



**South  
Derbyshire**  
District Council



# Service Plan 2019/2020

## Service Delivery

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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 the Council's approach to 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 the three directorates - Corporate Resources, Service Delivery, and the Chief Executive's department.

Covering the 2019-2020 financial year, the Service Plans (updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

### 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 the Council 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 the Council is making.

Council resources must be aligned, focusing effort in the right places and delivering maximum value for people, partners and businesses. The Council 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 this makes 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. The Performance Board details the key projects for the year. Milestones for these are broken into quarters to help monitor and manage performance effectively and on an on-going basis.

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 gauge whether the Council is meeting its outcomes and providing excellent services.

## Key aims

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

Through the Service Plan, all corporate projects and performance measures for the Directorate contribute to the 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.*

The Council has a strong understanding of its customers' needs and the directorate performs well across a range of key measures. However, the Council, through its employees, constantly strives to develop and improve its services for the benefit of its customers.

The strategic aims for the Directorate are outlined in each service area summary.

## New Structure

The Service Delivery Directorate was formed towards the end of 2017 and has been reviewed further as part of Council-wide restructure and is led by the Strategic Director (Service Delivery). It brings together a large number of highly visible customer-facing services including:

- Cultural and Community Services - Working in partnership with the Police and Community and Voluntary Sector to keep the residents of South Derbyshire safe and to help develop and support local community initiatives; Delivering public events across the District; Delivering physical activity, sport, recreation and health activities. It also oversees leisure contracts, facility, parks and open space development and community engagement and development;
- Operational Services - Waste collection, fleet management, street cleaning and grounds maintenance;
- Environmental Services - Protecting the health of our communities by controlling aspects of the natural and built environment that may affect human health; working across the Council to reduce the environmental impacts of the Council's activities;
- Housing - Providing affordable housing for tenants to rent;
- Planning and Strategic Housing - Determining planning applications; Delivery of affordable housing and delivery of the Local Plan.

The Directorate plays a key role in helping to deliver the Council's strategic objectives of People, Place, Progress and achieving successful Outcomes.

The Directorate works across the District, not only making connections within the Council to improve services, but in collaboration with a wide range of partners and contractors. This is with the aim of delivering effective and efficient services which make a difference to the lives of people who live and work in the District and to visitors.

## Service Operations

A significant part of the work undertaken by the Directorate is statutory; however, non-statutory work also contributes significantly to ensure the Council operates within its statutory and regulatory powers.

A breakdown of the main Directorate duties is set out below:

### Statutory

- Asbestos Regulations (Housing Services)
- Biodiversity Duty - Natural Environment and Rural Communities Act 2006 (Cultural and Community Services)
- Building Control (Planning and Strategic Housing)
- Closed churchyards re Burial Act 1853 (Cultural and Community Services)
- Common Duty of Care under the Occupiers Liability Act 1957 (Cultural and Community Services)
- Conserving and enhancing the natural environment (Cultural and Community Services)
- Crime Reduction and Anti-Social Behaviour (Cultural and Community Services)
- Dangerous Structures (Planning and Strategic Housing)
- Development Management (Planning and Strategic Housing)
- Designated Waste Collection Authority (Operational Services)
- Disabled Facilities Grants (Housing Services)
- Dog control services (Environmental Services)
- Eviction of illegal encampments on SDDC owned land (Environmental Services)
- Fire Safety Regulations (Housing Services)
- Food hygiene compliance in local food businesses (Environmental Services)
- Gas Safety Checks (Housing Services)
- Homelessness Duty (Housing Services)
- Infectious disease outbreak control (Environmental Services)
- Investigation and control of environmental crime - fly tipping, litter, anti-social behaviour, dog fouling (Environmental Services)
- Investigation and resolution of public health, noise and pollution complaints (Environmental Services)
- Legionella Regulations (Housing Services)
- Maintain Council's Housing Register (Housing Services)
- Maintenance of Vehicle Operations Licence (Operational Services)
- Monitoring and management of air quality/land contamination (Environmental Services)
- Planning Enforcement (Planning and Strategic Housing)
- Planning Policy - generation of on-going policy for the control and management of development and assist with the delivery of housing (Planning and Strategic Housing)
- Principal Litter Authority (Operational Services)
- Regulation of health and safety legislation in lower risk businesses (Environmental Services)
- Regulation of pollution from industrial sites (Environmental Services)
- Taxi Testing (Operational Services)

## Non-Statutory

- Advice on the environmental and public health impact of planning applications (Environmental Services)
- Built Conservation and Heritage (Planning and Strategic Housing)
- Children's Play Provision (Cultural and Community Services)
- Civic Duties and Events (Cultural and Community Services)
- Community Engagement and Development (Cultural and Community Services)
- Maintaining the Council's environmental management systems (Environmental Services)
- Cultural/Public Events (Cultural and Community Services)
- Delivery of Affordable Housing (Planning and Strategic Housing)
- Delivery of Health and Housing Agenda (Housing Service/ Planning and Strategic Housing)
- Delivery of Homeless Strategy (Housing Services)
- Delivery of Housing Strategy (Planning and Strategic Housing)
- Delivery of New Council Housing (Planning and Strategic Housing)
- Electrical Testing (Housing Services)
- Environmental Education (Cultural and Community Services)
- Flooding and Drainage (Cultural and Community Services)
- Leisure, Sport, Forestry Centre and Community Facility Management and Provision (Cultural and Community Services)
- Manage the Better Care Fund allocation (Housing Services)
- Maintenance of Bus Shelters (Operational Services)
- Maintenance of Public Conveniences (Operational Services)
- Maintenance of Street Furniture (Operational Services)
- Monitoring Housing needs and commissioning of related research (Planning and Strategic Housing)
- Monitoring and managing Section 106 agreements (Planning and Strategic Housing)
- Parks, Open Space, Cemetery and Tree Management and Development (Cultural and Community Services)
- Pest control treatments (Environmental Services)
- Providing compliance advice and support to the local business community to support business growth (Environmental Services)
- Active Communities and Health (Public) Services and Development (Cultural and Community Services)
- Support for the Voluntary and Community Sector (Cultural and Community Services)

# Cultural and Community Services

This area is made up of the Communities Team, Cultural Services and Active Communities and Health.

## Communities Team

The team is responsible for facilitating and delivering the work of the local statutory Community Safety Partnership (CSP) and the delivery of its 2017-2020 Community Safety Partnership Plan. The CSP (named the Safer South Derbyshire Partnership) brings together a number of partner agencies who work together to deliver projects and initiatives that will help prevent and reduce crime and disorder in South Derbyshire.

The priorities set out in the Partnership Plan are delivered in accordance with the Derbyshire Constabulary Strategic Threat and Risk Assessment. The priorities set out in the 2017-20 Partnership Plan are:

- Anti-Social Behaviour
- Acquisitive Crime and Offender Management
- Domestic Abuse and Serious Sexual Violence
- Creating Stronger Communities
- Protecting Those Most at Risk
- Alcohol-Related Harm and Substance Misuse

Within the Communities Team is a dedicated Anti-Social Behaviour Officer who investigates complaints received from members of the public. The officer uses tools and powers from the Anti-Social Behaviour, Crime and Policing Act 2014 to take enforcement and can also use a range of early intervention measures, including mediation and target hardening to seek solutions to local issues.

The Communities Team also coordinates the six local Area Forums attended by the police and Council staff and through which funding is provided for local crime reduction projects.

The Community Partnership Officer 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.

The team facilitates the Council's revenue support for local communities, with a total of more than £298,000 granted to eight local organisations across the voluntary and community sector. The grants are managed through a rolling three-year service level agreement.

Neighbourhood planning and Parish Plan support is also provided, along with the development of volunteering across the service.

## Cultural Services

**Leisure facilities:** The unit is responsible for contracts for the management of the Green Bank Leisure Centre and Etwall Leisure Centre. It is also responsible for the management of Midway Community Centre and Swadlincote Town Hall and the development of a new community facility at Stenson Fields and its future management. The unit also leads the development of projects contained within the Open Space and facility development Strategy.



**Parks, open space and cemeteries:** The unit has responsibility for the management of three urban parks covering approximately 15 hectares, the 30 hectare Swadlincote Woodland Forest Park, 47 equipped play areas owned by the Council, public open space that currently occupies an area in the region of 60 hectares, six cemeteries, various closed churchyards, 11 football pitches, eight allotment sites and large areas of common land. The unit manages the tree stock on these sites and supports other units across the Council in managing trees within their portfolio. The unit is also heavily involved in the process of land adoption including consultation, design, adoption, management and use of Section 106 resources.

**Land drainage:** The unit is responsible for the Council's statutory and discretionary land drainage functions as the land drainage authority, ancillary services during flooding and for investigating flooding events.

**Rosliston Forestry Centre:** is owned and managed in partnership with the Forestry Commission. It has attracted more than £3 million in external funding over the past 15 years and draws in around 190,000 daytime and overnight visitors per year. Management of the site has recently been taken back in-house with the intention to go back out to market for an external management contractor in the near future.

**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, parks and other open spaces. The support for the Council Chairman and civic events is also undertaken by this unit.

**Environmental Education:** is based at Rosliston Forestry Centre. The Environmental Education Partnership between the Council, Rolls-Royce plc 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 events, co-ordinates the District-wide Environmental Forum and Cultural Forum, leads on the local Forest School initiative and delivers contracts for the Woodland Trust and others.

## Active Communities and Health

**Active Community Development:** This involves developing infrastructure, through partnership working, to enable local people to become involved in physical activity, sport and recreation as a vehicle for health improvement, social inclusion and community development. This is principally undertaken through the Council's membership of Active South Derbyshire and Active Derbyshire. This area of work also supports capital projects to ensure that site development plans will achieve funder's outcomes, along with maximising opportunities of new and existing facilities to improve and deliver physical health and wellbeing opportunities.

**Play Development and Provision:** This work involves delivering a range of outreach provision for young people in the District throughout the holiday periods with numerous participations being achieved annually. This is made possible by working in partnership with Parish Councils and key partners such as Safer South Derbyshire to provide a comprehensive offer, particularly over the School Summer Holidays.

**Public Health Development and Improvement:** The area of work leads on health promotion and improvement to improve the overall wellbeing of residents. It also delivers a range of Public



Health Contracts including the Live Life Better Scheme locally and works with Public Health to manage the local Health and Wellbeing Group.

**Get Active in the Forest:** is a project which has engaged local people in activities including walking, cycling, outdoor pursuits and archery. The Project oversees the Walking for Health Scheme across the District and also manages the National Forest Walking Festival in partnership with a range of people including the National Forest Company and Economic Development Unit. The Get Active Project's aim is to engage the least active in the District to increasing their physical activity levels, but also delivers social and community cohesion through a wide range of volunteers.

**Active Schools Partnership:** The unit is commissioned by the primary and secondary schools in the District to deliver the Active Schools agenda. This includes sport competitions and festivals, curricular and extra-curricular activity, leadership and volunteering, physical activity programmes and teacher training.

## Key Aims for Cultural and Community Services

The key aims for the coming year are:

- Work with statutory partners, voluntary sector organisations and local communities to tackle crime and disorder in the District;
- Ensure sustainable future management arrangements are put in place at Rosliston Forestry Centre working in partnership with the Forestry Commission;
- Deliver an enhanced drainage scheme at Melbourne Sports Park;
- Increase commercial income to support the sustainability of services;
- Deliver the Playing Pitch Strategy and the Local Football Facility Plan;
- Review and improve the Section 106 process as it relates to Cultural Services, and facility provision across the District;
- Deliver new/improved community facilities in parks, Stenson Fields and Swadlincote;
- Develop a plan to implement the recommendations of the recent Play Audit;
- Review and improve the management of the Council's tree stock;
- Increase participation in outdoor activity and volunteering;
- Deliver Active South Derbyshire's Physical Activity, Sport and Recreation Strategy;
- Enable partners of Active South Derbyshire and the South Derbyshire Partnership to maximise opportunities for the residents of South Derbyshire;
- Ensure the delivery of the Active Derbyshire Service Level Agreement to lever in resource to South Derbyshire;
- Plan for the management and implementation of the Urban Country Park Project in Swadlincote;
- Enhance neighbourhoods by supporting local community projects and by working with key partners to increase service provision for local people;
- Promote the Swadlincote Heritage Trail;
- Deliver improvements to environmental education facilities at the Rosliston Forestry Centre.



## Performance

### People

Aim	Project/Measure	Outcomes
Increase levels of participation in sport, health, environmental, cultural and physical activities	<b>PE4.1</b> Throughput at Etwall Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre and Community Participation opportunities.	<b>Rosliston:</b> Q1. 50,000 Q2. 60,000 <b>Leisure centres:</b> Quarterly target 172,108, as per contract agreement. <b>Walking Festival:</b> 1,250 <b>Community Participation:</b> Q1. 21,465 Q2. 16,022
Increase levels of participation in sport, health, environmental, cultural and physical activities	<b>PE4.2</b> Delivery of the Active Derbyshire SLA for South Derbyshire.	Q1 Development of an annual delivery plan of KPI 1 and KPI 2 is to be agreed with South Derbyshire District Council.  Q2 Monitoring reports will be provided a minimum of every 6 months and a Year End Report.

### Place

Aim	Project/Measure	Outcomes
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<b>PL1.9</b> Capital programme for the delivery of enhancements to public open spaces utilising Section 106 contributions. NEW	Q1. Draw up proposed programme, consult where applicable and match to resources.  Q2. Presentation of delivery plan for approval
Help maintain low crime and anti-social behaviour (ASB) levels	<b>PL3.2</b> Number of ASB incidents in Swadlincote Centre (reported as a rolling figure).	<400 incidents per quarter.
Connect with our communities, helping them feel safe and secure.	<b>PL4.1</b> Review and update existing plan. Develop and deliver action plan.	Q1. Work with schools to develop delivery plan for community safety input in schools in 2019/20.  Q2. Support delivery of summer activities in urban core hot spot areas for young people to participate in.



## Operational Services

## Street Scene Team

The Council is a designated Principal Litter Authority and 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 there is a **Street Cleansing** service which enables the Council to comply with the requirements of the Government's Code of Practice for Litter and Refuse. A team of nine operatives undertake various cleansing activities, from mechanical sweeping to manual removal of fly-tipping.

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

**Grounds Maintenance** services are undertaken as the Council's main contractor. Primary internal clients are Cultural and Community Services and Housing Services and the main external clients are Derbyshire County Council and local Parish Councils.

Maintenance services are provided on the Council's main parks, two of which currently hold Green Flag status. The service works closely with 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 arboriculture services.

Services are delivered, in accordance with agreed Council Service Standards, on public open spaces, highway verges, play areas, parks and recreation grounds, housing open plan areas and sheltered housing schemes.

## Waste and Transport Team

The Council is a designated **Waste Collection Authority** and has 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. This includes 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.

A three bin collection service is provided for most 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. A service is also provided for the collection of bulky household waste items, for which an extra charge is made, and an additional service for the collection of health care waste for residents being treated at home.

Eight sites are located across the District where householders can deliver excess recyclable materials and deposit them in recycling banks.

The Council provides a commercial waste service to more than 500 local businesses with a range of bin sizes/recycling options.

The Council is required to maintain an operating licence for all vehicles over 3.5 tonnes and currently has 15 vehicles. These vehicles are subject to specific operating and maintenance regimes and the Council must satisfy the Traffic Commissioner that it complies with all requirements of its licence. Two mechanics repair, service and maintain the **Transport Fleet** which is made up of 76 vehicles and 85 items of small plant, used by eight different service areas within the Council.

## Key Aims for Operational Services

Over the next five years, Operational 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 increased expectations and a fast-growing population. It will do so whilst exploring alternative service delivery models and joint working opportunities to develop the commercial potential of the Council's operational services across and outside 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.

The Service will aim to:

- Reduce the amount of waste collected;
- Deliver increased recycling and composting of any waste collected;
- Provide clean streets and improve the built environment;
- Improve the aesthetics of the District through soft landscaping and grounds maintenance.

## Performance

### People

Aim	Project/Measure	Outcomes
Reduce the amount of waste sent to landfill.	<b>PE5.1</b> Household waste collected per head of population (kg).	Q1 <130kgs Q2 <110kgs
Reduce the amount of waste sent to landfill.	<b>PE5.2</b> % of collected waste recycled and composted.	Q1 >55% Q2 >53%

### Place

Aim	Project/Measure	Outcomes
Deliver services that keep the District clean and healthy.	Monitoring of street scene services (including fly-tipping, grass cutting and litter collection). NEW.	<b>PL6.1</b> 90% adherence to service standards for Grass Cutting.
		<b>PL6.2</b> Q1. Undertake Local Environment Quality Survey (LEQS). Q2 Report on LEQS and measures set which will be monitored from Q3.
		<b>PL6.3</b> % of fly-tips cleared within 24 hours  (This is a new indicator, the service will establish a baseline position in Q1 and Q2)



# Environmental Services



The **Commercial Team** undertakes food hygiene, health and safety and infectious disease control in accordance with the Council's duties under UK and EU law. This involves checking legal compliance in local businesses as well as offering advice to help compliant businesses achieve their maximum business potential. The team also investigates infectious disease outbreaks, accidents at work and complaints about unsafe business practices.

The **Pollution Team** carries out the Council's legal duties to prevent and control environmental pollution from all of its different sources. The team investigates complaints about many forms of environmental pollution with the aim of finding a lasting solution, as well as proactively monitoring local environmental conditions such as air quality, land contamination and noise levels to help influence local decision-making in a way which maintains environmental standards.

The **Community Safety Enforcement Team** is on the front-line of making the District's streets safer and cleaner by enforcing laws and changing behaviour around anti-social behaviour, dog control and environmental crime. The team investigates incidents of possible environmental crime, such as fly-tipping and dog fouling. It also works closely with the Police to directly prevent and intervene in incidents of anti-social behaviour as well as offering a reassuring uniformed presence in parks and open spaces.

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 team uses a mixture of legal interventions, grants and other funds to help home owners make their own houses safe as well as making sure that landlords are keeping rented houses fit to live in.

The service also provides the Council's own **environmental management** function which aims to ensure that all of the services provided by the Council and its suppliers meet the highest possible environmental standards and help continued certification to the ISO14001 Environmental Management standard.

## Key Aims for Environmental Services

Much of the work in Environmental Services is driven by national and international law and from statutory guidance issued by various Government departments and agencies. This work over the next year will, therefore, largely be determined by changes at this level. In addition, based on knowledge of local demands and need, the Service has identified aspirational targets and projects to take forward over the term of this service plan. These will form projects in future revisions of this service plan. The Service will aim to:

- Continue to reduce fly tipping incidents;
- Bring more long-term empty homes back into occupation;
- Improve the proportion of food businesses with the top food hygiene rating and increase the number of food businesses in the District;
- Adapt to forthcoming changes in the way that food hygiene law is applied in the UK and in particular the implications of Brexit;
- Enable excess food produced at festivals to go to local charities rather than disposal;
- Review and update local laws known as Public Spaces Protection Orders;
- Improve town centre community engagement and enforcement in Swadlincote;
- Ensure that the energy efficiency of rented residential properties meet legal standards;
- Find ways to improve air quality;
- Maximise the benefits of town centre parking in Swadlincote;
- Increase income from providing consultancy services and re-invest this in improved services to our residents;
- Provide the energy and resources to enable the Corporate Environmental Sustainability Group to drive environmental improvement across the organisation;
- Ensure that sustainability is fully considered in the development of all relevant corporate plans and strategies;
- Develop and improve the Civica database to drive improvements in efficiencies;
- Minimise the public health impact of exposure to environmental noise;
- Maintain good governance through a full review of procedures and data retention practices;
- Improve the services offered to support vulnerable people or prevent residents falling into vulnerability to reduce the cost burden on the NHS.

## Performance

### Outcomes

Aim	Project/Measure	Outcomes
Enhance environmental standards.	<b>O3.1</b> Uphold strong environmental management standards.	<p>Q1. Address all minor non-conformities and observations from the October ISO14001 audit.</p> <p>Q2. Complete a baseline energy assessment to include the impact of the new Boardman estate depot. Develop five year energy management targets.</p>

### People

Aim	Project/Measure	Outcomes
Use existing tools and powers to take appropriate enforcement action	<b>PE3.1</b> Number of empty home intervention plans for dwellings known to be empty for more than two years.	<p>Q1. <math>\geq 0</math></p> <p>Q2. <math>\geq 2</math></p>

### Place

Aim	Project/Measure	Outcomes
Help maintain low crime and anti-social behaviour (ASB) levels	<b>PL3.1</b> Downward trend in fly-tipping incidents.	<p>Q1. &lt;172</p> <p>Q2. &lt;344</p>

### Progress

Aim	Project/Measure	Outcomes
Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	<b>PR5.1</b> Food businesses which have a Food Hygiene Rating score of five.	>83% (Previous target - >81%).
Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	<b>PR5.2</b> Registered food businesses active in the District.	$\geq 810$ (Same as previous target).



# Housing

## Housing Operations Team

The Housing Operations team allocate and manage council-owned properties in a fair and transparent manner, to provide landlord services that are both compliant with regulation and offer customers and tenants services that are considered to be best practice in the region.

The Service will do this through:

- Transparent allocation of council properties;
- Housing advice and homelessness services that allow greater engagement with customers;
- Supported housing services for vulnerable people through the Careline and other support services;
- Community engagement services to establish the needs of customers and to develop community cohesion and resilience;
- Housing management services to help sustain tenancies, and make the best use of Council stock;
- Tenancy enforcement services to manage breaches of tenancy and antisocial behaviour;
- Estate management services to ensure the upkeep of communal areas and facilities to agreed Council Standards;
- Maximising income from rent and collecting former tenant and sundry debt such as garages;
- Utilising the Better Care Fund allocation to promote independence and prevent hospital admissions.

## Housing Services Team (Repair and Improvement)

This team is responsible for the repair and improvement of council-owned properties for rent and the provision of services to other residents who require their property to be adapted for their use.

The Service will do this through:

- Developing a modern day-to-day repairs service that responds to customer needs;
- Developing a long-term evidence-based property improvement plan;
- Ensuring that buildings and land are safe, secure and compliant with all safety regulations;
- Maximising income by minimising the time property is vacant;
- Improving services to the public who require their homes to be adapted;
- Ensuring that repair and maintenance services are delivered in an efficient manner to maximise value for money.

## Key Aims for Housing Services

Over the next five years, the Housing service will face a number of challenges including changes brought about by Welfare Reform and other legislative issues coming from the Housing and Planning Act and the Housing Green Paper. To manage this there is a need to ensure that income is maximised through rent collection and that the services are efficient and effective and meet the increased expectations of its customers. The sector is seeing a channel shift towards online delivery of services and needs to modernise the services that are delivered to meet expectations.

To address these issues the Service aims to:

- Continue the proactive approach to preventing homelessness, extending advisory services and fulfilling obligations under the Homelessness Reduction Act;
- Maximise rent collection through Universal Credit implementation;
- Provide tenants with easy access to services by modernising systems and mobilising the workforce;
- Improve the use of digital technology to enhance service delivery;
- 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;
- Introduce a range of measures to obtain customer data and gather feedback to inform future service delivery;
- Review the Council's Allocations Policy to better manage the Housing Register;
- Establish schemes that tackle homelessness and its root causes;
- Ensure funding opportunities are maximised to deliver the front-line housing services;
- Work with Registered Provider partners to ensure a consistent approach to the management of social housing is maintained across the District.

## Performance

### Outcomes

Aim	Project/Measure	Outcomes
Maintain financial health.	<b>O1.2</b> Rent arrears as a % of the rent due.	<2.5%.
Maintain customer focus.	<b>O5.3</b> To gather customer satisfaction data in a cost effective way and use the data to manage and improve services.	Q1. Review and implement a new method of collection for tenant satisfaction across Housing.  Q2. Develop measures to monitor tenant feedback.
Maintain customer focus.	<b>O5.4</b> To provide a value for money service that fully meets the needs of our tenants and delivers high levels of customer satisfaction.	Q1. Develop proposals to implement findings following the Housing Quality Network review of the Housing service.  Q2. Update Elected Members on the implementation of proposals.

### People

Aim	Project/Measure	Outcomes
Enable people to live independently.	<b>PE1.1</b> Average time taken to re-let Council homes (excluding major voids).	<21 days (This would put us in the top quartile nationally).
Enable people to live independently.	<b>PE1.2</b> Average length of time for current voids.	<21 days (This would put us in the top quartile nationally).
Protect and help support the most vulnerable, including those affected by financial challenges.	<b>PE2.1</b> Number of successful introductory tenancies.	85%

# Planning and Strategic Housing



## Planning Services

As a result of the population growth, the Planning Service has experienced significant increases in the volume and complexity of planning applications over the last five years. In addition, Planning Services has seen considerable change as national expectations and customer demand increases. As such, a Review of Planning Services was implemented in 2018 to ensure that best and most efficient use of resources is made. This is already showing improvements to the Service.

Preparing and monitoring the statutory **Local Plan** sets out the long-term growth strategy for South Derbyshire. 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 (HMA) on strategic issues such as housing, employment, transport and the Green Belt. Specialist advice and support is provided in relation to more than 700 listed buildings and 22 conservation areas and on the quality of design of major proposals to secure design excellence. The Council now has an adopted Local Plan to cover development in the District through to 2028.

The **Development Management** team dealt with over 1,400 planning applications in 2018. 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 Elected 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 consent for works to trees, and diversions and stopping up of footpaths.

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. Due to a year-on-year decline in market share and therefore fee income, the coming year will see the Service join Southern Staffordshire Building Control Partnership (as part of a partnership of six Local Authority Building Control units) to provide the service for South Derbyshire going forward.

## Strategic Housing Team

The Strategic Housing Team is responsible for the delivery of new affordable housing through the planning process, the Council's own new-build programme, and the direct acquisition of new-build homes for use as social housing. The Strategic Housing function overarches all tenures (social housing, private housing and private rented sector) within the District and through research and partnership working delivers new schemes and initiatives that raise housing standards and improve the thermal comfort of homes and the quality of life for residents across the District.

Strategic Housing services are summarised below:

- Explore methods of delivering new affordable homes, including working in partnership with others;
- Delivery of affordable housing;
- Negotiate Section 106 agreements and planning conditions to ensure the appropriate mix of new housing is built within the District;
- Commission research to inform future investment and policy decisions;
- Compile and co-ordinate the delivery of the Housing Strategy;
- Work with Registered Provider Partners to deliver affordable housing sites across the District;
- Tackle health inequality through housing interventions.

### Key Aims for Planning and Strategic Housing

The key aims of Planning and Strategic Housing for the coming year are:

- Ensure the early success as a member of the new Building Control Partnership in its first year;
- Continue with the programme of improvements identified in the Planning Service Review including the implementation of new software;
- Deliver key supplementary planning and development plan documents;
- Continue the improvement of the management of Section 106 agreements;
- Increase the proactive monitoring and support of housing delivery;
- Further improve the design quality of development in the District;
- Work in conjunction with health and social care partners to deliver joined up services that tackle health and housing inequality;
- Deliver more adapted housing, supported housing and extra care housing to meet the needs of the aging population (and commission the necessary evidence case).

### Performance

#### People

Aim	Project/Measure	Outcomes
(Housing Services)  Enable people to live independently.	<b>PE1.3.</b> Delivery of Better Care Fund (BCF) schemes in accordance with assurance plans. NEW.	Q1. Report on the delivery of the £980k BCF programme for 2018/19.  Q2. Submit plans for 2019/20 BCF spend following allocation and gain associated Committee approvals for projects.



## Place

Aim	Project/Measure	Outcomes
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<b>PL1.1</b> Total number of affordable dwellings delivered.	>150 (annual target). Same as previous year.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<b>PL1.2</b> Adopt Countywide Strategy - Housing and Accommodation for an ageing population: Vision for Derbyshire to 2035. NEW.	Q1 and Q2. Ensure at least 10% of all new affordable housing provision secured through Section 106 agreements or planning conditions is either adapted for disabled use or built to lifetime homes standards.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<b>PL1.3</b> Number of new homes added to the HRA (this indicator incorporates new builds and also acquired properties into the HRA). NEW.	Proxy.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<b>PL1.4</b> Relevant documents adopted.	Q1. Submission of Local Green Spaces Document to the Planning Inspectorate. Completion of Gypsy/Traveller Site Allocations Development Plan (GTSADP) scoping. Q2. Examination of Local Green Spaces Document. First public consultation on GTSADP.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<b>PL1.5</b> Number of decisions made in time over number of decisions made.	90%.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<b>PL1.6</b> Maximise delivery of housing units.	Q1. Housing survey completed. Q2. Review of progress on all 'major' housing sites. Continue proactive intervention.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	<b>PL1.7</b> Proportion of good quality housing development schemes (defined using Build for Life criteria) approved.	90% (annual target).

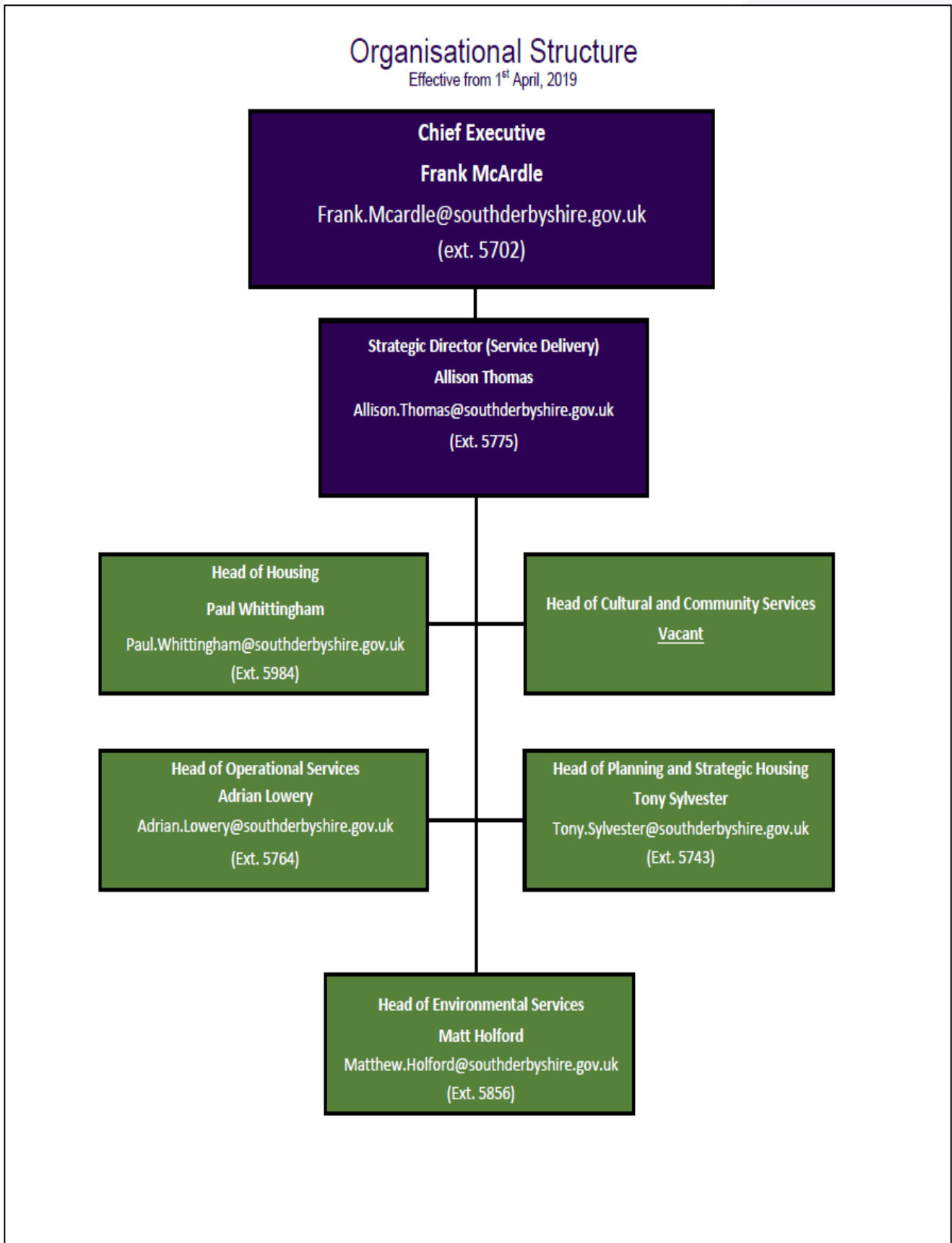
## Workforce

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.

As of April 1, 2019, 210 (FTE) employees work in Service Delivery.

# Service Structure

The structure of the Service Delivery Directorate, showing each service area, is shown below:



# Budgets

## Revenue budget 2019/20

The Directorate's budget for 2019/20 is outlined in the following table.

Service	Budget (£)
Cultural and Community Services	2,017,465
Environmental Services	586,457
Housing	399,809
Operational Services	3,585,663
Planning and Strategic Housing	718,916
<b>Total</b>	<b>7,308,309</b>

## Capital budget 2019/20

The Directorate's capital budget for 2019/20 is outlined in the following table:

Service	Project	Budget (£)
Culture and Community Services	Communities	691,012
Housing Services	Housing Revenue Account	2,988,000
Housing Services	Disabled Facilities Grants	1,072,320
Operational Services	Vehicle Replacement	517,000
Planning and Strategic Housing	Strategic Housing Market Assessment	50,000
	<b>Total</b>	<b>5,318,332</b>





## Partnerships

The Directorate’s significant partnerships are outlined below:

Partnership	Main purpose
Active Schools Partnership	Partnership approach to delivering the National, County and Local outcomes for young people’s health and wellbeing across the Schools network and beyond.
Active South Derbyshire	Partnership of bodies having an interest in promoting physical activity, sport, recreation and health in the District.
Building Control Partnership	Partnership of Local Authority Building Control Services operating in the Midlands area.
Citizens Advice South Derbyshire	Debt advice for tenants.
D2N2 Better Business Regulation Partnership	Collaboration of businesses and regulatory authorities to promote economic growth through positive regulatory outcomes.
Derbyshire County Council	Delivery of the Derbyshire Waste Management Strategy.
Derbyshire Police	Respond effectively to crime and ASB.
Derbyshire Traveller Issues Working Group	Co-ordinating a county wide approach to dealing with Gypsies and Travellers.
East Staffordshire Borough Council	Compostable waste processing contract.
Emergency Planning	Shared service delivery with Derbyshire County Council to ensure civil resilience.
Etwall Joint Management Committee	Partnership between South Derbyshire District Council (SDDC), John Port School and County Council to operate the Leisure Centre.
External contractors	Delivery of planned and responsive service contracts and capital improvements.
HIA (Home Improvement Agency)	Provide support to vulnerable households to improve house conditions.
Homes England	SDDC has investment partner status with Homes England to deliver new build council housing across the District.
Housing Market Area Partners	Working closely with adjacent authorities (Derby City and Amber Valley) in the wider Derby Housing Market Area on strategic issues such as housing, employment, transport and the Green Belt.

LEAP (Local Energy Area Partnership)	Provide advice and guidance on a range of carbon reduction initiatives.
Melbourne Sporting Partnership	Sports club, Parish and District Council partnership that is developing facilities and opportunities at the Cockshut Lane Recreation Ground.
Nottinghamshire Consortium	Refuse vehicle procurement framework.
P3	Provision of homelessness temporary accommodation.
Registered Providers	Working with housing organisations to develop affordable housing across the District.
Rosliston Forestry Centre Executive	Partnership between SDDC and Forestry Commission to operate the Forestry Centre.
Safer South Derbyshire Partnership	Statutory partnership to reduce the level of crime and disorder.
South Derbyshire CVS	Support on community projects and welfare reform.
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.
Swadlincote Cultural Partnership	Partnership of public, private and voluntary sector organisations that work to promote the heritage and environment of Swadlincote.

## Additional considerations

### Business change

In order for the Directorate to positively meet opportunities and challenges, it will create and develop innovative solutions which will help to deliver the outcomes that communities need and want at a cost the Council can afford. This includes embracing the corporate approach to business change and constantly reviewing working practices and use of technology to improve the efficiency and effectiveness of services.

### Environmental impact

By implementing the requirements of ISO 14001 across all significant environmental aspects associated with Service Delivery Directorate, this Service Plan seeks to ensure continual improvement of the Council's environmental performance.

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

### Managing risks

The process set out in the Council's Risk Management Strategy has been adhered to. The risk registers are managed by the Directorate Departmental Management Team and reported to Committee on a quarterly basis.

### Monitoring and review

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