. It was a huge</p>	<b>Green</b>

## Appendix A: Safe & Secure: Projects 2015/16

SP 08 - Work with Partners to promote Community Safety Campaigns locally+			
Quarter	Task	Progress	Status
	<p>other support services as part of International Women's Day.</p> <p>Work with partners including schools to deliver local campaign around National Child Sexual Exploitation Awareness Day in March.</p>	<p>success with more than 150 people attending. There were 23 agencies with stalls and five guest speakers who delivered inspirational talks.</p> <p>National Child sexual exploitation day was promoted by social media. We are due to meet mid-April with the three urban secondary schools to discuss holding a joint parents evening to cover Child Sexual Exploitation, Sexting and Online Safety, Self Harm and Drugs. This was piloted at John Port in 2015.</p>	

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP NEW – Prepare Organisational response to the introduction of Universal Credits</b>			
Quarter	Task	Progress	Status
<b>1</b>	Establish communication line with DWP, WRG. Schedule regular meetings with the Income Team Leader.	DWP communication lines established with regular monthly meetings. Temporary Income Team Leader appointed to help assist the delivery.	<b>Green</b>
<b>2</b>	Alternative software and effectiveness of Orchard capability.	The Orchard system has recently undergone a health check which highlighted issues that need to be addressed. We'll be undertaking the necessary work to make the improvements required to the system during Quarter three.	<b>Green</b>
<b>3</b>	Monitor and assessing impact changes.	New performance reporting process has been drafted to monitor impact. A small number of claims have been received and are being carefully managed by the Housing Team.	<b>Green</b>
<b>4</b>	N/a	N/a	<b>N/a</b>

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP NEW – Implement Derbyshire Careline Partnership</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Procurement of new alarms Monitoring equipment underway. Operational arrangements under review ready for go live.	Procurement on track, responses received and evaluation to take place in late July. Operational management group have met to review operational policies and procedures to align them to the new delivery model. Met with legal representatives to review and finalise the company structure needed to deliver the partnership.	<b>Green</b>
<b>2</b>	Procurement complete and contract signed in August 2015. Work underway to set up company structure to deliver the new Careline Partnership.	Meetings have taken place with legal representatives to progress the company structure set up. The Procurement process has been completed and an implementation plan has been developed.	<b>Green</b>
<b>3</b>	Companies set up and operational arrangements finalised. System build underway to deliver on scheduled launch date.	Derbyshire County Council has significantly reduced its funding to the project, which has raised concerns about its viability. DCC to confirm its financial position and offer before a decision is made between all parties whether to continue with the project.	<b>Amber</b>
<b>4</b>	Soft launch of the Partnership across Bolsover, Chesterfield and South Derbyshire districts with a full go live April 1 2016.	The Derbyshire Careline Partnership project has ended following the reduction in Derbyshire County Council funding outlined in Q3. The report was presented to this Committee in April setting out the rationale and our plans for a Supported Housing Service review.	<b>Red</b>

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP NEW – Implement new Tenancy Agreement</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Draft amended tenancy agreement to take into account changes in legislation and policy. Produce easy read guide for current tenancy agreement.	Initial draft of tenancy agreement produced following consultation with staff and Tenants Panel. Easy read tenancy agreement produced following consultation with Tenants Panel.	<b>Green</b>
<b>2</b>	Set out timetable for implementation of new agreement.	Final version produced after consultation with staff, tenants and Legal. Preliminary Notice of Variation to be issued in October followed by Notice of Variation in December.	<b>Green</b>
<b>3</b>	Notice of Variation issued and new agreement in place. Easy read guide updated to reflect new agreement	Due to unforeseen delays with regard to the legalities, the preliminary Notice of Variation was delayed until 25 January and the Notice of Variation will now be issued in May 2016. The process will now be completed in Quarter 1 of 2016/17.	<b>Red</b>
<b>4</b>	Complete.	Preliminary Notice of Variation issued on January 25. Progress reports tabled to this Committee in February and March outlining feedback from consultation and the revised timetable for the implementation of the new tenancy agreement. The new tenancy agreement will be implemented in June 2016.	<b>Red</b>

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP NEW – Council Housing New Build &amp; Regeneration Programme</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Two new build developments on site.	Pennine Way, Swadlincote, and Coton Park, Linton. are on site.	<b>Green</b>
<b>2</b>	Complete initial site appraisal for HRA/GF land.	We are now on site at Lullington Road, Overseal. Initial site appraisals have been completed and architects are working on site layout options.	<b>Green</b>
<b>3</b>	Complete site appraisals for phase two.	Three sites are now live – Pennine Way, Swadlincote, Lullington Road, Overseal and Coton Park, Linton. All site appraisals have been completed.	<b>Green</b>
<b>4</b>	Propose phase two development scheme & practically complete one new build.	Proposed phase two approved by Committee in January 2016. 23 units in Coton Park, Linton practically complete.	<b>Green</b>

## Appendix A: Safe & Secure: Projects 2015/16

<b>SP NEW – Housing Strategy</b>			
<b>Quarter</b>	<b>Task</b>	<b>Progress</b>	<b>Status</b>
<b>1</b>	Review key housing issues and hold visioning event for internal stakeholders.	Visioning event held with key internal stakeholders and strategic outcomes agreed.	<b>Green</b>
<b>2</b>	Carry out consultation exercise on the strategic outcomes.	Consultation exercise undertaken in August with key stakeholders and partners. The draft Housing Strategy is complete, with a members briefing held.	<b>Green</b>
<b>3</b>	Finalise draft strategy for Committee Approval.	Approved at January committee.	<b>Green</b>
<b>4</b>	Complete	N/A	<b>N/A</b>

## Appendix B: Lifestyle Choices Performance Measures 2015/16 (January 1 – 31 March 2016)

Outcome	Measure	Actual / Out turn 2014/15	Target Quarter 4 2015/16	Actual Quarter 4 2015/16	Quarter Status	Annual Target 2015/16	Out turn 2015/16	Status	Comments/ Remedial Action
LO 1- Deliver community based recreational & cultural activities that promote 'healthier lifestyles'.	LM 01 - Adult participation in sport (Proxy measure)	34.6%	N/a	N/a	Proxy	35.6%	34.3 %	Proxy	Annual figure reported by Sport England.
	LM 02 - Number of leisure centre participations	825,616	192,654	223,616	Green	757,502	860,995	Green	
	LM 03 - Number of sport, physical activity and health development participations	31,890	6,080	12,702	Green	25,000	35,403	Green	
	LM 04 - Number of play scheme participations	9,088	100	67	Red	7,000	8,443	Green	Large scale event schedule over Easter had to be postponed due to weather. Overall out turn 8,443
	LM 05 - Number of cultural activity participations	9,059	5,960	1,593	Red	17,830* (new benchmark)	18,035	Green	Target exceeded due to stronger than anticipated participations at

## Appendix B: Lifestyle Choices Performance Measures 2015/16 (January 1 – 31 March 2016)

Outcome	Measure	Actual / Out turn 2014/15	Target Quarter 4 2015/16	Actual Quarter 4 2015/16	Quarter Status	Annual Target 2015/16	Out turn 2015/16	Status	Comments/ Remedial Action
									dance sessions.
LO 2 - Helping the community reduce its 'environmental footprint'.	LM 06 - Number of environmental learning activity participations	9,009	1,250	1,186 (EEP) 76 (Parklife)	Green	5,000	7,680	Green	NB EEP some minor accounting discrepancies in the figures in Qs 1-3 mean the annual target is correct although not quite the sum of Q1-4.
	LM 07 - Energy Efficiency-average SAP (2009) rating of the Council's housing stock	62	62	62	Green	62	62	Green	
	LM 08 - Reduction in energy consumption from the Council's own operational centres	437.37 MWh	60.30 MWh	196.86 MWh / 11.21 % (kWh per m2)		241.20 MWh / 5%(KWH per m2)	255.88 MWh / 5.06 % (kWh per m2)	Green	Positive annual outturn as a result of efficiency improvements through building refurbishments and warmer winter months.

## Appendix B : Safe & Secure Performance Measures 2015/16 (1 January – 31 March 2016)

Outcome	Measure	Actual / Out turn 2014/15	Target Quarter 4 2015/16	Actual Quarter 4 2015/16	Quarter Status	Annual Target 2015/16	Out turn 2015/16	Status	Comments/ Remedial Action
SO 1 - Delivering a range of housing services that address community requirements.	SM 01 - Number of homes vacant for more than six months.	285	N/a	220	Green	<344	220	Green	220 long term empties of more than six months plus an extra 98 cases subject to the long term empty premium for being empty for more than two years.  A further 26 cases had been empty for more than six months undergoing repair/structural works and were uninhabitable.
	SM 02 - Gross number of affordable homes delivered ( <b>Proxy Measure</b> ).	62	N/a	80	Proxy	N/a	80	Proxy	
	SM 03 - Average time (in working days) taken to re-let Council homes.	17.1 days	<21 days	23.3 days (1469/63)	Red	<21 days	18.6 days (3961/213)	Green	

## Appendix B : Safe & Secure Performance Measures 2015/16 (1 January – 31 March 2016)

Outcome	Measure	Actual / Out turn 2014/15	Target Quarter 4 2015/16	Actual Quarter 4 2015/16	Quarter Status	Annual Target 2015/16	Out turn 2015/16	Status	Comments/ Remedial Action
	SM 04 - Proportion of repairs carried out 'first time' by the Council's Direct Labour Organisation.	99%	95%	98.8% (1670/1690)	Green	95%	99.5% (7462/7492) (Q1 and Q4 only)	Green	
	SM 05 - Number of homeless presentations <b>(Proxy measure)</b> .	134	N/a	39	Proxy	N/a	158	Proxy	
	SM 06 Average length of stay (in weeks) of households which are unintentionally homeless and in priority need in Bed & Breakfast accommodation <b>(Proxy measure)</b> .	3.96 weeks	< 8 weeks	1.2 weeks (104/12/7)	Green	< 8 weeks	2.1 weeks (981/67/7)	Green	
	SM 07 - Number of new completed applications to join the Housing Register. <b>(Proxy Measure)</b> .	583	N/a	156	Proxy	N/a	584	Proxy	

## Appendix B : Safe & Secure Performance Measures 2015/16 (1 January – 31 March 2016)

Outcome	Measure	Actual / Out turn 2014/15	Target Quarter 4 2015/16	Actual Quarter 4 2015/16	Quarter Status	Annual Target 2015/16	Out turn 2015/16	Status	Comments/ Remedial Action
SO 2 - 'Safer' Communities	SM 08 - Number of households on the housing register ( <b>Proxy measure</b> ).	1,046	N/a	1,061	Proxy	N/a	1,061	Proxy	
	SM 09 - Effectiveness of local authority actions to reduce incidents of fly tipping.	Grade 1 (very effective)	Grade 1 very effective	Not Effective (Grade 3)	Red	Grade 1 (very effective)	Not Effective (Grade 3)	Red	Fly-tipping incidents have increased by 38% in 2015/16. In response we have taken four prosecutions, adopted new powers to issue fixed penalties and used the legal results to promote an anti fly-tipping message.
	SM 10 - Reduction in the number of Anti Social Behaviour (ASB) calls to service.	2,893	722	662	Green	2,888	2,769	Green	
	SM 11 - Reduction in the number of domestic Burglaries per 1,000 population.	3.69	0.92	1.23	Red	<3.68	4.64	Red	Currently looking into why South Derbyshire has experienced a large increase (40 more burglaries) compared to Derby City (which has experienced a large

## Appendix B : Safe & Secure Performance Measures 2015/16 (1 January – 31 March 2016)

Outcome	Measure	Actual / Out turn 2014/15	Target Quarter 4 2015/16	Actual Quarter 4 2015/16	Quarter Status	Annual Target 2015/16	Out turn 2015/16	Status	Comments/ Remedial Action
									decrease over the last 12 months) to see if there are any lessons to be learnt.
	SM 12 – Reduction in the number of incidents of vehicle thefts (theft of and theft from vehicles) per 1,000 population.	4.01	1.00	0.80	Green	<4.00	3.81	Green	
	SM 13 – Reduction in the number of incidents of Criminal Damage per 1,000 population.	6.16	1.54	1.17	Green	<6.16	5.41	Green	
	SM 14 - Increase the proportion of premises that meet the Food Rating Scheme of five stars.	76.1	>75%	78.6% (463 of 589)	Green	>75%	78.6% (463 of 589)	Green	

## Appendix B : Safe & Secure Performance Measures 2015/16 (1 January – 31 March 2016)

Outcome	Measure	Actual / Out turn 2014/15	Target Quarter 4 2015/16	Actual Quarter 4 2015/16	Quarter Status	Annual Target 2015/16	Out turn 2015/16	Status	Comments/ Remedial Action
	SM 15 - Reduce the proportion of premises that meet the Food Rating Scheme of 0 to 2 Stars.	4.1%	<5%	3.6% (21 of 589)	Green	<5%	3.6% (21 of 589)	Green	
	SM 16 - Improved street and environmental cleanliness in terms of litter, detritus, dog fouling and weeds to above grade C as defined in the Codes of Practice for Litter and Refuse.	95%	95%	97%	Green	95%	95%	Green	
	SM17 –% of environmental disputes improved based on customer feedback.	>75%	>75%	75% (156 of 209)	Green	>75%	75% (156 of 209)	Green	

Appendix C: Managing Risks– As at 31 March 2016

Risk Description	Likelihood	Impact	Mitigating Action
<b>Safe &amp; Secure</b>			
Loss of Homelessness Grant  <i>Main Responsible Officer – Director of Housing and Environmental Services)</i>	Treat the Risk	Remains Low	Continue to lobby County Council colleagues to maintain the grant in future years.
Increase in the level of current tenant rent arrears  <i>Main Responsible Officer – Director of Housing and Environmental Services)</i>	Treat the Risk	Medium	Performance management, target setting and adherence to collection procedures.
Costs of Housing Enforcement  <i>Main Responsible Officer – Director of Housing and Environmental Services)</i>	Treat the Risk	Low	Adherence to procedures to ensure appropriate enforcement action is taken, recharge policy and explore framework agreement with contractors to reduce costs
<b>Lifestyle Choices</b>			
Failure of/or attraction of Contractor managing facilities - closure of facilities for a period.  Costs of staffing and equipment.  <i>Main Responsible Officer – Director of Community and Planning Services)</i>	Tolerate the Risk	Remains Low	Contracts in place. Leisure Centre contract renewed in 2011.
Litigation/claims for accidents at play areas - injury to member of public.  <i>Main Responsible Officer – Director of Community and Planning Services)</i>	Treat the Risk	Remains Medium	Inspections carried out by dedicated member of staff.  New play areas are designed to meet current standards. Need to arrange further back up cover for inspections when Inspector is absent.
Dilapidation of Leisure Community facilities  <i>Main Responsible Officer – Director of Community and Planning Services)</i>	Treat the Risk	Remains Low	Annual review of risk

**Appendix C: Managing Risks– As at 31 March 2016**

<b>Risk Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating Action</b>
Failure of Sharpe’s Pottery Museum  <i><b>Main Responsible Officer – Director of Community and Planning Services)</b></i>	Treat the Risk	Remains Low	Annual review of risk
Failure of Business Plan for Rosliston Forestry Centre  <i><b>Main Responsible Officer – Director of Community and Planning Services)</b></i>	Treat the Risk	Remains Medium	Annual review of risk
Poor quality performance data <i><b>(Main Responsible Officer – Directors and Head of Communications)</b></i>	Treat the risk	Low	Reviewed quarterly as part of the performance reporting process.

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>9<sup>th</sup> JUNE 2016</b>	<b>CATEGORY: DELEGATED/</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING SERVICES</b>	<b>OPEN:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>HANNAH PEATE, SPORT AND HEALTH PARTNERSHIP MANAGER Ext: 5973</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>PHYSICAL ACTIVITY, SPORT AND RECREATION STRATEGY</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS07</b>

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## **1.0 Recommendations**

- 1.1 For members to approve the process for the development of the new Physical Activity, Sport and Recreation Strategy.
- 1.2 For members to approve the use of this strategy to maximize resource in the District and to apply for relevant funding streams as appropriate to deliver the outcomes that are set out within it.

## **2.0 Purpose of Report**

- 2.1 To inform Members on the proposed timeframe for the development and adoption of the new Physical Activity, Sport and Recreation Strategy. 2017-2022

## **3.0 Detail**

- 3.1 The Council first adopted a Sport, Recreation and Physical Activity Strategy in 2007-10; and the current Sport and Health Strategy runs for the period of 2011-2016, which has been used as the principal document for bringing partners together for the strategic development and implementation of Sport and Health in South Derbyshire. The current strategy has focused on four key areas:-

Young People Participation and Volunteering

Adult Participation and Volunteering

Facilities

Reaching Communities and Performance

- 3.2 The two previous strategies have been instrumental in proving the strategic need along with key national, county and local insight data to secure two large scale Sport England Bids namely the Community Investment Fund (2009-2012) for both capital and revenue projects and the Community Sport Activation Fund (2013-16) which have helped to sustain the current workforce within the Sport and Health Team, and deliver with a range of partners the outcomes of the bid.
- 3.3 Over the past decade the Council along with South Derbyshire Sport have taken a proactive, innovative and partnership approach to implementing the strategy that results in collectively maximising resource and opportunity throughout South Derbyshire.
- 3.4 The development of a new strategy will mean that the Council and South Derbyshire Sport are well positioned to align to the new National Strategy Sporting Future-A new strategy for an Active Nation, (<https://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation>)
- The new Sport England (<https://www.sportengland.org/media/10554/sport-england-towards-an-active-nation.pdf>) and Derbyshire Sport strategies which is due imminently. A key feature will also be to implement the newly adopted Open Space, Sport and Community Facility strategy that will be an integral part of the new strategy.
- 3.5 The new strategy aligning to the aforementioned National and County Strategies will result in us being well positioned to potentially apply for funding streams that will be released after the launch of the new Sport England strategy, so it is instrumental that Committee approve this framework in principle.
- 3.9 The work will build on existing local strategies and studies, and will reflect national guidance.
- 3.10 The strategy process is as follows:
- Initial ideas and consultation with South Derbyshire Sport
  - Report to Committee in June
  - Desktop research and gaining a good understanding of new strategies will be undertaken during June-Sept
  - Further South Derbyshire Sport Meetings
  - Consultation with key stakeholders, land owners, National Governing bodies, Parish Councils and sports clubs will take place during September and October.
  - Development of a draft strategy through to December 2016.

- Adoption of the new strategy in March / April 2017.

3.11 The three key areas of focus for the new draft strategy are:

- Physical and Mental Wellbeing
- Individual Development
- Social, Community and Economic Development.

All three of these areas interact to create a crossover of Sustainable Communities.

3.12 A Venn diagram showing the key areas of focus for the plan in Appendix 1

3.13 A key principles list and key performance indicators are attached in Appendix 2

#### **4.0 Financial Implications**

4.1 There are no increased financial implications currently arising from this strategy. If the strategy is not adopted then the Council will not be in a position to be able to apply for external funding that will support the implementation of the strategy.

#### **5.0 Corporate Implications**

5.1 The Framework development and the strategy will deliver against the People, Places and Progress elements of the Corporate Plan and Community and Planning Service Plan.

#### **6.0 Community Implications**

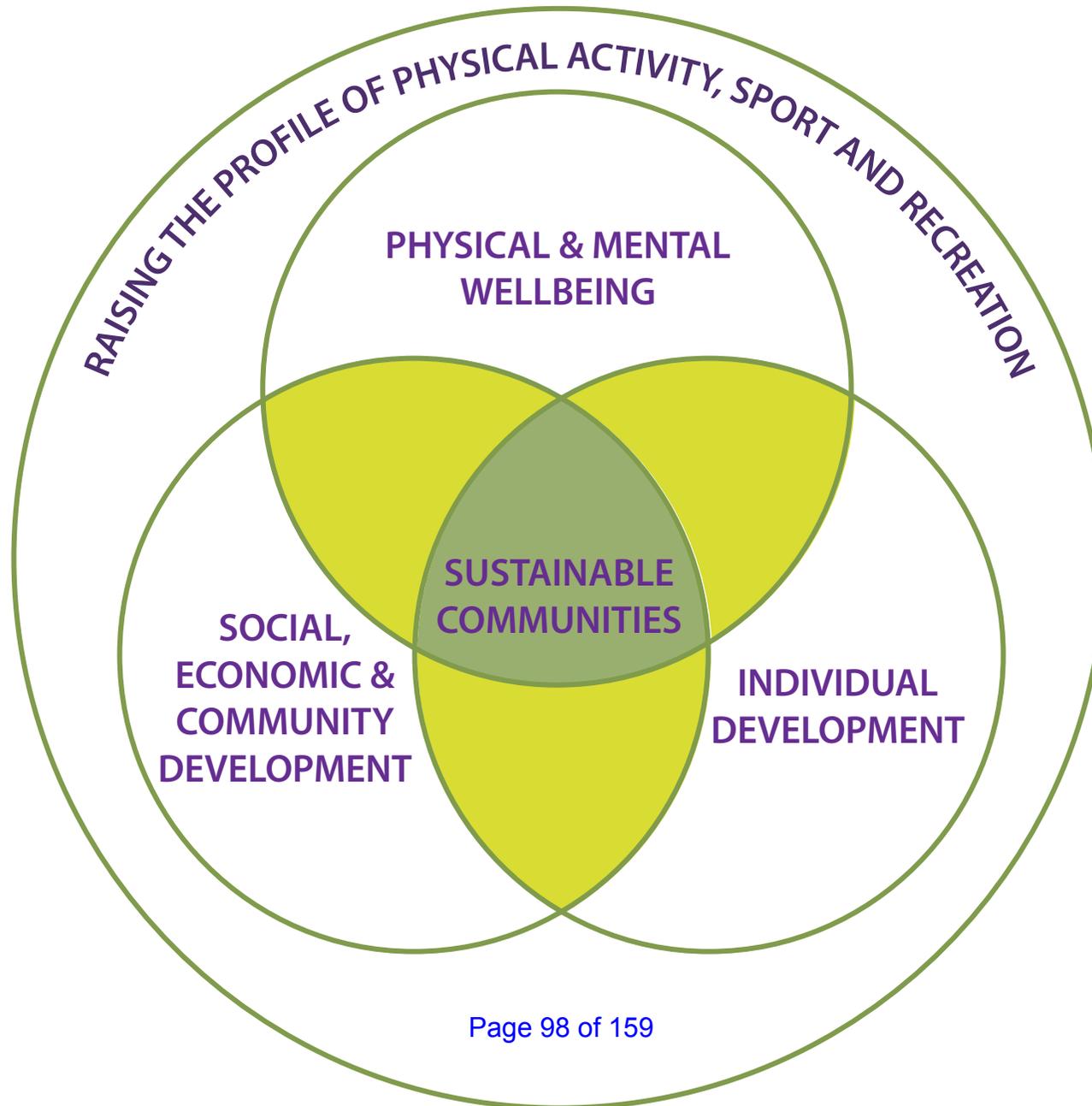
6.1 The ongoing consultation and engagement with local people, community sports groups and Parish Councils throughout the development and delivery of the strategy will identify opportunities for delivering against a range of cross cutting agenda's suitable to the local area need.

#### **7.0 Conclusions**

7.1 South Derbyshire is continuing to plan for and provide its growing community with quality sport, physical activity and recreation offers which will promote progress, and place and put people at the heart of its delivery.

# GET SOUTH DERBYSHIRE ACTIVE

A STRATEGY FOR PHYSICAL ACTIVITY, SPORT AND RECREATION



## **Principles for the Physical Activity, Sport and Recreation Strategy** **2017-2022**

Within the strategy there will be some key principles that will support the key areas of work as listed in Appendix 1. These principles will evolve and develop throughout the strategy process as more information and detail becomes available from National and County level strategies and local research and insight.

### **Physical and Mental Wellbeing**

- To target development work at the physically inactive, particularly women and girls, and those in lower socio economic groups and other underrepresented groups who are 'ready to change' and become more active.
- To support the development and promotion of physical activity offers for older people that promotes and supports independent living.
- To develop, promote and support events which encourage family participation
- To support the development of mass participation activities and events including walking, running, cycling and dance.
- The activity offer to reflect insight gained from National, County and local research and surveys.
- Utilising sport, physical and recreational activity as a tool to promote and support positive mental wellbeing.
- Utilising sport, physical and recreational activity as a health improvement tool.

### **Individual Development**

- Enable people of all ages to engage in physical activity, sport and recreation offers in the way in which they want to do so.
- More people from every background regardless of circumstance or situation regularly and meaningfully taking part in sport and physical activity.
- To support the recruitment, training, accreditation and on-going development of community volunteers.
- Support individuals to maximise their potential in the way they wish to engage in sport and physical activity. From recreational engagement and grass roots through to talented international athletes.

### **Social, Community and Economic Development**

- To develop, promote and support events which encourage family participation
- To promote the use of the natural environment including parks, woodlands public open space and rights of way.

- Enhance partnership working with adjacent local authorities, parish councils, schools and other local organisations.
- To support and work in partnership with voluntary sector managed facilities, clubs and schools to maximise usage and deliver against community need.
- To support the development of Multi sport clubs – i.e. facilities to be encouraged where a number of sports clubs can share a facility, and/or the site can offer a range of sporting activities
- A more productive, sustainable and responsible sport sector
- Utilising sport, physical activity and recreation as a tool for driving inward investment and tourism into the District.

Promotion and marketing will cut across all elements of the strategy and as such a marketing review and rebrand if required will take place to reach the right people in the right way, with the right messages. For example utilising key campaigns such as This Girl Can and other brands and products such as Park Run as engagement tools.

### **Potential Key Performance Indicators**

The measures used to assess the impact and success of this strategy will be a combination of nationally set ones through the new Active Lives survey and those that are set locally and will specifically target local are needs. The further detail on these suggested measures will develop throughout the course of development of this strategy.

#### **National Measures**

Increase in the percentage of the population taking part in sport and physical activity at least twice per month (Sport England)

Decrease in percentage of people physically inactive (Active Lives Survey) (Sport England)

Increase in the percentage of adults utilising outdoor space for exercise / health reasons (MENE survey)

Increase in the percentage of children achieving physical literacy standards

Increase in the percentage of children achieving swimming proficiency and Bikeability Levels 1-3

Increase in the percentage of young people (11-18) with a positive attitudes towards sport and being active (Taking part survey)

Increase in number of people volunteering in sport at least twice in the last Year 2 x per year (Active Lives Survey) (Sport England)

The demographic of volunteers in sport to become more representative of society as a whole (Active Lives Survey and ONS population data) (Sport England)

Percentage of publicly owned facilities with under-utilised capacity (through revised NBS) (Sport England)

Increase in the amount of non-public investment into sport bodies which are in receipt of public investment (Sport England)

Employment in grassroots sport (Sport England)

Headline results of the new Sport Workforce People Survey (Sport England)

### **Key Outcomes Locally**

- Increased physical activity levels
- Reduced physical inactivity
- Increase in volunteering
- Reduced calls to service and crime
- Increased employment / employability
- Sustained sporting infrastructure
- Positive attitude towards sport and being active
- Increased commitment to leading healthier lifestyles
- Increased usage of outdoor space for exercise and health reasons
- Contribution to the local economy and return on investment

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>9<sup>th</sup> JUNE 2016</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>PERFORMANCE AND POLICY MANAGER</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>MARTIN GUEST (595940)</b> <a href="mailto:martin.guest@south-derbys.gov.uk">martin.guest@south-derbys.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>RESIDENT INVOLVEMENT ARRANGEMENTS</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCSO1</b>

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## **1. Recommendations**

- 1.1 That Members note the changes made to our resident involvement arrangements along with the achievements set out in 3.10 and 3.11 and plans for 2016/17 set out in 3.12.

## **2. Purpose of Report**

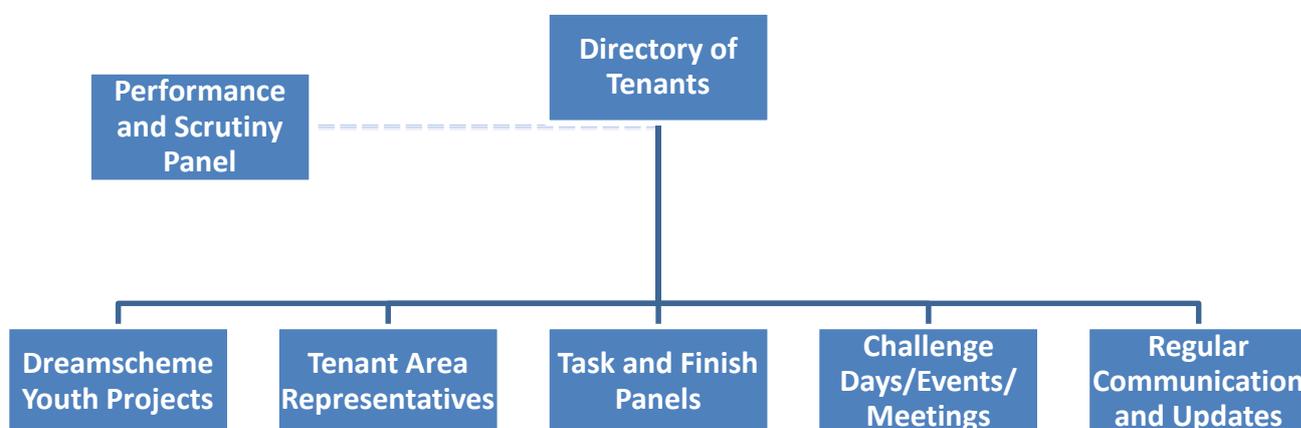
- 2.1 This report sets out the changes in our resident involvement structure over the past 3 years and details the achievements through this structure and the plans for the next 12 months.

## **3. Detail**

### Tenant Involvement Structures

- 3.1 The Council, in conjunction with its tenants, set up a formally constituted tenants group in 2001; initially they were called TACT (Tenants Advisory and Consultation Team), the aim of forming the group was to work in partnership with the Council's Housing Services team and contribute to the decision making process with regard to the provision of housing related services. In 2006 the group was relaunched as the South Derbyshire Tenants Forum.
- 3.2 In 2014, this Council were advised by its tenants that, due to problems with recruiting to constituted positions within the tenants forum, a decision had been taken by the tenants to become a non-constituted group. Officers held discussions with tenants over the format of any future involvement, with an agreement that a non-constituted group would exist, and be known simply as the Tenants Panel. Officers wrote to each member of the Forum providing the required 21 days' notice of the intention to dissolve the forum as per the constitution, with the group being wound up in June 2014.

- 3.3 The new un-constituted Tenants Panel was set up from June 2014 and met on a quarterly basis throughout 2014 and 2015.
- 3.4 It was agreed with tenants that the new arrangements would be reviewed after 12 months and this took place in late 2015. The review found numbers of tenants recruited or wanting to be involved in this formal group had dropped and a number of the members had either left or stood down due to ill health. A meeting of the panel in February 2016 was held to discuss the way forward and it was decided by the tenants in attendance that there was no future continuing with the Panel arrangements and that tenants wanted to pick and choose what projects they wanted to get involved with and therefore a directory of involvement was set up.
- 3.5 In light of the changes referred to above, officers worked with its involved tenants to review membership of the Tenants Performance and Scrutiny Panel. A recruitment drive was followed by a joint training exercise with Derwent Living, with SDDC tenants undertaking a Chartered Institute of Housing Level 3 Award in Resident Scrutiny.
- 3.6 Following successful completion of this course in late 2015, the Tenant Performance and Scrutiny Panel now has an expanded membership. Over the next 6 months the new Panel will undergo a full induction programme with Housing Services to enable them to gain a greater understanding of the works undertaken by the Service. This will assist the Panel with their scrutiny of Housing Services operations more effectively. A programme of these reviews will be delivered in late 2016/early 2017.
- 3.7 A diagram of the key elements of the new approach resident involvement is shown below:



- 3.8 These key elements are explained in more detail below:

Directory of Tenants – details of those tenants interested in contributing to service delivery reviews would be kept on a directory. As and when opportunities for involvement came up the Council would contact those interested to provide tenants the opportunities to become involved.

Performance and Scrutiny Panel - will monitor any Housing Services operational activity from a tenant perspective.

Dreamscheme projects – given the positive impact on the community, we will continue to work on with the children of our tenants, and younger people from with our communities to make a difference to our estates and the wider community.

Local tenants' area representatives – these provide a valuable grass-roots opportunity for involvement. We currently have 11 across the district and over the next two years we plan to increase this number to 20 in order to provide support and advice for new tenants in their communities.

Task and Finish projects – involving residents to look at such topics as Universal Credit, Publications, and how we deliver our Capital Programme.

An annual event for all involved tenants - this will be held in February each year from 2017. Its focus will be to give tenants opportunities to see what has been happening during the year, to hear about any changes planned for the service, and to get involved in planning and delivering these changes.

Twice yearly informal meetings will be held with the Housing Management Team, providing an opportunity ask any questions, discuss topical issues, and receive an overview of performance including highlighting successes achieved through working in partnership, and to discuss future plans.

A quarterly Tenant Participation update, sent by email, will keep involved tenants informed on the progress of major projects and consultations taking place in Housing Services.

### 3.9 The aim of the new approach to resident involvement is to:

- Offer our customers the opportunity to make a real contribution to the decisions that affect their homes and communities.
- Increase the number of involved tenants, by offering a variety of involvement methods to meet the needs of our customers.
- Support local structures of involvement to deliver projects and events within local communities, improve neighbourhoods and contribute to our vision of creating homes and places where people want to live.
- Work towards removing barriers that prevent customers getting involved.
- Develop effective scrutiny – so tenants and leaseholders can set standards for services, monitor performance and hold us accountable for service delivery.
- Measure the impact of customer involvement and feed this back to customers.
- Ensure customer involvement provides value for money and meets our customers' needs and aspirations.

### Tenant Involvement Achievements

#### 3.10 Over the past 3 years, and working closely with our involved tenants, The Council has supported the delivery of a number of major projects including:

- Dreamscheme Youth Projects in Overseal, Newhall, Etwall, Swadlincote Town Centre and Skate Park.
- An annual Can you Dig It gardening competition.
- An annual Christmas Hamper Scheme.

3.11 We have also worked with tenants to:

- Review and develop the Council's HRA Business Plan which sets out the long term plan for the Council's Housing Stock.
- Input into our New Build programme.
- Develop the Community Food Hub Scheme at Oaklands Village in Swadlincote.
- Make changes to our policies, practices and procedures to ensure that we are delivering customer focussed services.
- Draft and produce a bi-annual Housing News which is distributed to all tenants.

### Tenant Involvement Action Plan

3.12 In future months we plan to work with our involved tenants on our following activities:

- Working on projects coming out of the Housing Asset Management Strategy.
- Development of the roll out of SMS/Email as a key means of communication with tenants.
- Further involvement in the Council's New Build Programme.
- Supporting the youngsters to deliver the Dreamscheme Allotment Project in Midway.
- Supporting our vulnerable tenants through the gardening and low level support project being delivered through the South Derbyshire CVS.
- Meeting with Housing Officers to identify issues as part of estate walkabouts.
- Holding a number of Challenge days to look at hot topics such as Universal Credit and other welfare reform issues to help us shape services to support our tenants.

## **4. Financial Implications**

4.1 None

## **5. Corporate Implications**

5.1 South Derbyshire District Council's vision is being delivered through actions in the Corporate Plan 2016-21. Our approach to resident involvement supports the following aims contained in the new Corporate Plan

- People
  - Enable people to live independently
  - Protect and help support the most vulnerable, including those affected by financial challenges
- Outcomes
  - Maintain customer focus

## **6. Community Implications**

6.1 Increasing the opportunity for tenants to input into the way we deliver our Housing Services will have a positive impact for our communities.

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>9<sup>th</sup> JUNE 2016</b>	<b>CATEGORY:</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING</b>	<b>OPEN:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>VICKY SMYTH 01283 595776 vicky.smyth@south-derbys.gov.uk</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>SOUTH DERBYSHIRE DISTRICT COUNCIL DEMENTIA ACTION PLAN</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE:</b>

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## **1.0 Recommendations**

- 1.1 Members approve South Derbyshire District Council's Dementia Action Plan that will support the district to become dementia friendly.

## **2.0 Purpose of Report**

- 2.1 To inform members about Dementia Friendly Community progress to date in South Derbyshire.
- 2.2 To approve the South Derbyshire District Council Dementia Action Plan 2016/2017.

## **3.0 Detail**

- 3.1 In March members agreed that South Derbyshire District Council would act as a co-ordinating body for the South Derbyshire Dementia Action Alliance, thus supporting development of a Dementia Friendly Community model in South Derbyshire.
- 3.2 The alliance is a vehicle to work towards 'Dementia Friendly Community' accreditation and co-ordinates work in the locality.
- 3.3 The alliance was formally launched on the 24<sup>th</sup> Of February with over 60 people attending the event at Oakland Village. Information gathered has contributed towards the South Derbyshire Dementia Action Alliance overriding action plan.
- 3.4 Work to date in South Derbyshire has concentrated on getting the partnership infrastructure established for the Dementia Action Alliance. This has included establishing a steering group to direct and drive the work and a network group to share best practice and support organisations to sign up to the alliance. The South Derbyshire alliance web page has also been created [http://www.dementiaaction.org.uk/local\\_alliances/16456\\_south\\_derbyshire\\_dementia\\_action\\_alliance](http://www.dementiaaction.org.uk/local_alliances/16456_south_derbyshire_dementia_action_alliance)

- 3.5 The next phase of development is to agree and commit to an action plan specific to South Derbyshire District Council. This will enable the District Council to become an alliance member in its own right and support South Derbyshire to become dementia friendly. The District Council will provide a significant contribution locally.
- 3.6 The draft action plan is attached as appendix 1. Four main aims have been identified. These are:
- Make South Derbyshire District Council dementia friendly
  - Develop a housing offer that supports residents with dementia and their carers
  - Provide information and advice about local dementia friendly services to South Derbyshire residents
  - Support the South Derbyshire Dementia Action Alliance
- 3.7 Each aim has a number of objectives. These are outlined fully in appendix 1. Key objectives include:-
- Training in house Dementia Friend Champions to deliver Dementia Friend information sessions to front line staff, service managers and elected members.
  - Considering the needs of people living with dementia and their carers within future housing strategy.
  - Developing Dementia Friendly Community sections on both the SDDC and Healthier South Derbyshire websites.
  - Raising the profile of dementia across business sectors and encouraging organisations to sign up to becoming part of the South Derbyshire Dementia Action Alliance.
- 3.8 Local delivery in South Derbyshire will be supported by the work of the South Derbyshire Health and Wellbeing Group. The approach fits well with our existing Healthier South Derbyshire partnership brand.

#### **4.0 Financial Implications**

- 4.1 There will be limited financial implications for the Council, however some time will need to be committed to enable staff to take part in Dementia Friend awareness sessions. Co-ordination of this will be organised by the Health Partnership Manager.

#### **5.0 Corporate Implications**

- 5.1 This initiative supports the 'People' section of the Corporate Plan including the following actions:-
- Support the community and voluntary sector to enable people to maintain living independently
  - Develop Dementia Friendly Communities

#### **6.0 Community Implications**

- 6.1 The service proposals will have a significant impact on improving the health and wellbeing of South Derbyshire residents.

## **7.0 Conclusions**

- 7.1 This action plan will make a significant contribution towards South Derbyshire becoming a Dementia Friendly Community. The approach links to the Corporate Plan, individual service plans, the Community Strategy and the South Derbyshire Health and Wellbeing Locality Plan. It will provide an overall framework for making South Derbyshire District Council dementia friendly.

## **8.0 Background Papers**

Appendix 1 – Draft South Derbyshire District Council Action Plan 2016/17

# Appendix 1

## South Derbyshire District Council Dementia Action Plan 2016-17

<b>DRAFT</b>			<b>Date Completed</b>
	<b>Aim</b>	<b>Objectives</b>	
<b>1</b>	Make South Derbyshire District Council dementia friendly	<ul style="list-style-type: none"> <li>• Deliver Dementia Friends information sessions to all front line staff, service managers and elected members within the Council to ensure staff are more sensitive to the needs of people with dementia and to enable them to signpost to local services as early as possible.</li> <li>• Recruit and train staff to become Dementia Champions to support delivery of dementia friend information sessions.</li> <li>• Liaise with HR to ensure any new staff are invited to ongoing sessions.</li> <li>• Apply for Dementia Friendly Community status</li> </ul>	
<b>2</b>	Develop a housing offer that supports residents with dementia and their carers	<ul style="list-style-type: none"> <li>• Consider the needs of people living with dementia and their carers within future housing strategy</li> <li>• Work closely with health and social care partners to actively support and signpost residents with dementia and their careers onto appropriate local services</li> <li>• Support housing provider partners to work towards becoming dementia friendly organisations</li> </ul>	
<b>3</b>	Provide information and advice about local dementia friendly services to South Derbyshire residents	<ul style="list-style-type: none"> <li>• Map local and county-wide provision of dementia support services.</li> <li>• Develop a Dementia Friendly Community section on both the SDDC and Healthier South Derbyshire websites</li> <li>• Work in partnership with the South Derbyshire Health and Wellbeing Group, local GP surgeries and the Clinical Commissioning Group to ensure we are targeting support to people living with dementia and their carers.</li> </ul>	

# Appendix 1

4	Support the South Derbyshire Dementia Action Alliance	<ul style="list-style-type: none"><li>• Raise the profile of dementia across business sectors and encourage organisations to sign up to become part of the South Derbyshire Alliance</li><li>• Support the Voluntary and Community Sector to roll out dementia friendly information sessions across South Derbyshire</li><li>• Attend and support South Derbyshire DAA meetings and other multi-agency forums to raise the profile of Dementia Friendly Communities in South Derbyshire</li></ul>	
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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 12</b>
<b>DATE OF MEETING:</b>	<b>9<sup>th</sup> JUNE 2016</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING</b>	<b>OPEN/:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>CHRIS SMITH Tel: 595924 <a href="mailto:Chris.smith@south-derbys.gov.uk">Chris.smith@south-derbys.gov.uk</a></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>SAFER SOUTH DERBYSHIRE PARTNERSHIP PLAN 2014-17 (2016 REFRESH)</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS07</b>

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## **1.0 Recommendations**

1.1 Members to accept and adopt the Safer South Derbyshire Partnership's new Partnership Plan 2014-17 (2016 Refresh).

## **2.0 Purpose of Report**

2.1 To inform members of the Safer South Derbyshire Partnership's Partnership Plan 2014-17 (2016 Refresh) (see appendix) including additions made to the original document.

2.2 The Partnership Plan is a statutory document that sets out the priorities, objectives and targets that the Safer South Derbyshire Partnership (SSDP) will work towards over the next 3 years. It has to be revised and updated annually.

## **3.0 Detail**

3.1 In 2006, a review of the partnership provisions of the Crime and Disorder Act 1998 and the Police Reform Act 2002 lead to a series of recommendations. Amongst other things the review contained a statutory requirement relating to 'strategic assessments', whereby each crime and disorder reduction partnership will have a 'strategy group' that will be responsible for the development and production of a strategic assessments and a resulting partnership plan.

3.2 The strategic assessment is produced by the Safer Derbyshire Research and Information Team (SDRI) and details the following:

- Current levels and patterns of crime and disorder in the area
- Identify where any changes have occurred to the levels of crime and disorder in the area and why they have occurred.
- Identify the matters that the responsible authorities should prioritise to reduce crime and disorder in the area.

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

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

3.4 The Home office guidance states that the statutory requirements for the plan are as follows:

- The plan has to be a three year plan
- The plan must be revised annually
- The plan has to include a strategy for tackling crime and disorder in the area
- The plan will contain the priorities identified through the strategic assessment
- The plan has to contain information about the role of each partner in supporting delivery of the priorities and how this will be resourced
- The plan should contain information about the way in which performance against priorities will be measured
- The plan will also contain information about the way in which the partnership will engage with their communities

3.5 Additions and amendments made to the 2016 refresh include:

- Updated performance report on page 9 to include 2015 crime statistics.
- Updated initiatives report on page 10 showing activity over 2015/16.
- Updated county strategic threat and risk priorities on page 11
- Amendment to existing priorities, replacing Community Focus with two new priorities; Communicating with the Public & Protecting those most at risk.

#### **4.0 Financial Implications**

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

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

#### **5.0 Corporate Implications**

5.1 The Partnership Plan aids and improves the co-ordination of multi-agency action against crime and disorder and thus contributes to achieving many of the community safety related projects and measures contained within the corporate plan.

#### **6.0 Community Implications**

6.1 The Partnership Plan provides the local community with background information on the SSDP, provides an update on the achievements over the past year and details what the priorities are that the partnership will be focusing on over the three year lifetime of the plan. It also provides information on partner agencies, links with other

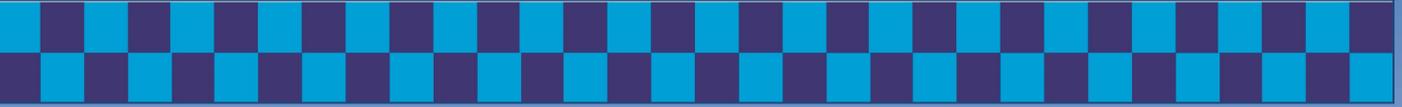
strategies, how SDDP fits into the county community safety structure and how it is accountable to local and county partnership boards.

## **7.0 Conclusions**

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

## **8.0 Background Papers**

8.1 The Safer South Derbyshire Partnership Plan 2014-17 (2016 Refresh) see appendix.

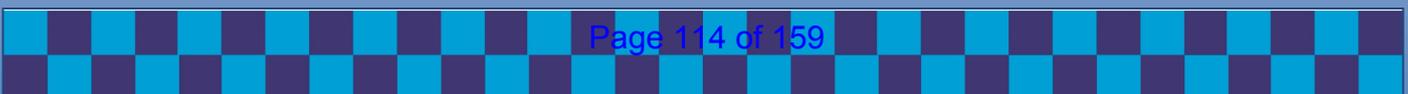


# Safer South Derbyshire Partnership

## Partnership Plan 2014-2017

(2016 Refresh)

**'To work together to provide the people of South Derbyshire with a  
community in which it is safe to live, work, play and visit'**



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## Foreword

Welcome to the new Community Safety Partnership Plan 2014-2017. This plan highlights the priorities that our communities and partners have identified as most important for us to focus on over the next three years. It provides information on how the partnership has performed over the last three years and gives an insight into the structure of Community Safety Partnership working in Derbyshire and South Derbyshire.

This plan shows some of the key objectives we will be working towards which will help us to deliver our vision and how the partnership will work together to reaffirm our commitment to making South Derbyshire a safe place in which to live, work, play and visit.

This plan sets out our commitment to address the broader challenges and opportunities facing community safety over the next few years.

Everyone has the right to feel safe and all of us have a part to play in making South Derbyshire safer. Increased community safety is achieved through joint effort and that means local organisations, communities and individuals pulling together.

This partnership working happens in many ways. Every time you see the Safer South Derbyshire Partnership logo, it is a reminder

that local people are working together to combat crime and disorder.

We will do everything in our power to reduce crime, the fear of crime, and to communicate our work to our many communities. We are confident that we can build on the strong foundations that have been established and continue to reduce crime and disorder in South Derbyshire.

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



*Chairman of the Safer South Derbyshire Partnership, Councillor Bob Wheeler*

## South Derbyshire District

South Derbyshire is a rural district in central England covering an area of more than 112 square miles. It adjoins and is heavily influenced by the city of Derby to the north, Burton upon Trent to the west and Ashby-de-la-Zouch to the east. The town of Swadlincote, in the south of the district, is the main urban centre with a population of around 35,000.

For many years the district has been the fastest growing in Derbyshire and is currently one of the fastest growing areas in England. Official forecasts anticipate the population increasing from the current 98,400 to more than 123,000 by 2035. The population is also becoming older and more diverse with implications for the types of housing, facilities and support services that will be needed in the future.

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

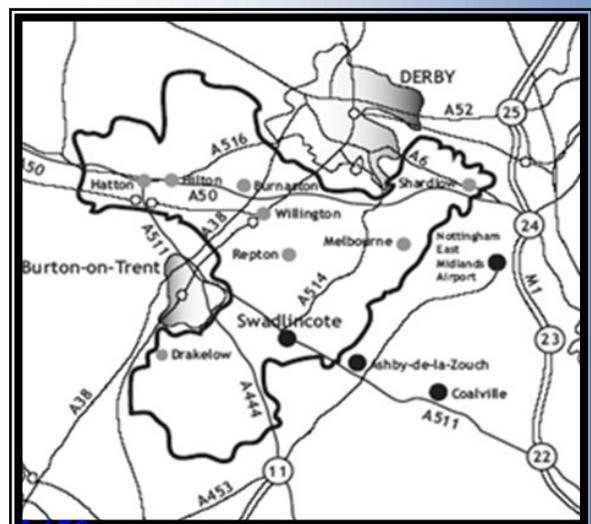
The local workforce is largely low-skilled and the proportion with no qualifications is above average. The presence of further education institutions in Derby, Burton upon Trent and, more recently, in Swadlincote may present an opportunity to address this.

A relatively large proportion of the workforce is employed in manufacturing. Major companies that have been attracted to the area include Toyota, JCB Power Systems Ltd & Nestle UK Ltd.

The Local Plan is currently in consultation and should that be approved it could result in up to an additional 12,500 houses being built in the district by 2028.

The 2014 Health Profile of South Derbyshire states that deprivation is lower than average, but about 2,400 children live in poverty. Violent crime, drug misuse, hospital stays for alcohol related harm all appear better than the England average. However, road injuries and GCSE attainment is worse than the average for England.

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



# The Safer South Derbyshire Partnership

The Safer South Derbyshire Partnership is the local Community Safety Partnership (CSP) for South Derbyshire. It is a statutory partnership that was formed as part of the Crime and Disorder Act in 1998.

Much has been achieved in the past three years, as is detailed later, and this new Partnership Plan provides us with a clear framework to monitor and evaluate our progress towards tackling crime and providing protection and reassurance in the communities of South Derbyshire.

The delivery of this plan will require the enthusiastic and committed support of both the Safer South Derbyshire Partnership and the South Derbyshire community as a whole.

The role of the Safer South Derbyshire Partnership Support Team is to facilitate the partnership, including the safer neighbourhoods meetings and the local multi agency partnership meetings and to lead on delivering the projects and schemes that are detailed in the strategy section of this document.

The support team consists of:

- Communities Manager
- Community Safety Officer
- Anti-Social Behaviour Officer
- Community Engagement Officer
- Community Partnership Officer

The key organisations and statutory partners of the SSDP are:

- South Derbyshire District Council
- Derbyshire Constabulary
- Derbyshire County Council
- Derbyshire Fire and Rescue
- Derbyshire NHS
- Derbyshire Probation
- South Derbyshire CVS (non-statutory)

The partnership also works closely with other organisations and community groups that can assist in delivering local priorities. These include, but are not limited to voluntary, community and social enterprise groups, housing associations and local businesses.

Our close working relationship with CVS and our successful Neighbourhood Watch, Pub Watch and Business Watch schemes demonstrate our commitment to working with local voluntary and community groups.

The partnership would not be functional without local residents. Without their engagement in the community safety agenda, the work of the partnership is limited in its effectiveness and approach.



# Accountability & Structure

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

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

The partnership plan works to compliment the Police and Crime Plan 2012-2017 prepared by the PCC. The PCC replaced the Police Authority under the Police Reform & Social Responsibility Act 2011 and the first commissioner was elected in November 2012. A new Police and Crime Commissioner was elected in May 2016.

The PCC role is designed to hold the police force to account and to bring communities and the police closer together, and includes the work of the Community Safety Partnerships across Derbyshire. The PCC now holds the community safety funding previously allocated by the Home Office, as well as the police budget. For more information, please see: [www.derbyshire-pcc.gov.uk](http://www.derbyshire-pcc.gov.uk)

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

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

The DPF is the over-arching partnership that has strategic responsibility for Derbyshire.

There are a number of thematic partnerships reporting into the DPF structure. These are:

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

These are all priorities under the current Sustainable Community Strategy. For more information visit;

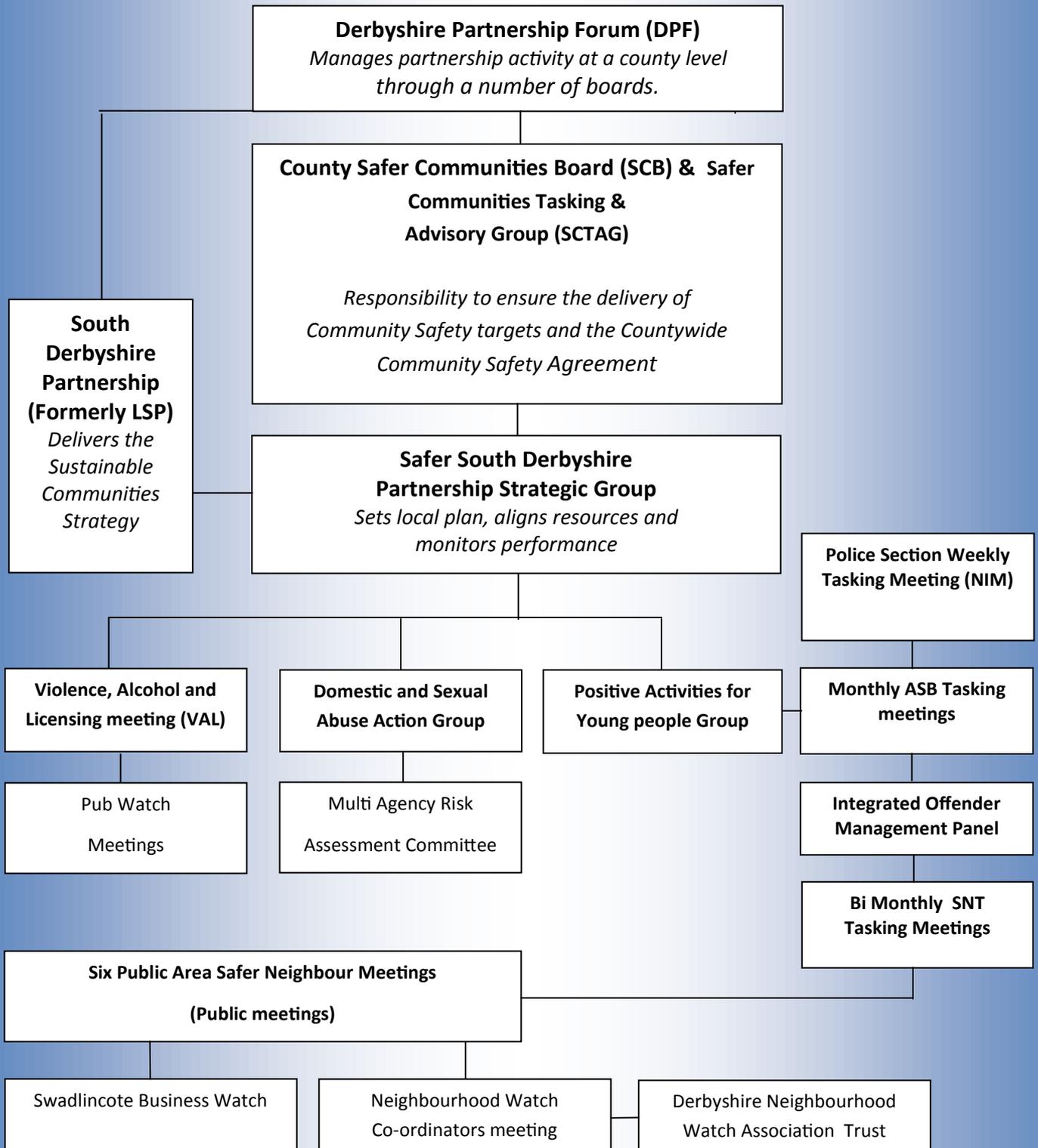
[www.derbyshirepartnership.gov.uk](http://www.derbyshirepartnership.gov.uk)

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

The role of the Safer Communities Board (SCB) is to give leadership and direction to tackle crime, anti-social behaviour and substance misuse across the county. The SCB is supported and advised by the Safer Communities Tasking and Advisory Group (SCTAG) which comprises senior officers from the partners represented on the board and from each of the CSPs in Derbyshire.

The priorities of the SCB are set out in the Derbyshire Community Safety Agreement 2014-2017 which is informed by the annual Derbyshire Strategic Threat & Risk Assessment .

# SSDP Meeting Structure



## Information Sharing

The Safer South Derbyshire Partnership is committed to working in partnership with its partner agencies who are involved in reducing crime and disorder and who provide a service to the public.

It is recognised that the exchange of relevant information between such bodies is fundamental to achieving an effective partnership.

The district council together with other key partners including the police, fire service and NHS have all signed up to the Countywide Community Safety Information Sharing Protocol. This sets out a framework for information sharing across the respective organisations.

An overarching county-wide protocol is also being developed through the Derbyshire Partnership Forum

This protocol commits the partner organisations to draw up local information sharing agreements to meet specific business needs in an agreed format.



## Performance Management

In order to ensure that the partnership is making sufficient progress towards the objectives set out in this document it needs to be subjected to regular performance monitoring.

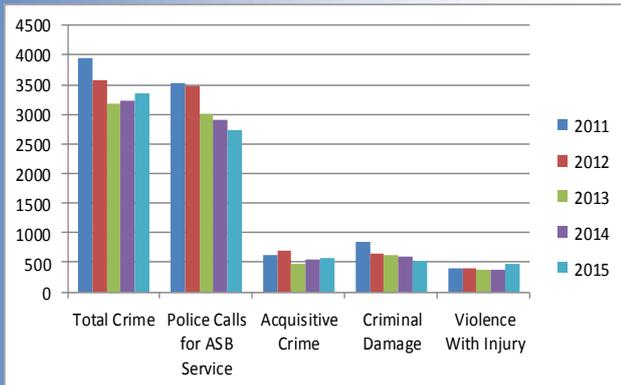
The partnership will be monitored at a local and countywide level. The Safer South Derbyshire Partnership holds regular Strategic Group meetings, which analyse performance against targets, progress towards delivering the action plans and receives update reports from local action groups. The strategic meeting is held once a quarter and is attended by representatives from all statutory and key partners.

The partners involved in the local action groups will ensure that the action plans are delivered against in order to meet the priorities of the partnership. These actions are driven by the local data, weekly police tasking and by listening and learning from our communities. The partnership believes this is a key stage in the setting and reviewing of actions and features in day-to-day work.

County-wide performance is monitored through the SCB and SCTAG groups. Each partnership is monitored on its performance towards key performance indicators and is tasked with giving regular updates on progress made towards county-wide initiatives and what action will be taken to address poor performance.

# Performance

Between 2011 and 2013 there was a year - on-year decrease in total crime in South Derbyshire. During 2014 there was a small increase in total crime, with 2015 seeing a further increase, equating to an additional 132 offences.

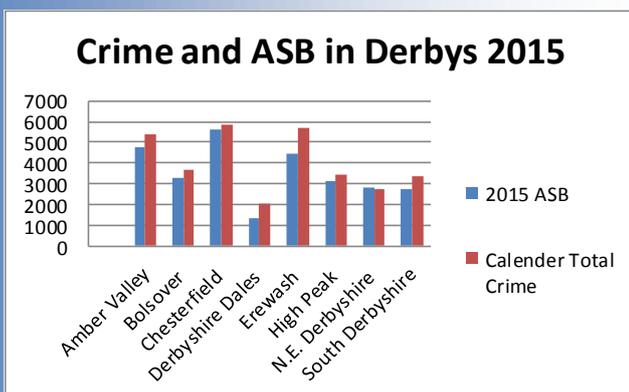
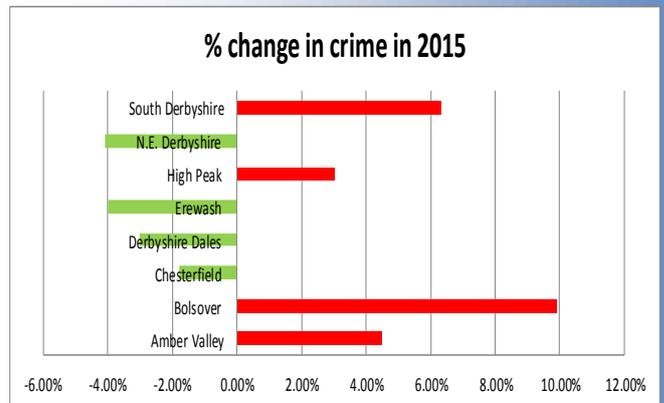


Anti-social behaviour saw a decrease of 171 incidents (5%) following a number of initiatives aimed at implementing new powers and tools.

Criminal damage in the district also saw a significant reduction of 69 incidents (11%) however violence with injury saw a sharp increase from 368 offences to 472.

A number of these offences were related to domestic violence which could be argued indicated a more positive environment in which victims felt more able to come forward. Acquisitive crime (theft from and of a vehicle, dwelling burglary and robbery of a person) increased by 41 incidents during 2015.

When broken down further it can be seen that theft from vehicle saw an increase of seven incidents (2.4%), while robbery decreased by five incidents (22.7%). Domestic burglary increased by 35 incidents (22.7%) while theft from vehicles increased by seven incidents (2.4%).



When compared with other districts in the county, volume crime rates and calls for service in South Derbyshire in 2015 remain among the lowest in the county.

Only Derbyshire Dales had fewer ASB calls for service and only Derbyshire Dales and North East Derbyshire had fewer incidents of crime.

## Initiatives

The partnership continues to work with partners and the community to offer a diverse range of crime reduction and educational activities and public engagement events.

During the past year as a partnership we have:

### Anti Social Behaviour

- Provided practical training on the new ASB Tools and Powers in February which was attended by 50 local partners.

- 13 ABC Contracts signed between April and Sept 2015. Seven successfully completed during the same period .

- ‘Prison me no way’ events took place in all four Secondary schools .

- New £50,000 Skate park installed at Newhall Park. A sum of £17,000 was obtained by SSDP towards the park from the Police and Crime Commissioner.

- 100 + young people attend Friday Night Project every week. More than 1,400 young people attended the 37 summer play scheme sessions held in Swadlincote and Newhall Parks during the summer of 2015.

- One Criminal Behaviour Order successfully obtained on an ASB offender causing issues in the town centre.

### Alcohol related harm

- The Dove Valley Pub Watch scheme has been extended to include pubs from Willington and Repton.

- Seven offenders issued with Pub Watch Banning Orders in the Swadlincote area for offences including assault and damage.

- Bi monthly Violence, Alcohol and Licensing meetings held looking at problematic premises.

### Acquisitive Crime

- Held nine security number plate operations across the district with more than 300 cars secured.

- Secured 400 properties through the CVS run Safer Homes Scheme.

- Farm Watch packs distributed to Farms, the packs included Selecta DNA Property marking kits, advice leaflets, stickers and signage.

- No Cold Calling scheme set up in Linton.

- Church Watch signs and information packs sent out to churches as part of the Church Watch scheme.

### Domestic Abuse

- Held third International Women’s Day event in South Derbyshire promoting local agencies and services to 80 attendees.

- Held White Ribbon campaign in Swadlincote town centre with more than 100 people signing the pledge against violence to women.

- Secured the properties of 78 victims through the CVS-run Sanctuary Scheme.

- Held candle lit vigil at Swadlincote Town Hall as part of a county campaign.

### Community Engagement

- Funded 14 Local Safer Neighbourhood Projects including CCTV schemes, lighting and youth activities.

- Purchased high visibility items such as snap bands and smiley stickers for children’s bags. These were given out by PCSO’s at Primary schools and by the Sports and Health team at schools as part of the Bikeability initiative.

- Hosted 13th annual Liberation Day event more than 350 attendees.

- Held three ‘Your Choice’ events at the secondary schools with guest speakers providing thought provoking and inspirational talks to the students.

# Strategic Threat and Risk

Nationally there is a new approach to crime that involves a shift of power from central Government to local communities.

MORI Surveys, our local Citizen Panel Surveys, the Police Have Your Say Survey and feedback from community forums, alongside identified national issues have informed the priorities for the Community Safety Agreement 2014 -17.

Locally, in partnership with the Police and Derby's City and Neighbourhood Partnership, Safer Derbyshire undertakes an annual joint threat and risk assessment. This assessment process identifies the priority areas in relation to crime and community safety for the partnership to focus on over the following 12 months.

A draft assessment highlighting 15 local priority areas was considered by partners in detail during October 2013 and initially scored in relation to threat and risk around each identified area. There was a joint agreement to focus on the top eight priorities moving forward due to reducing resources. However, anti-social behaviour, although not in the top eight, was deemed to be a priority for all Community Safety Partnerships across Derbyshire and as such has been included in the agreement.

In November 2015 countywide partners considered the identified priorities and re-scored them. Partners also considered new information relating to organised immigration crime, human trafficking and exploitation, which has now been included in the priorities to make a total of eight, the other priorities have not changed for 2016-17.

Below is a summary of the priority areas identified:

## **Priorities 2016-17**

- Anti-Social Behaviour
- Counter Terrorism
- Cyber-crime
- Domestic Abuse
- Organised Immigration Crime, Human Trafficking and Exploitation
- Organised Crime Groups
- Safeguarding Adults
- Safeguarding Children

## **Organised Immigration Crime, Human Trafficking and Exploitation**

In Derbyshire, Organised Immigration Crime, Human Trafficking and Exploitation (OICHTE) is evolving and it is clear that trafficking does not occur exclusively in urban areas. Human trafficking cases involve the movement of people into or within countries and regions that they are not familiar with. Many of the victims are unfamiliar with and often mistrusting of authorities e.g. police, partners.

A large amount of work is now planned to increase knowledge and awareness of OICHTE in Derbyshire. This includes the development of a county/city wide trafficking partnership, the development of training and awareness raising for professionals, bringing perpetrators to justice and the protection of the victim by reducing the risk of serious harm, building trust and confidence and protecting them from future victimisation. The structure of activities will be under the four Ps: Pursue, Prevent, Protect and Prepare.

## Local Priorities

Using the data and statistics in the 2014 Strategic Assessment, listening to our communities and by analysing the annual Derbyshire Strategic Threat & Risk Assessment, the partnership has identified the following areas as priorities for the next three years.

All of the priorities will be delivered in accordance with the overarching principles as set out in the Derbyshire Strategic Threat & Risk Assessment:

- Reducing crime
- Attacking criminality
- Providing reassurance
- Protecting the vulnerable
- Delivering value for money

### Anti Social Behaviour

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



### Domestic Abuse & Serious Sexual Violence

- Promote and work with local services to ensure victims are able to access security, advice and support.
- Raise awareness with professionals and communities through promotion campaigns, education and training.

### Communicating with the Public

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

### Protecting those most at risk

- Provide advice and security to those most vulnerable.
- Ensure roll out of ECINS system in South Derbyshire.
- Work closely with schools and youth groups to raise awareness, educate, inspire and protect children and younger adults.
- Provide awareness raising training on CSE, safeguarding, human trafficking & modern slavery.

### Alcohol related Harm & Substance Misuse

- Work with partner agencies and licenced premises to reduce alcohol-related crime, anti-social behaviour, and underage sales.
- Reduce alcohol and drug-related harm, through education and by promoting local services.

### Acquisitive Crime & Offender Management

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

## Contact Us

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

### Address:

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

**Telephone:** 01283 595 924

### Email:

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



### Websites:

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



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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 13</b>
<b>DATE OF MEETING:</b>	<b>9 JUNE 2016</b>	<b>CATEGORY: DELEGATED/</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF HOUSING AND ENVIRONMENTAL SERVICES</b>	<b>RECOMMENDED OPEN/EXEMPT PARAGRAPH NO:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>SHARON BAXTER (EXT 8758)</b> <a href="mailto:Sharon.baxter@south-derbyshire.gov.uk">Sharon.baxter@south-derbyshire.gov.uk</a>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>HOUSING REVENUE ACCOUNT BUSINESS PLAN 2016 - 2046</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS01</b>

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## **1.0 Recommendations**

- 1.1 Members approve and adopt the Housing Revenue Account (HRA) Business Plan 2016 – 2046.
- 1.2 That authority is given to the Director of Housing and Environmental Services in consultation with the Chair of this Committee, to agree any minor amendments to the Housing Revenue Account Business Plan.
- 1.3 That Committee review the Housing Revenue Account Business Plan every 3 years or more frequently if there are significant changes.

## **2.0 Purpose of Report**

- 2.1 The Housing Revenue Account (HRA) is a ring-fenced budget that is used to manage income and costs associated with managing the Council's Housing Stock and related assets including garages on council housing estates. The Council has developed a 30 year HRA Business Plan which identifies priorities for the HRA including investment in homes and services.
- 2.2 To bring before Committee the draft HRA Business Plan 2016 – 2046, attached as Appendix 1.

## **3.0 Detail**

- 3.1 The Housing Revenue Account (HRA) is a ring fenced budget associated with council housing and other assets such as garages and land on council housing estates, and focuses on the investment of capital and revenue funding. There is a

close link between revenue maintenance budgets and the Capital Programme. Spending on revenue through planned and reactive maintenance programmes will extend the life of a property, therefore minimising the capital spend on major works. It is anticipated that future year's revenue maintenance budgets will reduce as revenue and capital budgets are aligned.

- 3.2 The need for a robust Business Plan has become increasingly important since the introduction of the HRA self-financing regime that shifted the financial control of the HRA from central government to local authorities.
- 3.3 A 30 year HRA Business Plan, attached at Appendix 1, has been developed to set out how the Council will manage and maintain the housing stock and priorities for investment going forward. The HRA's Budget and longer-term financial projection up to 2026/27 is required for the HRA to ensure that future debt repayments and capital expenditure are affordable, and to ensure the longer-term sustainability of the Council's housing stock.
- 3.4 As part of the HRA self-financing process the Council took on an overall debt in April 2012 of £58.723m. In return for taking on the debt, the Council is now able to keep its rental income in full and use it to fund housing stock and estate improvements, as well as providing opportunities to build much needed new council houses. However, the HRA budget and projection is based on the principles that the HRA will carry a minimum unallocated contingency of £1m as a working balance and that sufficient resources are set-aside in order to be able to repay the loans as they become due.
- 3.5 The Business Plan is based upon a set of financial assumptions, including interest rates, void rates, bad debt levels and repair costs. There is a risk that costs assumed in the HRA Business Plan will be higher than anticipated and that changes proposed in the Housing Bill 2016 will have a more significant impact than has been allowed for. However, this will be mitigated through regular monitoring and updating of the plan. It has also taken into account the national policy of reducing rents in the social housing sector by 1% per year from April 2016, for 4 years as per the Welfare Reform and Work Bill 2015/16, and has also been modelled on the assumption that rents will then increase by CPI +1% thereafter in line with current Government policy. For new council homes it is assumed that affordable rents of 80% of the value of market rents in the local area will be charged.
- 3.6 The plan contributes to the Housing Strategy, by maintaining the quality of the existing council housing stock, provides additional housing which will help the Council to tackle homelessness and provide homes for vulnerable people, including older and disabled people. It also informs and complements the Asset Management Strategy which is currently being reviewed and updated. The Asset Management Strategy focusses on how the Council intends to manage its HRA asset base over the next 30 years.
- 3.7 The next stage in finalising this business plan is to ask Members to approve the Housing Revenue Account Business Plan 2016 – 2046.

#### **4.0 Financial Implications**

- 4.1 As detailed in the report.

## **5.0 Corporate Implications**

5.1 The HRA Business Plan is an over-arching document that contributes to the strategic outcomes of the Council, in particular it supports and aligns with the Corporate Plan theme:

- People, and
- Place

The Business Plan also supports the Corporate Plan Strategic Objectives:

- Facilitate and deliver a range of integrated and sustainable housing and community infrastructure
- Connect with our communities, helping them feel safe and secure
- Enable people to live independently
- Protect and help support the most vulnerable, including those affected by financial challenges

## **6.0 Community Implications**

6.1 The proposed budgets within the HRA provide the financial resources to enable many of the on-going services and Council priorities associated with council housing to be delivered to its tenants.



**Housing Revenue Account Business Plan** 2016 - 2046

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## Foreword

We are delighted to introduce the new Housing Revenue Account (HRA) Business plan, which sets out in detail South Derbyshire District Council's ambitions for the future of their housing stock and the key priorities for the next five years.

The Business Plan demonstrates that for the next 30 years the Council can continue to invest in its housing stock and meet the needs of present and future tenants.

A key aspiration of both the Council and its tenants is to continue to build much needed new Council homes in the district and maintain and improve our existing homes to a decent standard.

We continue to be a high performing, low cost housing management service with high levels of customer satisfaction. However, a review of the HRA finances has identified that we are high cost on our back office functions compared to similar organisations. One of our key priorities will be to review all of our costs to ensure that we are as efficient and cost effective as possible and deliver excellent Value for Money to our tenants and partners.

We would like to thank everyone who has contributed towards our new HRA Business Plan and look forward to working with our tenants and partners in continuing to maintain and provide high quality, sustainable and affordable homes in South Derbyshire.



Councillor Jim Hewlett  
Chair of Housing and Community Services Committee

## Executive summary

This is South Derbyshire District Council's 30-year Business Plan for its Housing Revenue Account (HRA). It covers the period 2016/17 to 2045/46.

In April 2012, the funding regime for local authority social housing changed radically. The Housing Revenue Account (HRA) subsidy system was replaced by a new regime of self-financing. Under this new financial arrangement stock holding local authorities became responsible for generating all the money needed to manage, maintain and improve their housing stock.

The HRA Business Plan plays an important role in building strong, sustainable communities, and sets out the Council's vision for the future of the housing stock. It outlines how we intend to meet the necessary investment requirements to maintain our properties, and continue to meet our tenants and leaseholders priorities and aspirations.

The Business Plan also sets out the Council's wider ambitions and demonstrates how it aligns with the strategic housing priorities contained within the Council's Corporate Plan, and how it helps to support the successful delivery of the over-arching aims and objectives.

Investing in our homes will improve the quality of life for our tenants and future tenants, and also have a measurable positive impact on the local economy.

Alongside our investment in new housing, a range of actions are planned to deliver service improvements with the key priorities for investment being:

- Sustaining and improving existing Council stock
- Improving the productivity of staff through the use of mobile technology
- Continuing to listen and learn from customer feedback.

The Council consults regularly on developing its strategic approach with tenants, residents and stakeholders and consultation has taken place in the development of this Business Plan. This included identifying what was most important in terms of investment in homes and estates to our tenants and ensuring that their priorities for investment are reflected in the objectives.



# Introduction

## Purpose of the Housing Revenue Account Business Plan

This is South Derbyshire District Council's 30-year Business Plan for its Housing Revenue Account (HRA). It covers the period 2016/17 to 2045/46 and sets out how the Council intends to meet the investment requirements necessary to deliver the housing service and maintain its HRA properties over the next 30 years. It also considers the opportunities and aspirations of the Council to continue building much needed new Council homes in the district.

This Business Plan updates the HRA Business Plan that was approved in 2015, and is a financial plan which will be used to inform budget setting each year. Budgets will continue to be set annually by the Council as part of their annual budget setting process.

The Business Plan is based upon a set of financial assumptions, including interest rates, rent setting, void rates, bad debt levels and repair and improvement costs. These assumptions and sensitivities will be kept under review to ensure that the Business Plan financial model remains viable and continues to align with national and local priorities.

The HRA Business Plan is complementary to the Council's Asset Management Strategy which sets out the strategic framework for how the Council will manage, maintain and invest in its housing assets.

## The National Context

The Housing Revenue Account (HRA) Subsidy System was replaced in April 2012 with a new regime of self-financing. Under the previous arrangements, Councils had to pay an annual amount from tenants' rents into a national funding system. This reduced the Council's ability to control and influence local spending resources available to them and impacted on investments to the housing stock.

As part of the HRA self-financing process the Council took on a debt of £57.423m and an additional £1.3m which was the total outstanding debt on the HRA at the time. Therefore the opening self-financing debt level was £58.723m as of April 2012.

In return for taking on this debt, the Council is now able to keep its rental income in full and use it to fund housing stock and estate improvements, as well as providing opportunities to build new homes and regenerate outdated and unsustainable stock. Freedom from the subsidy system allows Councils to make effective use of their housing assets and plan efficiently, and it also means that Councils are able to make longer term planning and investment decisions.

The objectives of the HRA reforms were to give:

- Councils the resources, incentives and flexibility they needed to manage their own housing stock both in the short and long term and to improve quality and efficiency
- Tenants the information they needed to be able to hold their landlord to account, by creating a clear relationship between the rent a landlord collects and the services they provide.

The Housing Revenue Account is a 'ring fenced' account. As such, it cannot receive any financial assistance from the General Fund or the Council Tax Payer. It is essential, therefore, that the HRA can fully meet its statutory obligations and business plan ambitions from the housing stock and from other qualifying income, such as capital receipts arising from the sale of HRA assets.

The Council recognises that there is a natural tension between competing investment needs and income requirements, for example levels of investment in the existing housing stock, new affordable housing and housing management service levels need to be balanced with proposed rent levels and repayment of debt.

In order to ensure that HRA monies collected are spent in a way that secures value for money and reflects the priorities of the business, the Council publish a Business Plan which describes its delivery intentions for the next 30 years.

This plan considers:

- The current position and sets the direction that the Council will take in managing its HRA business over the next 30 years
- The sources of funding to deliver the Business Plan, and how the Council proposes to spend the income received from rents, service charges and other sources to achieve its aims and maximise value for money
- Opportunities to provide as many much needed additional homes as resources will allow
- Tenant priorities for the capital programme.

The HRA Business Plan informs and complements the Council's key plans and strategies, particularly the:

- Corporate Plan
- HRA Asset Management Strategy
- Housing Strategy
- Treasury Management Strategy
- Value for Money Strategy
- Procurement Strategy.



# Our vision for South Derbyshire

“making South Derbyshire a better place to live, work and visit”

The vision for the District is set out within the overarching Corporate Plan 2016-2021.

The key corporate priorities of the Council are:

- Creating vibrant communities to meet residents’ needs
- Encouraging inward investment and tourism opportunities
- Keeping residents happy, healthy and safe.

The Council recognises that strategic use of its housing stock can play an important role in helping to achieve the Council’s broader objectives, and this is further supported and aligns with the three strategic housing objectives as set out in the Housing Strategy 2016 - 2021:

- Improving access to and supply of housing
- Well maintained, safer, greener homes
- Helping people to live independently

The key priorities for investment over the next five years can be summarised as:

- Investment in sustaining and improving the existing Council housing stock
- A quality repairs and maintenance service
- Developing new housing - flexible by design to reflect the changing market

- Delivering value for money across all aspects of the housing service.

In addition to the investment priorities there are three over-arching customer focussed objectives:

- Excellent customer service
- Active tenant scrutiny and engagement
- Effective neighbourhood management and community engagement.

The Council’s Housing Strategy 2016-2021 and the Asset Management Strategy outline in more detail the important role that housing plays in ensuring that the wider Council corporate objectives and priorities are achieved.

The Council consults regularly on developing its strategic approach with tenants, residents and partner organisations and consultation has taken place in the development of this Business Plan.

It is the Council’s intention to review the Business Plan at regular intervals to ensure that it reflects as accurately as possible the current condition of the housing stock, tenants’ aspirations and the funding available to achieve the objectives and targets set.

The Plan will be monitored and updated on a regular basis to ensure that it remains responsive to national and local changes and that the key priorities and objectives are successfully delivered.

## Governance

The CIPFA/SOLACE publication (2007), 'Delivering Good Governance in Local Government', states that

**'Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner'.**

Good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes for residents and service users. There is an expectation that good governance will enable the Council to effectively pursue its vision whilst ensuring the actions taken are underpinned with mechanisms for control and management of risk.

South Derbyshire District Council is part of the two-tier local government for Derbyshire, where there are eight district Councils and a county Council. The Council is made up of 36 locally elected representatives drawn from 15 Wards and has a committee structure for governance and decision-making.

Key decisions for Housing are taken by the Chair of the Housing & Community Services Committee. Some decisions are reserved for full Council such as budget setting and approving the HRA Business Plan.

The Council's Capital Programme Asset Monitoring Group review the Capital Improvement Programme on a monthly basis, and is chaired by the Director of Finance and Corporate Services.

The group ensure that capital spending and asset management decisions align with, and support the Council's strategic priorities with minimal risk.



# Tenant Empowerment and Scrutiny

The Homes and Communities Agency's regulatory framework for housing organisations incorporates the principle of 'co-regulation'.

In practice this means organisations being able to demonstrate that effective and meaningful arrangements are in place which enable tenants to influence the services they receive and hold their landlord to account.

Tenant involvement is critical to the delivery of an effective and efficient housing service.



Working with our customers we have developed a range of involvement activities which customers can choose from as to how they would like to get involved, review service issues and influence how services might be improved including:

- Tenant Scrutiny Panel
- Tenant Inspectors
- Drop-in sessions
- Focus Groups.

The Council has an excellent track record in consulting with its tenants and other stakeholders to deliver its housing service.

Tenants were consulted over priorities for spend as part of the budget setting process for 2016/17 and this included identifying what was most important in terms of investment for the Housing Service.

Top priorities identified included:

- Developing new homes
- Improvements to kitchens and bathrooms, and
- Heating.

Tenants also stated that they wanted to see investment in improvements to the appearance of communal areas and estates, including provision of additional car parking.

# Consultation

Methods used for consultation on the HRA Business Plan, decent homes work, new build, major refurbishment projects and proposed estate renewals included:

- Newsletter “Housing News”
- Scrutiny Panels
- Letters and leaflets
- Social media - Facebook/Twitter
- ‘STAR’ tenant satisfaction survey
- Open consultation events to help determine investment priorities



In addition to talking to tenants, consultation on this plan has taken place with our partners and other stakeholders.

We have a number of Service Review Groups where staff and tenants work together to improve services and monitor performance, including:

- Homes Standards
- New Build
- Tenancy Sustainment
- Welfare Reform/Income maximisation

We also have a Tenant Performance and Scrutiny Panel that meet quarterly who review and investigate key issues affecting service delivery and make recommendations for improvement.

They act as a ‘critical friend’ and are committed to ensuring our resources are focussed on achieving improvements that really matter to our tenants.

During 2016 a review of tenant involvement will be undertaken to ensure we continue to maximise representation and involvement in decision making to ensure our services remain relevant to our increasingly diverse customer base.

In addition we will review and update our Tenant involvement strategy to ensure our customers continue to be an integral part of service reviews.

# Service Standards and Value for Money

South Derbyshire District Council's mission statement for housing:

“Through high quality services, delivered in partnership, the provision of well-maintained affordable homes that meet the requirements and aspirations of the people of South Derbyshire”.

## How we will make sure our Strategy is a success

We want to deliver this vision to all of our tenants and have three local service standards to help us achieve this:

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

Feedback is an essential part of learning and customer feedback is viewed as an opportunity for us to learn and improve. All the customer feedback we receive is reviewed and every effort is made to learn from what we are told and how we can improve our processes and procedures.



**You said  
... We did**

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A range of survey tools are also used to gather feedback including the completion of the Housemark customer satisfaction 'Survey of Tenants and Residents' (STAR) which, being largely standardised and widely used throughout the housing sector, enables comparison between providers.

The Council has identified high levels of tenant satisfaction as a significant indicator of its performance.

The 2015 STAR survey results for overall tenant satisfaction with the service provided by Housing Services was 93%, including 52% who were very satisfied. Overall there has been a 1% increase in satisfaction since the last survey in 2012, and the Housing Service is ranked as upper quartile when benchmarked nationally against 360 of its peers.

The survey did also identify some areas for improvement:

- Communication and keeping tenants informed
- Ease of contacting/speaking to the right person
- Satisfaction with grounds maintenance - particularly the grass cutting service and cleaning of internal and external communal areas.

All identified areas of improvement from the survey have been captured and actions have been included in the relevant team's Service Plans. The Action Plan will be monitored and reported on a quarterly basis.

The Council also monitors how well it is delivering services by reviewing how effectively it delivers major projects. It regularly measures achievement against a set of key strategic and operational performance indicators, and listens to, and responds to feedback from customers.

The housing service has been a member of Housemark benchmarking service since 2002, and benchmarking forms an integral part of the performance management framework. The framework uses benchmarking to inform and set the future direction of the service through its use in business planning, target setting and budget setting. Benchmarking plays a fundamental role in reporting the business's performance, and is an important contributor in driving performance and value for money improvements.

The key Performance Indicators (KPI's) for housing which will be monitored and reported against are detailed at Appendix 1 – page 20. As part of the performance management framework the KPI's will be reviewed on an annual basis to ensure they remain fit for purpose and they will be benchmarked against comparator organisations through Housemark. This level of scrutiny and challenge will promote ownership of performance and ensure that through benchmarking of the service there is a sharper focus on outcomes that make a difference to tenants and the Council.



When benchmarked against other housing providers the Council's housing service is a low cost high performing organisation as indicated in the adjacent diagrams on our front line services, but high cost on our back office functions ie: corporate contact centre, IT and finance. One of our key priorities will be to review all of our costs to ensure that we are as efficient and cost effective as possible and deliver excellent Value for Money to our tenants and partners.

The HRA incurs significant expenditure and delivers excellent Value for Money which is an important aspect of the business plan. Major contracts are in place delivering substantial levels of cost savings, particularly for expenditure on repairs and cyclical maintenance.

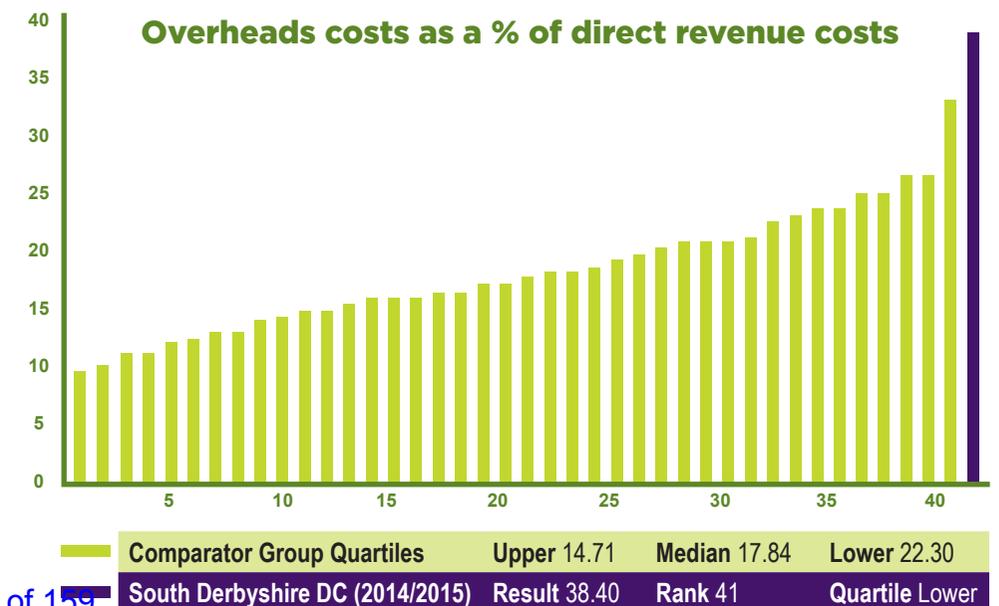
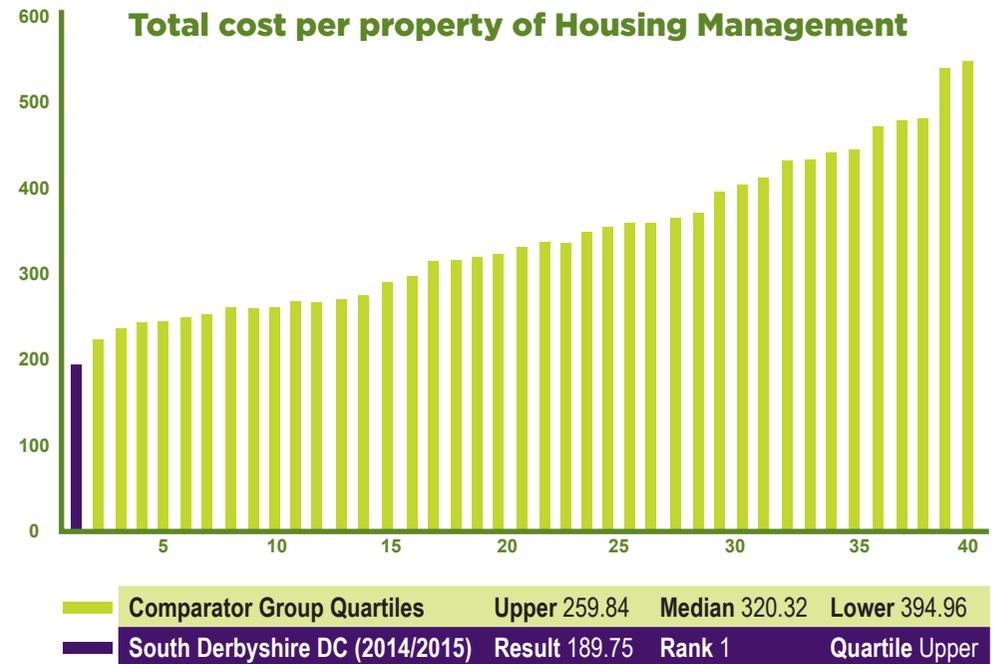
Whilst existing approaches have delivered efficiencies, the potential benefits of alternative contracting and partnering approaches will increasingly assist us in improving value and maximising expenditure to ensure value for money.

It is our intention that our programme of investment will enable us to continue to work in ways which bring additional benefits to our tenants.

Maximising Value for Money (VfM) is a key objective for South Derbyshire District Council.

Our VfM approach focusses on 6 key priority areas:

- Income maximisation
- Procurement/contractor review
- Service Level Agreement (SLA) reviews
- Internal service reviews
- Quality services/service standards
- Tenant/stakeholder involvement.



The objective of our VfM work is to:

- Develop an approach to VfM that aligns with the business planning process and key corporate plans, strategies and policies
- Ensure proactive and effective plans are in place to achieve savings year on year
- Develop a VfM Strategy and Action Plan that align with and support our business objectives, tenant and stakeholder requirements, and changes in economic and legislative environment, both nationally and locally.

Development of a VfM culture across the organisation will be crucial to ensure the objectives and actions are delivered and will be achieved by promoting VfM training for staff, tenants and other stakeholders, and by raising the profile of VfM in team meetings/ briefings, individual meetings (Personal Development Plans) and work plans.

Actions on how we aim to improve and enhance our services include:

- Reviewing and reshaping the management of housing services and evaluating the benefits of alternative models to deliver the services
- Implementation of a comprehensive housing management system to enable teams across the organisation to deliver excellent services in the most efficient and cost effective manner
- Investment in new technology and customer contact systems to continue to improve and enhance opportunities for customers to 'self-serve' and improve team productivity and functionality
- Benchmarking the housing service with upper quartile comparators
- Consider the ways in which responsible tenants can be recognised and valued - "Gold Standard Scheme".

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# Risk Management

Risk management focuses on the identification and management of an acceptable level of risk.

In accordance with the Council's risk management strategy, risk management is embedded within the daily activities of the Council, from strategy and policy formulation through to business planning, general management and operational processes. It is also applied where the Council works in partnership with other organisations to ensure that partnership risks are identified and managed appropriately.

Internal Audit provides scrutiny on a regular basis on the corporate risk management process, and this level of scrutiny has increased since the introduction of self-financing regime when the level of debt incurred by the Council increased to £58.723m.

The HRA Business Plan risks have been identified and mitigating actions put in place. These operational risks are managed through the relevant service area's work plan and operational risk register. Risks are reviewed regularly and any significant risks are escalated to the Corporate Risk Register.

The main risks to the HRA that have the potential to affect the delivery of the plan are:

- Inaccurate stock condition information that results in inaccurate assessment of costs in maintaining properties and other assets
- Higher right to buy sales due to the increased discounts
- Void numbers increase

- Welfare reform and its impact upon income and bad debt provision higher than estimated
- Further changes to rent policy
- Future government policy changes
- Interest rates higher than estimated on loans taken out to meet the cost of self financing.

These risks and the assumptions that underpin them within the business model will be monitored on a regular basis and corrective action taken as needed.

The Council as part of their membership with HouseMark have access to PlanForm - a new and enhanced service which will allow comparison of our HRA Business Plan with others on an anonymised basis, and enable staff to compare scenarios and sensitivities with peers.

The Risk Register which will be monitored and reported against is detailed in Appendix 2 on page 21.



# Delivery of the Business Plan

## Financial Strategy and Planning

One of the principal changes involved in moving from a subsidy system to self-financing is that the Council is be responsible for managing its own HRA debt portfolio without Government support.

Under the subsidy system, the cost of servicing housing debt was supported by Government. However, under self-financing, the Council bears all the risk but can also take any advantage opportunities.

To ensure that the debt management position relating to South Derbyshire's HRA business plan is clear, the Council accounts for HRA debt separately from General Fund debt.

Although the pools are operated separately, treasury management decisions continue to be taken to deliver the best overall solution for the Council. The Council's Capital Programme Asset Monitoring Group and the HRA Advisory Group receive regular reports regarding treasury management so that proactive action can be taken to address any significant change or issues that arise.

As part of the HRA self-financing process the Council took on a debt of £57.423m whilst the outstanding debt on the HRA at the time was £1.3m. The opening self-financing debt level at 1st April 2012 was therefore £58.723m.

The debt cap placed on the Council by Government is £66.852m which gives a borrowing 'headroom' of £8.129m (headroom between current borrowing and its statutory debt cap). Under the Prudential Capital Code, the Council must however demonstrate that new borrowing is affordable and sustainable in its overall plan.

As part of the financial package to fund Phase 1 of the New Build programme, the Council borrowed a further £2.37m and this is included in the Financial Plan for 2016/17 and 2017/18.

The loans taken on as part of the self-financing debt for the HRA is a mix of 6 individual loans with differing interest rates and repayment dates.

Loan	Interest Calculation	Repayment Method	Principal (m)	Maturity Date	Actual Rate (%)
1	Variable	Maturity	10.0	2021/22	0.70%
2	Fixed	Maturity	10.0	2023/24	2.70%
3	Fixed	Maturity	10.0	2026/27	3.01%
4	Fixed	Maturity	10.0	2031/32	3.30%
5	Fixed	Maturity	10.0	2036/37	3.44%
6	Fixed	Maturity	7.423	2041/42	3.50%
			<b>57.423</b>		<b>2.78%</b>

The following debt repayments are due over the life of the current financial plan:

- 2021/22 - £10m
- 2023/24 - £10m
- 2025/26 – £0.9m
- 2026/27 - £11.45m.

A 30-year financial projection was considered and approved by the Council in 2014/15. The projection is based on a financial model designed to ensure that a £1m minimum balance is maintained on the HRA's reserve and that planned resources are set aside for debt repayment in future years. These are the priority financial objectives to ensure the Business Plan is sustainable and the core housing service is delivered.

In October 2015, the financial position of the HRA was reviewed following the announcement that Central Government were proposing to reduce social housing rents by 1% per year from 2016/17, for 4 years.

The previous HRA Business Plan had been modelled with the assumption that there would be increases in social rents for 10 years and the review highlighted a significant loss of income in the HRA Business plan of £6m to 2020, rising to £19m by 2024.

The revised HRA projection is detailed in Appendix 3. The main implication is that the rent reduction noted above reduces the operating surplus within the HRA. Were it not for a review of the capital investment projections for the Council's housing stock, which itself has seen a reduction in the impact on HRA finances, there would have been concerns regarding the ability of the HRA to meet its debt repayment commitments.

Whilst a review of HRA finances has resulted in the projected minimum balance being in excess of £1m, the change in Government rent policy has reduced the ability for the HRA to incur major capital expenditure within the next few years. The Council will need to consider alternative options for delivering the corporate objective of building new Council homes until such time as HRA finances are able to recover from the impact of Government policies.



# Asset Management and Investment

The HRA Asset Management Strategy is a separate and complementary document to the HRA Business Plan. It focusses on how the Council intends to manage its HRA asset base over the next 30 years, and is designed to inform the HRA Business Plan.

The key strategic objectives of the Asset Management Strategy are:

- Ensuring that the housing stock is maintained in good condition recognising the importance of maintaining effective stock condition information
- Assessing the suitability of and future options for poorly performing stock and non-standard properties, and;
- Ensuring effective procurement and delivery of the works programme.

The Asset Management Strategy is built around two key subject areas: Property and Service Standards and Property Asset Management, under which six priorities have been developed in response to the range of distinct issues facing the Council and the needs of residents.

A key function of this business plan is to enable delivery of those six asset management priorities:

- Achieving the South Derbyshire District Council standard for property condition, exceeding Decent Homes Standards
- Improving energy efficiency and reducing fuel poverty
- Repairing and maintaining properties to agreed repairs standards
- Meeting the particular needs of older, vulnerable and disabled households

- Being resilient: identifying and regenerating uneconomic housing and communities through effective and accurate stock management information
- Managing investment opportunities and development potential of land and property to meet local needs.

The Housing Asset Management Strategy and the underpinning action plan will be reviewed on an annual basis through the Homes Standard Service Review Group.



## Responsibility for the Business Plan

Responsibility for the delivery of the actions within the Business Plan stretches across a number of teams working within the Council.

Performance and delivery of targets and actions within this plan will be monitored and scrutinised through the existing performance management framework which includes:

- Monthly performance monitoring by the Asset Management team
- Monthly performance monitoring of the capital programme by the corporate Capital Programme Asset Monitoring Group
- Quarterly performance monitoring by the Housing Management Team
- Quarterly performance monitoring by Housing and Community Services Committee.

An annual performance review will be undertaken by the Capital Programme Asset Monitoring Group, Housing Management Team, Housing and Community Services Committee, and the Service Review Group to ensure that the plan remains relevant and accurate.

## Review of the Business Plan

The Housing Revenue Account Business Plan will be monitored on an annual basis to identify emerging risks and developing issues which may impact on the delivery of the planned actions or long term viability of the plan.

If required, the plan will be formally reviewed before 2021; to ensure that resources available remain capable of delivering the planned actions and/or that the actions can be amended accordingly. [Page 148 of 159](#)



## Appendix 1 Key Performance Indicators

Indicator/description		Annual Target 2015/16	Out-turn 2015/16	Frequency
H24	Rent collected 'in-year' (excluding arrears brought forward)	99.2%	100.6%	Monthly
H25	Number of tenants with more than 7 weeks (gross) rent arrears as a % of the total number of tenants	2.77%	2.35%	Monthly
H3	% of properties accepted on first offer	65%	55%	Monthly
SM01	Number of homes vacant for more than 6 months	344	TBC as reported quarterly in arrears.	Quarterly
SM03	Average time taken to re-let homes (days)	21 days	18.6 days	Monthly
H13	% of all urgent repairs completed on time	Monitor only	98.95%	Quarterly
H14	% of all routine repairs completed on time	Monitor only	94.38%	Quarterly
H15	Tenant satisfaction with responsive maintenance	97%	97%	Quarterly
H20	% of properties with a valid annual gas safety certificate	100%	100%	Monthly
LM07	SAP rating	62	62	Monthly
SM02	Number of affordable homes delivered (gross)	Monitor only	80	Quarterly

## Appendix 2 Risk Register

Housing Services - Risk	Potential Impact	Risk Impact	Risk Likelihood	Risk Rating	Possible Action
<b>HS Risk 1</b> Rents do not rise or are not collected as anticipated due to Welfare Reform and/or other factors	Less funding is available to deliver Business Plan priorities	Moderate (3)	Possible (3)	Moderate (9)	Provision made for increased bad debt. Specialist staff appointed to deal with tenancy sustainment. Maximise partnership working with voluntary sector and use of Discretionary Housing Payments.
<b>HS Risk 2</b> Right to buy sales are higher than planned	Less rental income, and therefore less funding available for the housing service	Minor (2)	Unlikely (2)	Minor (4)	Loans could be increased or costs/budgets could be reduced/readjusted
<b>HS Risk 3</b> Demand for responsive repairs exceeds planned levels	Costs are greater than planned	Moderate (3)	Unlikely (2)	Moderate (6)	Costs in other areas could be reduced
<b>HS Risk 4</b> Cost of maintaining the planned cyclical repairs programme exceeds budget	Costs are greater than planned	Moderate (3)	Unlikely (2)	Moderate (6)	Costs in other areas could be reduced. Loans could be increased
<b>HS Risk 5</b> Changing cost of borrowing	Less funding available for improvement work	Moderate (3)	Unlikely (2)	Moderate (6)	Reschedule borrowing and/or work programmes
<b>HS Risk 6</b> Unforeseen expenditure required on Council homes	Affects other programmes or borrowing requirements	Moderate (3)	Unlikely (2)	Moderate (6)	Programmes in others areas adjusted to compensate
<b>HS Risk 7</b> New development schemes, locally and nationally, creating labour shortages	Increased demand for skilled labour, resulting in higher repair and improvement costs	Moderate (3)	Unlikely (2)	Moderate (6)	Other costs could be reduced
<b>HS Risk 8</b> Ability to attract and retain suitably qualified housing staff	Failure to deliver priorities/service improvements	Minor (2)	Unlikely (2)	Minor (4)	Ensure that recruitment packages are attractive and succession plan in place

Each risk identified is assessed against the scoring matrix:

Risk Impact				
1 - Insignificant	2 - Minor	3 - Moderate	4 - Major	5 - Catastrophic
Likelihood of Risk				
1 - Rarely	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain

Likelihood						
Almost Certain	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	2	2	4	6	8	10
Rarely	1	1	2	3	4	5
Impact		1	2	3	4	5

## Appendix 3 Housing revenue account financial projection

Income																
	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2028.32	2033.37	2038.42	2042.47
Figures are given in £000	Actual	Approved Budget	Forecast	5 year total	5 year total	5 year total	5 year total									
Rental Income	-12,499	-12,457	-12,384	-12,270	-12,095	-12,342	-12,832	-12,924	-13,263	-13,615	-13,976	-14,346	-77,638	-88,458	-100,756	-114,728
Non-Dwelling Income	-113	-111	-110	-109	-108	-110	-113	-116	-119	-122	-126	-129	-704	-808	-931	-1,070
Supporting People Grant	-246	-240	-240	-240	-240	-240	-240	-240	-240	-240	-240	-240	-1,200	-1,200	-1,200	-1,200
Other Income	-225	-181	-181	-181	-181	-181	-181	-181	-182	-182	-182	-183	-919	-929	-941	-955
<b>Total Income</b>	<b>-13,083</b>	<b>-12,989</b>	<b>-12,915</b>	<b>-12,800</b>	<b>-12,624</b>	<b>-12,873</b>	<b>-13,366</b>	<b>-13,461</b>	<b>-13,804</b>	<b>-14,159</b>	<b>-14,524</b>	<b>-14,898</b>	<b>-80,461</b>	<b>-91,395</b>	<b>-103,828</b>	<b>-117,953</b>
Expenditure																
General Management	1,725	1,765	1,788	1,811	1,834	1,857	1,881	1,906	1,931	1,956	1,981	2,007	10,443	11,160	11,943	12,794
Supporting People	828	798	810	822	835	849	863	878	893	909	926	944	5,026	5,658	6,536	7,803
Responsive	1,145	1,242	1,262	1,283	1,304	1,325	1,347	1,369	1,392	1,415	1,439	1,463	7,697	8,382	9,147	10,004
Planned Maintenance	2,252	1,976	2,052	2,105	2,151	2,196	2,242	2,289	2,338	2,388	2,439	2,491	13,282	14,786	16,481	18,392
Bad Debt Provision	105	44	43	43	42	43	45	45	46	48	49	50	272	310	352	401
Interest Payable & Receivable	1,561	1,690	1,808	1,858	1,859	1,859	1,859	1,559	1,560	1,290	1,290	1,291	4,698	3,056	1,345	56
Pension interest and expected return	216	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	3,167	2,985	3,042	3,015	3,005	2,995	2,985	2,976	2,969	2,962	2,955	2,947	14,633	14,464	14,302	14,150
<b>Net Operating Income</b>	<b>-2,084</b>	<b>-2,489</b>	<b>-2,109</b>	<b>-1,862</b>	<b>-1,595</b>	<b>-1,749</b>	<b>-2,144</b>	<b>-2,438</b>	<b>-2,676</b>	<b>-3,191</b>	<b>-3,445</b>	<b>-3,706</b>	<b>-24,410</b>	<b>-33,579</b>	<b>-43,722</b>	<b>-54,353</b>
Reversal of Depreciation	-3,167	-2,985	-3,042	-3,015	-3,005	-2,995	-2,985	-2,976	-2,969	-2,962	-2,955	-2,947	-14,633	-14,464	-14,302	-14,150
Capital Expenditure	4,205	2,795	1,800	1,843	1,888	1,935	1,983	1,692	1,733	1,777	1,816	1,847	7,640	25,006	9,546	31,842
Debt Repayment	0	0	3,529	1,459	1,117	1,060	1,002	1,284	1,236	1,185	1,139	1,100	6,993	3,588	4,756	0
New Build Contribution	2,287	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Restructure Costs	0	27	41	60	72	73	74	75	75	76	77	78	400	420	442	464
Accumulated Absence reversal	-1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pension Reserve adjustments	-285	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Potential Redundancy Cost	0	80	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Orchard upgrade	0	0	0	83	0	0	0	0	0	0	0	0	0	0	0	0
Delays on New Build	0	33	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Job Evaluation Protection	0	38	29	13	0	0	0	0	0	0	0	0	0	0	0	0
Job Evaluation Ongoing costs	0	31	32	32	32	33	33	33	34	34	34	35	179	188	197	207
Incremental Salary Increases	0	6	6	6	6	6	6	6	6	6	7	7	7	36	38	40
<b>HRA (Surplus) / Deficit</b>	<b>955</b>	<b>-1,464</b>	<b>285</b>	<b>-1,381</b>	<b>-1,484</b>	<b>-1,637</b>	<b>-1,859</b>	<b>-2,324</b>	<b>-2,560</b>	<b>-3,075</b>	<b>-3,327</b>	<b>-3,587</b>	<b>-23,825</b>	<b>-18,805</b>	<b>-43,045</b>	<b>-35,949</b>

Expenditure continued																
	2015.16	2016.17	2017.18	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2028.32	2033.37	2038.42	2042.47
	Actual	Approved Budget	Forecast	5 year total	5 year total	5 year total	5 year total									
HRA Reserve B/fwd	-2,381	-1,426	-1,603	-1,069	-1,150	-1,183	-1,221	-1,151	-1,375	-1,436	-2,010	-2,037	-4,624	-23,422	-38,227	-81,272
(Surplus) / Deficit for year	955	-1,464	285	-1,381	-1,484	-1,637	-2,031	-2,324	-2,560	-3,075	-3,327	-3,587	-23,798	-18,805	-43,045	-35,949
Earmarked non-traditional properties	0	0	0	100	200	100	100	100	0	0	0	0	0	0	0	0
Transfer to Debt Repayment Reserve	0	1,287	250	1,200	1,250	1,500	2,000	2,000	2,500	2,500	3,300	1,000	5,000	4,000	0	0
<b>HRA Reserve C/fwd</b>	<b>-1,426</b>	<b>-1,603</b>	<b>-1,069</b>	<b>-1,150</b>	<b>-1,183</b>	<b>-1,221</b>	<b>-1,151</b>	<b>-1,375</b>	<b>-1,436</b>	<b>-2,010</b>	<b>-2,037</b>	<b>-4,624</b>	<b>-23,422</b>	<b>-38,227</b>	<b>-81,272</b>	<b>-117,221</b>

Debt Repayment/Major Repairs Reserve																
Balance B/fwd	-1,703	-1,703	-2,990	-6,769	-9,528	-12,095	-14,755	-7,857	-11,241	-4,977	-8,662	-13,101	-3,751	-5,744	-3,332	-665
Depreciation balance	0	0	-3,529	-1,459	-1,117	-1,060	-1,002	-1,284	-1,236	-1,185	-1,139	-1,100	-6,993	-3,588	-4,756	0
Transfers to reserve	0	-1,287	-250	-1,200	-1,250	-1,500	-2,000	-2,000	-2,500	-2,500	-3,300	-1,000	-5,000	-4,000	0	0
Earmarked non-traditional properties	0	0	0	-100	-200	-100	-100	-100	0	0	0	0	0	0	0	0
Repayment of loan	0	0	0	0	0	0	10,000	0	10,000	0	0	11,450	10,000	10,000	7,423	0
<b>Reserve C/fwd</b>	<b>-1,703</b>	<b>-2,990</b>	<b>-6,769</b>	<b>-9,528</b>	<b>-12,095</b>	<b>-14,755</b>	<b>-7,857</b>	<b>-11,241</b>	<b>-4,977</b>	<b>-8,662</b>	<b>-13,101</b>	<b>-3,751</b>	<b>-5,744</b>	<b>-3,332</b>	<b>-665</b>	<b>-665</b>

New Build Reserve																
Capital Receipts B/fwd	-2,013	-768	-288	13	-686	-1,281	-1,875	-2,417	-2,958	-3,395	-3,831	-4,268	-4,704	-6,886	-9,068	-11,251
New Build Expenditure - phase 1	4,112	1,180	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contribution to Reserve	-2,287	-1,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repton Easement	-15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Feasibility / Other costs	19	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Acquisitions - Alexander Road	1	219	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proposed Lullington Rd	0	583	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proposed Yard Close	0	975	1,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Proposed Acquisition - Fire Service	0	910	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HCA grant	-95	-95	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RTB Receipts in year	-490	-855	-699	-699	-595	-594	-542	-541	-437	-436	-436	-436	-2,182	-2,182	-2,182	-2,182
Borrowing in year	0	-1,450	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Balance c/fwd</b>	<b>-768</b>	<b>-288</b>	<b>13</b>	<b>-686</b>	<b>-1,281</b>	<b>-1,875</b>	<b>-2,417</b>	<b>-2,958</b>	<b>-3,395</b>	<b>-3,831</b>	<b>-4,268</b>	<b>-4,704</b>	<b>-6,886</b>	<b>-9,068</b>	<b>-11,251</b>	<b>-13,433</b>
<b>New Build Properties</b>	<b>23</b>	<b>41</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 14</b>
<b>DATE OF MEETING:</b>	<b>9<sup>th</sup> JUNE 2016</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>DIRECTOR OF COMMUNITY AND PLANNING SERVICES / DIRECTOR OF HOUSING AND ENVIRONMENTAL SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>STUART BATCHELOR (EXT. 5820) / MIKE HAYNES (EXT.5775)</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

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## **1.0 Recommendations**

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

## **2.0 Purpose of Report**

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

## **3.0 Detail**

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

## **4.0 Financial Implications**

4.1 None arising directly from this report.

## **5.0 Background Papers**

5.1 Work Programme.

**Housing and Community Services Committee – 9<sup>th</sup> June 2016**  
**Work Programme 2016 onwards**

<b>Work Programme Area</b>	<b>Date of Committee meetings</b>	<b>Contact Officer (Contact details)</b>
<b>Reports Previously Considered By Last 3 Committees</b>		
Star Survey	4 <sup>th</sup> February 2016	Martin Guest Performance and Policy Manager (01283 595940)
New Tenancy Agreement	4 <sup>th</sup> February 2016	Martin Guest Performance and Policy Manager (01283 595940)
Chestnut Avenue Community Facility	4 <sup>th</sup> February 2016	Malcolm Roseburgh Cultural Services Manager (01283 595774)
Income Management Policy	4 <sup>th</sup> February 2016	Chris Holloway Housing Operations Manager (01283 595957)
Housing Revenue Account Budget, Financial Plan and Proposed Rent 2016/17	4 <sup>th</sup> February 2016	Kevin Stackhouse Director of Finance & Corporate Services (01283 595911)
Review of Tenancy Agreement	10 <sup>th</sup> March 2016	Martin Guest Performance & Policy Manager (01283) 595940

South Derbyshire Dementia Friendly Community	10 <sup>th</sup> March 2016	Vicky Smyth Health Partnership Manager (01283 595776)
Corporate Plan 2009-15: Performance Management Report (1 <sup>st</sup> October - 31 <sup>st</sup> December 2015)	10 <sup>th</sup> March 2016	Keith Bull Head of Communications (01283 228705)
Open Space, Sport and Community Facility Strategy	21 <sup>st</sup> April 2016	Zoe Sewter Open Space and Facility Development Manager (01283) 5955753
Aviva Women's Tour of Britain Bike Race	21 <sup>st</sup> April 2016	Stuart Batchelor Director of Community & Planning Services (01283 595820)
Proposed Changes To The Delivery of Housing Services	21 <sup>st</sup> April 2016	Mike Haynes Director of Housing & Environmental Services (01283 595775)
<b>Provisional Programme of Reports To Be Considered by Committee</b>		
Directorate Service Plans	9 <sup>th</sup> June 2016	Mike Haynes Director of Housing & Environmental Services (01283 595775)  Stuart Batchelor Director of Community & Planning Services (01283 595820)
Corporate Plan 2009-16: Performance Management Report (1 January – 31 March 2016)	9 <sup>th</sup> June 2016	Mike Haynes Director of Housing & Environmental Services (01283 595775)  Stuart Batchelor

		Director of Community & Planning Services (01283 595820)
Physical Activity, Sport and Recreation Strategy Framework	9 <sup>th</sup> June 2016	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Dementia Friendly Action Plan	9 <sup>th</sup> June 2016	Vicky Smyth Health Partnership manager (01283) 595776
Safer South Derbyshire Partnership Plan 2016/17	9 <sup>th</sup> June 2016	Chris Smith Communities Manager (01283) 595924
HRA Business Plan	9 <sup>th</sup> June 2016	Mike Haynes Director of Housing & Environmental Services (01283) 595775
Resident Involvement Arrangements	9 <sup>th</sup> June 2016	Martin Guest Performance & Policy Manager (01283) 595940
Maintenance of Public Car Parks	25 <sup>th</sup> August 2016	Mike Haynes Director of Housing & Environmental Services (01283) 595775
South Derbyshire Cycle Action Plan	25 <sup>th</sup> August 2016	Stuart Batchelor Director of Community and Planning (01283) 595820

Rosliston Forestry Centre – Future Strategy	25 <sup>th</sup> August 2016	Malcolm Roseburgh Cultural Services Manager (01283) 595774
Housing Asset Management Strategy	25 <sup>th</sup> August 2016	Lee Carter Housing Asset Manager (01283) 595797
Direct Offers of Social Housing	25 <sup>th</sup> August 2016	Chris Holloway Housing Operations Manager (01283 595957)
Derbyshire Healthy Workplaces approach	6 <sup>th</sup> October 2016	Vicky Smyth Health Partnership manager (01283) 595776
Stenson Fields Community Centre	6 <sup>th</sup> October 2016	Malcolm Roseburgh Cultural Services Manager (01283) 595774
School Sport Partnership Review	6 <sup>th</sup> October 2016	Ian Gee School Sport Manager
Open Space, Sport and Community Facility Action Plan and Update	6 <sup>th</sup> October 2016	Zoe Sewter Open Space and Facility Development Manager (01283) 5955753
Private Sector Renewal Policy	6 <sup>th</sup> October 2016	Matt Holford Environmental Health Manager (01283) 595856
Activity Programme to Support Independent Living	24 <sup>th</sup> November 2016	Hannah Peate Sport and Health Partnership Manager (01283) 595973

Draft Physical Activity, Sport and Recreation Strategy	24 <sup>th</sup> November 2016	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Universal Credit Update	24 <sup>th</sup> November 2016	Chris Holloway Housing Operations Manager (01283 595957)
Business Improvement Programme	24 <sup>th</sup> November 2016	Martin Guest Performance & Policy Manager (01283) 595940
Update to Tenancy Policy	2 <sup>nd</sup> February 2017	Chris Holloway Housing Operations Manager (01283 595957)
Review of Supported Housing Service	2 <sup>nd</sup> February 2017	Chris Holloway Housing Operations Manager (01283 595957)
Revised Tenancy Policy	2 <sup>nd</sup> February 2017	Chris Holloway Housing Operations Manager (01283 595957)
Swadlincote Woodlands Management Plan	9 <sup>th</sup> March 2017	Zoe Sewter Open Space and Facility Development Manager (01283) 5955753
Active Nation Annual Report	20 <sup>th</sup> April 2017	Malcolm Roseburgh Cultural Services Manager (01283) 595774
Housing Tenancy Strategy Review (provisional)	20 <sup>th</sup> April 2017	Beverly Wagstaffe Strategic Housing Manager (01283) 228769