



Service Plan 2022/23

Service Delivery Directorate

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Introduction

The Corporate Plan

The Corporate Plan 2020-2024 sets out the values and vision for South Derbyshire District Council and outlines its priorities for delivering services.

The three key priorities are:

- Our environment
- Our people
- Our future.

The plan sets out how the Council can make South Derbyshire a great place to live, visit and invest.

The Corporate Plan links the Council's strategic priorities and objectives directly to the activities of each service area through annual service plans that are subject to ongoing monitoring in line with our performance management framework.

The Council is divided into three directorates: Chief Executive's, Corporate Resources and Service Delivery and each produces an annual service plan.

This plan, covers the financial year 2022/23 and demonstrates how services will be delivered, making the most effective use of available and future resources.

Our values

Our values show the behaviour that is expected from every employee in the Council in everything we do, including how we work with others.

Our values are:

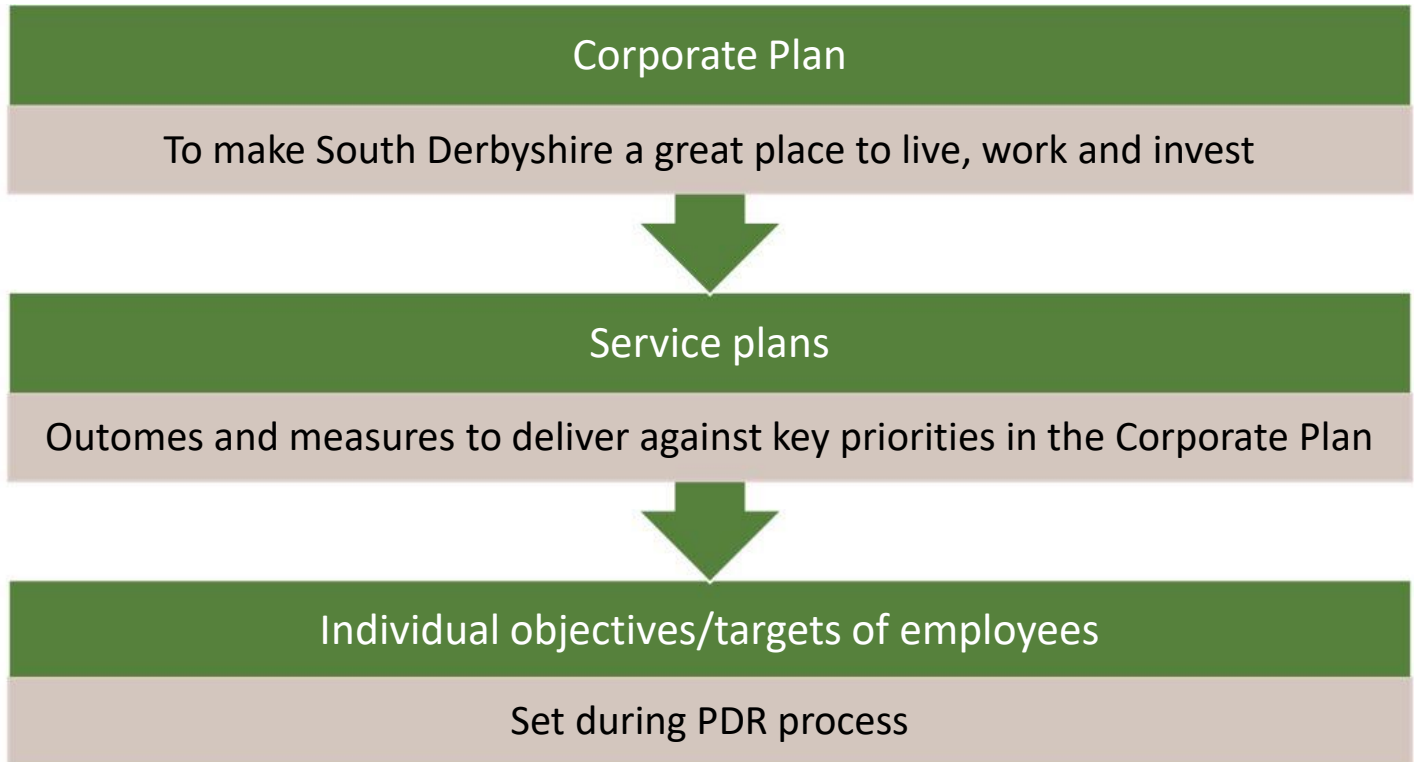
Together we will:

- **Take pride in our place**
We will promote responsible behaviour and are committed to creating a more sustainable District.
- **Have respect for everyone**
We will listen, be honest and act with integrity at all times.
- **Achieve excellence in all we do**
We will take pride in our District, always striving for continuous improvement.

Performance Management Framework

The Performance Management Framework enables us to monitor the progress the Council is making towards the achievement of its Corporate Plan.

The framework consists of three levels.



The Council's performance is reported on a quarterly basis and is available at: www.southderbyshire.gov.uk/performance.

Managing risks

The Council's Risk Management Framework sets out a consistent and robust framework for managing corporate risks. From this, service risk registers are managed, monitored and reviewed on a regular basis to provide operational governance and control around the delivery of services.

Council resources are organised to deliver value for money services for residents, community groups, local businesses and stakeholders. The Council identifies and manages risks that might affect service delivery through regularly reviewing performance and acting where required.

Monitoring and review

This plan will be monitored by each service area on a quarterly basis to monitor service delivery, identify any risks and put in place any actions to develop and improve services.

Key aims

All priorities and activities carried out by this directorate contribute to the vision ‘to make South Derbyshire a great place to live, visit and invest.’

Through the service plan, all corporate action plans and performance measures for the Directorate contribute to the corporate themes of:

Our Environment - Keeping a clean, green District for future generations

Our People - Working with communities and meeting the future needs of the District

Our Future - Growing our District and our skills base

The aims for the directorate are outlined in each service area.

Equality, diversity and inclusion

The Council is committed to the principles of equality, diversity and inclusion in employment and the delivery of services and is keen to celebrate the diversity of people who live and work in South Derbyshire.

The Council's Equality, Diversity and Inclusion Strategy and Action Plan for 2021-2025 sets out commitments to equality for the next four years and outlines how the Council will ensure that all its services and employment opportunities are provided with fairness and accessible to everyone.

Following an extensive programme of consultation five key objectives have been identified for the next four years. They are to:

- Encourage and enable a skilled and diverse workforce, to build a culture of equality, diversity, and inclusion in everything we do.
- Demonstrate inclusive leadership, partnership and a clear organisational commitment to being a leader in equality, diversity and inclusion in the District.
- Involve and enable diverse communities to play an active role in society and put the residents' voice at the heart of decision-making.
- Deliver responsive services and customer care that is accessible and inclusive to individuals' needs and respects cultural differences.
- Understand the District's diverse communities and embed that understanding in how policy and practice are shaped across the Council.

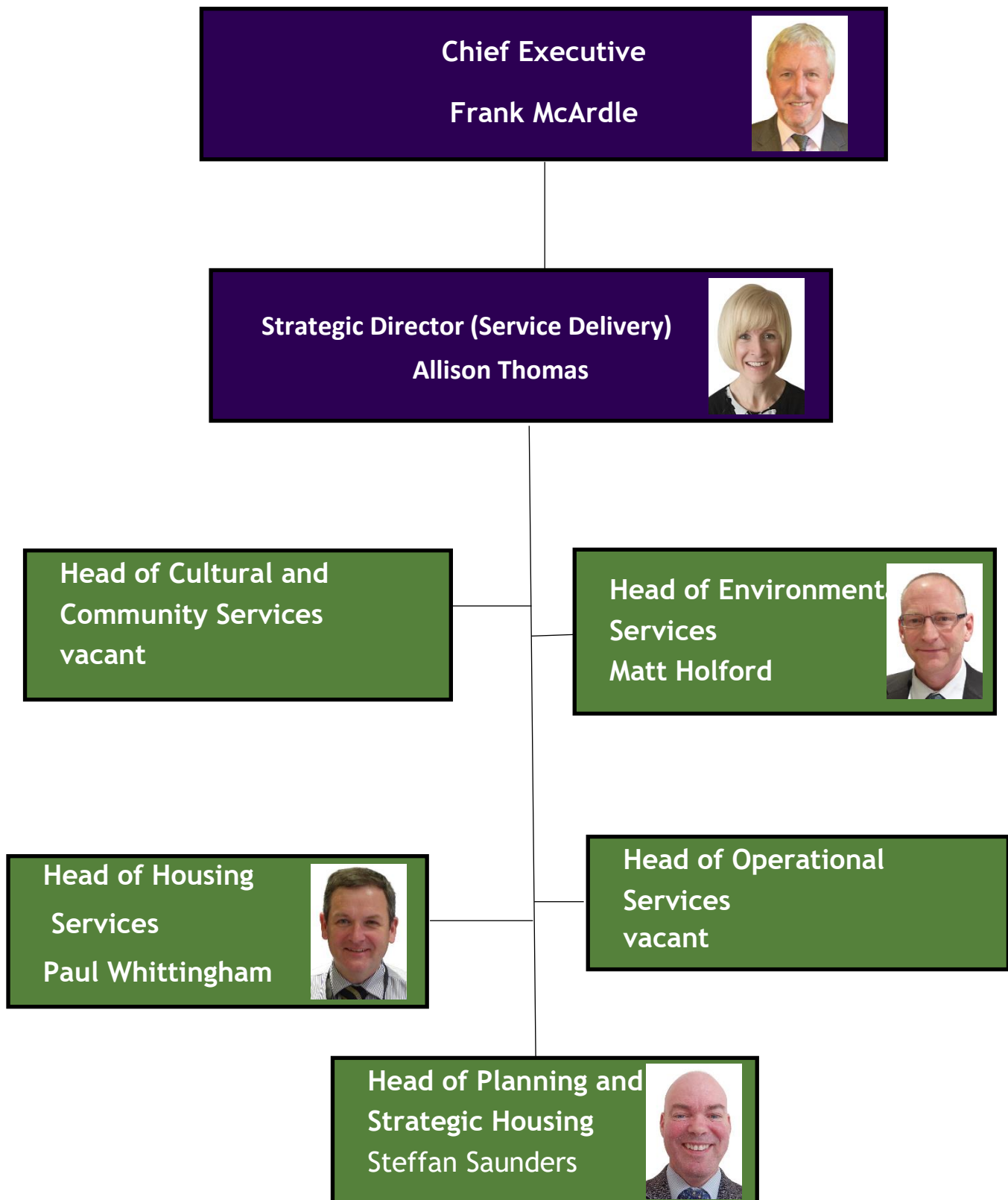
The following actions are cross-cutting and all service areas will contribute towards:

- Continue to carry out an employee risk assessment should an employee's circumstances change in relation to any of the protected characteristics and put in place reasonable adjustments where necessary.
- Carry out an equality impact assessment when considering new or changes to existing policy, service or processes in terms of how it might impact on different groups of people.
- Develop the Council's website to signpost people to services that are delivered in partnership with other organisations.

Each service area has actions that relate to the key objectives in the Equality, Diversity and Inclusion Strategy and Action Plan. The Council will report annually on its performance and outcomes that have been achieved against each of the five objectives outlined above and communicate this to elected members, residents, community, voluntary and faith-based group groups and partners.

Service structure

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



Service operations

A significant part of the work carried out 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 services carried out in the directorate is set out below:

Statutory

- Council housing regulations (Housing Services)
- Biodiversity duty - Natural Environment and Rural Communities Act 2006 (Cultural and Community Services)
- Building Control (as part of the Central Building Control Partnership)
- 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)
- Safeguarding (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)
- Environmental Protection Act (Operational Services, Environmental Services)
- Eviction of illegal encampments on South Derbyshire District Council owned land (Environmental Services)
- Fire Safety Regulations (Housing Services)
- Food hygiene compliance (Environmental Services)
- Gas safety checks on Council-owned houses (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 in Council-owned homes (Housing Services)
- Maintaining the housing register (Housing Services)
- Maintenance of vehicle operator's 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 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)
- Maintenance of the Council's environmental management systems (Environmental Services)
- Cultural and public events (Cultural and Community Services)
- Delivery of affordable housing (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 on Council owned housing (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)
- Better Care Fund allocation (Strategic Planning and Housing)
- bus shelters maintenance (Operational Services)
- Public conveniences and street furniture maintenance (Operational Services)
- Housing needs monitoring and commissioning of related research (Planning and Strategic Housing)
- Section 106 agreement monitoring and managing (Planning and Strategic Housing)
- Parks, open space, cemetery and tree management and development (Cultural and Community Services)
- Pest control treatments (Environmental Services)
- Local business compliance advice and support to enable business growth (Environmental Services)
- Active communities and health (Public) services and development (Cultural and Community Services)
- Voluntary and community sector support (Cultural and Community Services)

Cultural and Community Services

This service includes the Communities, Cultural Services and Active Communities and Health Teams.

Communities Team

The Team is responsible for delivering the work of the local statutory Community Safety Partnership (CSP) and the delivery of its 2020-23 Community Safety Partnership Plan. The South Derbyshire Community Safety Partnership brings together several 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 2020-23 Partnership Plan are:

- Anti-Social Behaviour (ASB)
- Protecting those most at risk
- Organised crime

The Anti-Social Behaviour Officer investigates complaints received from members of the public and 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.

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

The Team provides support and advice to the voluntary and community sectors in relation to funding sources, bid writing and funding strategy and project development. It also administers 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.

The Team also manages the Community and Environmental Partnership Grant scheme, through which £250,000 capital funding was available to support community-based projects until 2023.

South Derbyshire District Council is committed to safeguarding children and vulnerable adults and the Communities Team is responsible for ensuring the Council meets its statutory Safeguarding responsibilities. This includes making sure all staff receive adequate training on safeguarding and know what action to take should they have a cause for concern.

The Communities Team also ensures the Council adheres to its responsibilities around modern slavery, domestic abuse and hate crime.

The Team is also responsible for delivering civic, cultural and public events. The programme is being reviewed to ensure it continues to reflect corporate and community priorities and opportunities from the altered circumstances caused by the COVID-19 pandemic.

Parks and Green Spaces

Community facilities: responsible for the management and development of community facilities and Swadlincote Town Hall. The service also leads the development of projects contained within the Open Space and Facility Development Strategy.

Parks, open space and cemeteries: The Team has responsibility for the management of three urban parks covering approximately 15 hectares, the 30-hectare Swadlincote Woodland Forest Park, 64 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 Team supports other services across the Council. through its involvement in the process of land adoption including consultation, design, adoption, management and use of Section 106 resources.

Land drainage: The Team 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 England. 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 been taken back in-house on an interim basis, the vision for the site and the appointment of a new external contractor is being assessed.

Environmental Education: Based at Rosliston Forestry Centre, the Environmental Education Partnership between the Council, Rolls-Royce plc and the National Forest develops 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 Environmental Forum and Cultural Forum, leads on the local Forest Schools initiative and delivers contracts for the Woodland Trust and others.

Trees: The Team is responsible for the management and maintenance of over 170,000 trees along with numerous hedgerows. The Team also supports the Planning Service on all tree related matters, Tree Preservation Orders and high hedges.

Biodiversity: The Team is responsible for the Council's Action Plan for Nature along with ensuring the duties under the Natural Environment and Rural Communities Act 2006 are met and the new Environment Act are considered.

Active Communities and Health

Leisure Centres: The Team is responsible for the client management of Green Bank Leisure Centre and Etwall Leisure Centre that are operated by Active Nation.

Active Community Development: The Team is involved in 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: The Team delivers a range of outreach provision for young people throughout the year. This is made possible by working in partnership with Parish Councils and key partners such as South Derbyshire Community Safety Partnership to provide a comprehensive offer, particularly over the school summer holidays.

Public Health Development and Improvement: The Team leads on health promotion and improvement to improve the overall health and wellbeing of residents. It also delivers a range of Public Health Contracts including “Exercise by Referral and working in partnership with the Derbyshire County Council’s Live Life Better Service” and works with public health partners to manage the local Health and Wellbeing Group.

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

Active Schools Partnership: The Team is commissioned by primary and secondary schools 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.

Cultural and Community Services Performance

The service measures detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
E1. Improve the environment of the District	E1.3 Enhance biodiversity across the District.	Recruit to all positions in the service following the structural review.	Complete	Not Complete	Carried Forward	Biodiversity Officer in post	Not Carried Forward for 22-23
		Delivery of Biodiversity Action plan through the working group.	Complete	Initial work carried out	Action Plan updated and delivered	Biodiversity officer reviewed action plan	Roll out changes to land management in line with the action plan for nature
E2. Tackle climate change	E2.2 Work with residents, businesses and partners to reduce their carbon footprint.	Delivery of Cycle Initiatives including Bikeability and Learn to Ride. Target 515 Bikeability places, 200 Balance ability places.	500 Bikeability 300 Balanceability	95 Bikeability 278 Balanceability (affected by COVID-19)	500 Bikeability 200 Balanceability (changes to funding)	Level 1 642. Level 1 and 2 824. Balanceability 891	Level 1 - 850. Level 2 - 800. Balanceability 600
		Environmental Forum - development and promotion of support network for environmental volunteering.	Development of network and forum	Adaptations to service due to COVID-19	Delivery of forum	Adapted to online meetings during COVID-19	Develop network post pandemic to increase partner participation

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Environmental Education Project business and action plan.	Plan devised and delivered	Adaptations to service due to COVID-19	Delivery of action plan	Adapted because of COVID-19	Seek to deliver full environmental education project to pre pandemic levels
		Take up of Modeshift Stars Active Travel programme to all schools.		New for 21-22	30% take up	15 schools signed up. 40%	45%
E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.	Anti-Social Behaviour (ASB) in the Swadlincote Town Centre Lower Super Output Area (LSOA).	<200 reported Police incidents	178 reported Police Incidents	<170	163 reported Police Incidents	<160
	3.2 Improve public spaces to create an environment for people to enjoy.	Devise a South Derbyshire standard for parks and open spaces based on the green flag award.	Develop a basic park standard	Basic Standard in development, two new parks have been added to the Green Flag standard for 2021/22	Complete basic park standard	3 parks gained Green Flag Award status	Gain an additional green flag award for the new urban park award for Cadley Park
		Encourage businesses to sponsor floral displays on traffic islands.	Delayed due to COVID-19	Delayed due to COVID-19	100%	Delayed due to COVID-19	Develop business sponsorship opportunities

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Deliver a range of Capital Projects across the District.	N/A	New for 21-22	100% plan completed	Cadley Park project has committee approval- anticipated start date April 2022	Park completed by November 2022
		Secure new 30-year lease for Rosliston Forestry centre and develop vision for the next 30 years.				New	Secure lease

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
P1. Engage with our communities	P1.1 Support and celebrate volunteering, community groups and the voluntary sector.	Number of hours that volunteers work directly for South Derbyshire District Council (Annual measurement)	Not available	1,693 hours	Upward Trend	6,178	Upward Trend
		Financial support through Community Partnership Scheme and Safer Neighbourhood Grants - Number of Community Organisations to receive financial support - to show an upward trend.	Baseline	14 Community Organisations received Grant funding (5 through Community & Environment Partnership Scheme and 9 through Safer Neighbourhood Grants)	Upward Trend	15 Community Organisations received Grant funding (eight through Community Environment Partnership Scheme and seven through Safer Neighbourhood Grants)	Upward Trend
		South Derbyshire Awards to celebrate voluntary sector. Number of volunteers celebrated through nominations- to show an upward trend. (Baseline 118).	Awards delivered	Awards delayed due to CV-19. Taking place in Q1 of new year	Community Heroes Awards delivered	Virtual community awards held to recognise the efforts of individuals and communities in response to the pandemic. Awards well received.	Volunteer recognition events to be held in National Volunteering week and throughout the year. Value of volunteering figure for GAIF

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
	P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action.	Number of ASB Police Calls for Service (per 1,000 population) Figure to be shown in comparison with other Derbyshire Districts.	Baseline for 20/21	37.92 per 1000 population	37.00 ASB Calls per 1000 population	19.62 per 1000 Population (Second Lowest in Derbyshire)	>20 per 1000 population
		Level of crime rate (Total Crime) (per 1,000 population) Figure to be shown in comparison with other Derbyshire Districts.	Baseline for 20/21	51.28 per 1000 population	50 crimes per 1000 population	55.39 per 1000 population (Third Lowest in Derbyshire)	>50 crimes per 1000 Population
P2. Supporting and safeguarding the most vulnerable	P2.2 Promote health and wellbeing across the District.	The Health & Wellbeing action plan to include an action around the % of physically active adults in the District. May be delayed in plan creation due to CV-19 and PH lead.	Action plan evolved and delivered	Action plan adopted and evolved due to COVID-19. 100% of what could be delivered has been	Plan adopted as part of CP	Plan adopted and implemented and is recorded as part of the CP and reported to SDP	N/A
		Support delivery of the South Derbyshire Health & Wellbeing action plan. Produce health and wellbeing plan to include action around the % physically active adults in the District.	N/A	New for 21-22	Action Plan delivered	Action Plan delivered	Action Plan delivered
		Develop and adopt a new Active South Derbyshire Strategy.	N/A	New for 21-22	Completed	Development of new strategy on hold whilst strategic review process takes place.	New strategy to be created as part of the Strategic Outcome Planning Guidance Process

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Options appraisal on Leisure Centre management to inform future delivery linked to the Corporate Plan.	N/A	New for 21-22	Completed	Initial work taking place around feasibility of contract extension, and this will align to the work following the Strategic Outcomes Planning Model process	Conduct strategic review process to inform future leisure services delivery plan options assessment

Our Future Growing our District and our skills base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
F1. Develop skills and careers	F1.2 Support unemployed residents back into work.	Supporting young people to access leadership and volunteering opportunities to develop their skills to enhance employment prospects and career aspirations.	No ACH leadership delivery due to COVID-19	0	30	15 young people identified in each secondary school (60)	60
		Deliver a range of education courses to support staff and voluntary groups and organisations e.g. first aid, safeguarding, mental health first aid.	N/A	New for 21-22	70	53 total Limited due to pandemic, primarily staff courses ran only. 21 attended safeguarding. 12 Walk leaders- first aid. 20 walk leaders trained	Large programme of volunteer training opportunities to launch with over 80 free places on courses such as safeguarding, first aid, LGBTQ+ awareness, etc.
F2. Support Economic Growth and Infrastructure	F2.3 Influence the improvement of infrastructure to meet the demands of growth.	Apply for relevant funding streams to deliver opportunities across South Derbyshire.	N/A	New for 21-22	Amount of funding secured from external source- Annual return	£149,300 secured from Sport England towards the Cadley Park Project.	Amount of funding secured from external source- Annual return

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	****Create an action plan to position Rosliston Forestry Centre as a pioneer of environmental sustainability and education.	Green RAG rating
		****Complete ongoing energy reducing actions plans for the Leisure Centres from the Active Nation Report.	Green RAG rating
		****Delivery of ongoing maintenance plan for reducing current carbon emissions at Leisure Centres from the Lifecycle Analysis.	Green RAG rating
		**Alter grounds maintenance practices to maximise biodiversity gain.	Green RAG rating
	E2.2 Work with residents, businesses and partners to reduce their carbon footprint.	**Deliver Free Tree planting schemes.	Green RAG rating
	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Report quarterly for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

****Climate change measures have not been funded. **Measures have been funded.

Cultural and Community Services equality, diversity and inclusion Actions 2021-2025

Cultural and Community Services is responsible for supporting and delivering the following actions from the Plan:

- Ensure the Council delivers cultural events which are inclusive of the diverse community, inclusive of our local communities and our communities over the boundary.
- Review the effectiveness of the community grants programme for voluntary, community and faith-based groups to ensure that it meets the needs of our communities.
- Review parks and open spaces to enable access for people with a disability.
- Deliver the Safer Homes and Sanctuary Scheme services to improve home security for victims of crime and domestic abuse.
- Develop internal Safeguarding information to assist Council officers with making safeguarding referrals.
- Continue an approach with partners to use community programmes to reduce social isolation and improve mental health, particularly amongst groups that live in rural areas, are elderly or have limited access to other support networks.
- Monitor and analyse data collected on harassment and hate crime (in South Derbyshire) and ensure work is carried out to raise awareness of Hate Crime and the local support services.
- Continue to monitor harassment and hate crime (reported to the Council) and analyse with appropriate action taken to address the issues identified.
- Use the 50+ survey, to address the specific needs of the elderly population particularly around housing, social care and health and wellbeing.
- Continue to promote inclusion and develop support for children and young people from marginalised groups such as LGBTQ+, children with disabilities, Gypsies and Traveller communities and young carers.

Environmental Services

The **Business Compliance Team** carries out food hygiene, health and safety and infectious disease control in accordance with the Council's duties by law. This involves checking compliance in local businesses as well as offering advice to help them achieve their maximum potential.

The Team also investigates infectious disease outbreaks, accidents at work and complaints about unsafe business practices.

The Team was a central part of the Outbreak Control Teams (OCT) investigating all COVID-19 outbreaks across South Derbyshire and helped businesses across the District to comply with the frequent change of COVID-19 regulations. The Team also took legal action against the small numbers of businesses who intentionally broke the regulations.

The **Environmental Protection Team** carries out the Council's legal duties to prevent and control environmental pollution. The Team investigates complaints about many forms of environmental pollution with the aim of finding a sustainable solution. The Team also proactively monitors local environmental conditions such as air quality, land contamination and noise levels to help influence local decision-making in a way which maintains and improves environmental standards.

The **Community Safety Enforcement Team** is on the front-line of making the 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 **Public Health and 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 homeowners make their own houses safe as well as making sure that landlords are keeping rented houses fit to live in.

Recently the work of the Team has been particularly focused on making sure that all rented properties meet new legal standards for thermal comfort and on winning government Green Homes Grant funding to help low-income homeowners make energy efficiency improvements to reduce fuel poverty and carbon emissions.

The Service also provides the Council's own environmental management function. This aims to ensure that all services provided by the Council and its suppliers meet the highest possible environmental standards. The Council has been certified to the prestigious ISO14001 Environmental Management Standard for twelve consecutive years.

The Service also provides the central co-ordinating function of the Council's Climate Emergency response, through which the Council aspires to make its activities carbon neutral by 2030 and to help make South Derbyshire carbon neutral by 2050. Our Climate and Environment Action Plan has been independently assessed as one of the best in the UK.

Key aims

One of the priorities of the Corporate Plan 2020-24 is 'Our Environment'. This has markedly increased prominence of much of the Environmental Service's work and is reflected in the Corporate and Service plans. In addition, 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 largely be determined by changes at this level.

The Service will aim to directly contribute to the Corporate Plan priorities by:

- Taking the lead in enabling the Council to become carbon neutral by 2030 and the South Derbyshire District by 2050
- Continuing to reduce fly tipping incidents
- Making a significant contribution to reducing reported levels of anti-social behaviour
- Helping take families out of fuel poverty.

The Service will also aim to:

- Respond appropriately to any further outbreaks of new COVID-19 variants and take relevant measures to prevent the spread of COVID-19, through proportionate regulation of public health law and collaboration with all other agencies
- Maximise the proportion of food businesses with the top food hygiene rating
- Continue the increase in the number of food businesses in the District
- Help local food businesses understand how to deal with new laws about food allergies
- Support and deliver litter clean-up events
- Work with Swadlincote Town Centre businesses to tackle anti-social behaviour
- Carry out further consultations to consider the need for new Public Spaces Protection Orders for controlling dogs
- Maximise the benefits of Town Centre parking in Swadlincote
- Find ways to improve air quality and to implement proposed new laws to control air pollution
- Minimise the public health impact of exposure to environmental noise
- Increase the use sustainable travel by Council staff and people accessing Swadlincote Town Centre
- Influence services across the Council to improve their environmental performance
- Improve the services offered to support vulnerable people or prevent residents falling into vulnerability to reduce the cost burden on the NHS
- Bring more long-term empty homes back into occupation
- Ensure that the energy efficiency of rented residential properties meet legal standards
- Increase income from providing consultancy services and re-invest this in improved services to our residents
- Develop and improve the Civica database to drive improvements in efficiencies.

Environmental Services Performance

The service measures detailed below supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Environment Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	Delivery of relevant targets and actions contained in the Climate Emergency Action Plan (Jan 2020).	Four Committed Actions	4 Actions, In Progress or Complete	See Corporate Plan Indicator E2.1A	Complete	NCF into 22/23
	E2.2 Work with residents, businesses and partners to reduce their carbon footprint.	Delivery of relevant actions and targets in the proposed Derbyshire Environment and Climate Change Framework or its equivalent.	Five Committed Actions	5 Actions, In Progress or Complete	See Corporate Plan Indicator E2.1A	Complete	NCF into 22/23
E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.	% of all food businesses with a Food Hygiene Rating Score of 5.	86%	88.6%	86%	87.7%	86%
		Number of registered food businesses active in the District.	800	930	850	962	950
		Develop a Swadlincote Town Centre parking permit policy.	Get EDS approval for parking policy	No policy produced	Get EDS approval for parking policy	On hold	NCF into 22/23
	3.2 Improve public spaces to create an environment for people to enjoy.	Manage complaints about noise measured as the number of complaints per 1000 head of population.	< 5.0 per 1000 head of population	6.3 per 1000 head of population	<5.5 per 1000 head of population	6.4 per 1000 head of population	<5.5 per 1000 head of population

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Publish an Annual Status Report on compliance with national air quality standards and long-term trends in air quality across South Derbyshire.	ASR approval by DEFRA	ASR approved by DEFRA	ASR approval by DEFRA	ASR approved by DEFRA	ASR approval by DEFRA

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
P1. Engage with our communities	P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action.	Produce an annual Enforcement and Compliance Report to publish comparative evidence of the regulatory activity carried out by the Council.	EDS approval of report	EDS approval on 6 July 2020	EDS approval of report	EDS approval on 27 May 2021	EDS approval of report
P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	Number of interventions to address Category 1 HHSRS hazards in private sector households (the estimated number of households with Cat 1 hazards will soon be published in the Housing Stock Condition survey).	Stock condition survey estimates 5157 Cat 1 hazards	196 housing interventions complete	180	196 housing interventions complete	180

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Number of interventions completed to bring empty homes back into occupancy.	10	1	10	0	10
	P2.3 Improve the condition of housing stock and public buildings.	Number of EPC certificates meeting the legal standard of A to E in the private rented sector.	97.4% (147 identified as non-compliant)	99.8% (8 identified as non-compliant)	99%	99%	99%

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	**Review of all 'Scope 3' third party carbon emissions.	Green RAG rating
		**Monitor the tendering process to implement carbon neutral supplier questions and carbon neutral scoring/awarding criteria.	Green RAG rating
		**Delivery ongoing environmental training for councillors, managers, and staff.	Green RAG rating
		**Continue to identify funding and grants, identifying carbon reduction opportunities.	Green RAG rating
		**Review all internal policies and strategies to embed carbon neutral into their next review.	Green RAG rating

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
		****Commission vehicle route optimisation in all fleet vehicles.	Green RAG rating
		**Annual review of Climate and Environment Action Plan.	Green RAG rating
		**Develop and create a Climate and Environment Communication Plan.	Green RAG rating
	E2.2 Work with residents, businesses and partners to reduce their carbon footprint.	**Deliver Green Homes Grant/LAD project.	Green RAG rating
		**Deliver Healthy Homes Assistance Fund for private and tenant housing.	Green RAG rating
		**Effectively enforce Energy Efficiency Regulations.	Green RAG rating
		**Expand Public EV infrastructure.	Green RAG rating
		**Implement public/private partnerships to support decarbonisation.	Green RAG rating
		**Work in partnership with Derbyshire Councils to create a collaborative pathway to carbon zero across Derbyshire.	Green RAG rating
		**Work with Derbyshire Councils to call on the UK government to enable the Climate and Emergency Plan.	Green RAG rating
		**Review Hydrogen fuel production and distribution infrastructure.	Green RAG rating
		****Review the feasibility of Mine Water District Heating opportunities.	Green RAG rating

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
		**Identify business support funding opportunities for decarbonisation projects.	Green RAG rating
		****Prepare feasibility plan to embed Active Travel for Swadlincote town centre access.	Green RAG rating
		****Develop and implement the community engagement program (SD18).	Green RAG rating
	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Report quarterly for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

****Climate change measures have not been funded.

**Measures have been funded.

Housing Services

Housing Operations

The Housing Operations Team allocates and manages 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 Team does this by:

- Allocating Council properties transparently through the newly implemented Housing Jigsaw System
- Delivering Housing advice and homelessness services that allow greater engagement with customers, in line with the Council's Homelessness and Rough Sleepers Strategy
- Providing supported housing services for vulnerable people through the Careline and Independent Living services
- Engaging with communities to establish the needs of customers and to develop community cohesion and resilience in line with the Council's Housing Customer Engagement Strategy
- Delivering housing management services to help sustain tenancies, and make the best use of Council stock
- Enforcing tenancies to manage breaches of tenancy and anti-social behaviour
- Managing estates to ensure the upkeep of communal areas and facilities to agreed standards
- Maximising income from rent and collecting former tenant and sundry debt
- 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, in line with the Council's Housing Asset Management strategy and the provision of services to other residents who require their property to be adapted for their use.

This will be demonstrated by:

- Developing a modern day-to-day repairs service that responds to the needs of customers
- 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.
- Improving the energy efficiency and carbon footprint of Council homes.
- Developing a robust approach to stock condition and asset management

Key aims

Over the next five years, the service will face several challenges including changes brought about by welfare reform, climate change, the Housing and Planning Act and the Social Housing White 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 customers. The housing 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:

- Reduce the number of vacant properties and improve the time it takes to relet properties
- Address the future of Careline/supported housing with Derbyshire County Council and other agencies
- Maximise rent collection
- Provide homes that are safe and secure
- 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 Asset Management Strategy
- Deliver improvements to homes to reduce their impact on climate change with Social Housing Decarbonisation Grant Funding
- Develop a new model for delivering Supported Housing Services
- Deliver the Housing Community Engagement Action Plan and respond to the Tenant Satisfaction Survey
- Deliver the Homelessness and Rough Sleeping Strategy Action Plan
- Ensure funding opportunities are maximised to deliver 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.
- Develop New Tenant Satisfaction Indicators in preparation for the implementation of the Government's White Paper reforms.
- Improve the way that information is shared with tenants and other customers

Housing Services Performance

The service measures detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan

Our Environment Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Have an energy rating of C or above by April 2030 for all council housing stock.	10%	24.3%	35%	28.22%	35%

Our People Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	Rent Collected from current and former tenants as a % of rent due (excluding arrears b/f).	>99.52%	101.16%	Median Quartile(Q4) Performance benchmarked via HouseMark	100.88%	>99.52%
		Rent arrears of current tenants as a % of the rent due.	<2.5	4.81%	<2.5	3.62%	<2.5%
		Former tenant arrears as a % of the annual rent debit.	<1.72%	0.78%	Median Quartile(Q4) Performance benchmarked via HouseMark	1.13%	<1.72%

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Tenancy Welfare Visits to vulnerable tenants.	Impacted by COVID-19	Impacted by COVID-19	Impacted by COVID-19	Impacted by COVID-20	New Methodology to be developed in 22-23
		Total number of adaptation referrals in the pipeline.	proxy	110	proxy	82	proxy
		Satisfaction with Council Adaptations.	>95%	Impacted by COVID-19	>95%	100%	>95%
		Satisfaction with Private Adaptations.	>95%	92.86%	>95%	100%	>95%
		Council Adaptations - For extensive major works. Average time taken from the point of receiving the referral by the Housing Adaptations Officer to the completion and sign off the adaptation work.	47 weeks	55 weeks	47 weeks	122.5 weeks	47 weeks
		Council Adaptations - For level access showers/stair lifts. Average time taken from the point of receiving the referral by the Housing Adaptations Officer to the completion and sign off the adaptation work.	33 weeks	39 weeks	33 weeks	19.7 weeks	33 weeks
		Private Adaptations - For level access showers/stair lifts. Average time taken from the point of receiving the referral by the Housing Adaptations	31 weeks	20 weeks	31 weeks	41.4 weeks	31 weeks

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Officer to the completion and sign off the adaptation work.					
		Private Adaptations - For extensive major works. Average time taken from the point of receiving the referral by the Housing Adaptations Officer to the completion and sign off the adaptation work.	55 weeks	47 weeks	55 weeks	None	55 weeks
		Average length of stay for all households in Bed & Breakfast.	proxy	2.73 weeks	proxy	2.1 weeks	proxy
		% of successful introductory tenancies.	>85%	96.26%	>85%	94.62%	>85%
		% of Careline calls answered within 30 seconds.	n/a	n/a	>98%	97.57%	>98%
		Total number of Council adaptation referrals in the pipeline.	n/a	n/a	n/a	New	proxy
		Total number of approaches prevented / relieved (homeless cases) (excludes legacy cases) closed.	n/a	n/a	n/a	New	proxy
		Of those homeless cases prevented/relieved how many were placed in homes? Number of homeless clients re-housed in	n/a	n/a	n/a	New	proxy

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		council stock or other i.e., private sector.					
		Number of lettings completed in the month (+ cumulative YTD.)	n/a	n/a	n/a	New	proxy
		Average number of dwellings vacant but RTL at the end of the month as % age of all dwellings classed as RTL.	n/a	n/a	n/a	New	<10%
	P2.3 Improve the condition of housing stock and public buildings.	Tenant Satisfaction with Improvement Schemes (planned maintenance, kitchens, bathrooms, re-wires, heating, roofing).	>90%	91.00%	>90%	97.68%	>90%
		Average number of calendar days taken to complete responsive repairs (all void work is excluded).	10.15 days	17.75 days	Median Quartile(Q4) Performance benchmarked via HouseMark	26.9	11 days
		% Of all contractor jobs completed on time.	>90%	93%	>90%	74.05%	>90%
		% Properties with a valid Annual Gas Safety Certificate (G15C0).	100%	99.79%	100%	99.93%	100%
		Average length of time for current voids.	<21 days	128 days	<21 days	95.8	<21 days

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Average re-let time taken for major works only.	72.4 days	245 days	Median Quartile(Q4) Performance benchmarked via HouseMark	191	60 days
		Average time taken to re-let local authority homes (days) (excluding major voids).	<21 days	151 days	<21 days	150	<21 days
		Number of lettings completed in the month for new voids since 01.04.2022.	n/a	n/a	n/a	New	proxy
		Average re-let time taken for major works only for new voids since 01.04.2022.	n/a	n/a	n/a	New	60 days
		Average re-let time taken for standard works only for new voids since 01.04.2022.	n/a	n/a	n/a	New	30 days
		Number of emergency repairs completed.	n/a	n/a	n/a	New	proxy
		Number of non-emergency repairs completed.	n/a	n/a	n/a	New	proxy
		Percentage of domestic properties with EICR certificates up to five years' old.	n/a	n/a	n/a	New	100%
		% Of residents very or fairly satisfied with the quality of new home.	>90%	No data	>90%	96.38%	>90%
		% Repairs completed on time by the Direct Labour Organisation and Contractors.			>85%	No data	>90%

Our People Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Tenant Satisfaction with Responsive Maintenance.			>95%	98.53%	>95%
P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users.	Housing correspondence answered within 10 working days.	>95%	97%	>95%	92%	>95%
		% Of tenants satisfied with the overall service provided.	n/a	n/a	n/a	New	>85%
		Percentage of customer contact received via digital channels.	n/a	n/a	n/a	New	>9%
		Percentage of working days lost to sickness absence.	n/a	n/a	n/a	New	proxy
		Number of formal complaints received.	n/a	n/a	n/a	New	<45
		Percentage of complaints resolved within timescale.	n/a	n/a	n/a	New	100%

The following White Paper measures will be introduced in 2023-2024.

Keeping properties in good repair	Decent Homes Standard compliance.
Maintaining building safety compliance with health and safety obligations	Gas safety, electrical safety, fire safety, asbestos safety, water safety, lift safety.
	Tenant satisfaction with the health and safety of their home.
Effective handling of complaints - Number of complaints relative to the size of the landlord	% Of complaints resolved within agreed timescale.
	Tenant satisfaction with landlord's complaints handling.
Respectful and helpful engagement	Number of complaints relating to fairness and/or respect

Responsible neighbourhood management	Tenant satisfaction that their landlord listens to their views and takes notice of them.
	Tenant satisfaction with landlord's engagement with tenants.
	% Of communal areas meeting the required standard.
	Number of complaints relating to communal areas.
	Tenant satisfaction with landlord actions to keep communal areas clean and safe.
	Tenant satisfaction with landlord contribution to the neighbourhood associated with their home.
	Number of complaints relating to anti-social behaviour.
	Tenant satisfaction with landlord's handling of anti-social behaviour.
	Tenant overall satisfaction with the service their landlord provides.

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	**Ongoing improvement in the stock condition data to optimise future decarbonisation/ energy reduction funding applications.	Green RAG rating
		Ongoing Review of Revenue Account (HRA) for all Council Housing Stock to create delivery model for carbon reduction.	Green RAG rating
		****Feasibility review of Dynamic Scheduling Software (addition to Orchard) for the Housing fleet to optimise work schedule efficiency and route optimisation.	Green RAG rating
	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Quarterly reporting for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

****Climate change measures have not been funded. **Measures have been funded.

Housing Services equality, diversity and inclusion actions 2021-2025

The Council has an Equality, Diversity and Inclusion Strategy and Action Plan 2021-2025. Progress against the Action Plan will be reported in the Equality, Diversity and Inclusion Annual Report.

Housing Services is responsible for supporting and delivering the following actions:

- Enhance the online process for applying to join the housing register and for viewing and expressing an interest in vacant Council properties.
- Provide direct on-line access to housing rent accounts and repair ordering.
- Host the multi-agency welfare group which will continue to support tenants and other residents through the on-line Universal Credit process to minimise delays in processing claims.
- To work with partners to develop a joined-up telecare service that enables vulnerable or elderly people to retain their independence

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 and weeds. This is carried out by the Street Cleansing Service. The Team carries out various cleansing activities, from mechanical sweeping to manual removal of fly-tipping.

The Team removes graffiti from public locations and, on request, from private property. The Service aims to remove offensive graffiti within 24 hours of it being reported.

The Team also maintains, services and makes repairs to Council-owned bus shelters, public conveniences, litter bins and street furniture and the replacement/provision of street name plates.

The Team's work is subject to an independent Local Environmental Quality Survey undertaken bi-annually on behalf of the Council by Keep Britain Tidy.

Grounds Maintenance services are carried out 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, three of which currently hold Green Flag status. The service works closely with clients to deliver a range of soft landscaping services including 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.

The Team is currently trialling several approaches to improving biodiversity from changes to the maintenance regime of roadside verges.

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.

The 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.

An independent review of Waste services determined that there should be no changes to the core waste collection service until after the enactment of the Environment Bill around 2023.

In addition, the Council is a national pilot for the Podback, coffee pod recycling scheme.

A three-bin collection service is provided for most households. This is made up of a green bin for dry recyclable waste; a brown bin for garden and food waste and a black bin for waste that cannot be recycled. They also provide a service to collect 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.

The Council provides a commercial waste service to more than 400 local businesses with a range of bin sizes/recycling options available.

The Council is required to maintain an operating licence for all vehicles over 3.5 tonnes and currently has 25 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 82 vehicles and 85 items of small plant, used by eight different service areas within the Council. A third mechanic and apprentice post has recently been agreed and are in the process of being recruited.

The Council is investing in route optimisation software which will assist in increasing the fuel efficiency of the services it provides.

There is an expectation that route optimisation will see around a 12.5 % reduction in fuel usage and should reduce working times and increase workforce morale.

Key aims

Over the next five years, Operational Services will ensure it is able to continue delivering services that people want and will use, against a backdrop of increased expectations and a fast-growing population.

The Service carried out a review of waste collection services in 2020 with the intention of improving recycling services and delivering the Government's Resources and Waste Strategy. The Council's Environmental and Development Services Committee has agreed in principle to a new waste collection service to be implemented sometime post 2023, upon enactment of the Environment Bill. The proposed new service will be based on the following general service standards;

- Three weekly collection of residual waste
- Weekly separate collection of food waste
- Separate alternating collections of paper and card in a wheeled bin, glass, metals and plastics in a wheeled bin on a three weekly alternating collection.
- Fortnightly collection of organic waste.

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 residual waste collected
- Deliver increased recycling and composting of any waste collected
- Provide clean streets and improve the built environment

- Improve the aesthetics of South Derbyshire through soft landscaping and grounds maintenance
 - Maintain the vehicle fleet in accordance with industry requirements
 - Deliver a trial of maintenance changes to roadside verges to increase biodiversity and encourage the growth of wildflowers
 - Deliver an interim recycling service based on the current service standards until clearer guidance is received on the implementation of the Environment Bill
 - Work towards a new Waste Collection service as agreed in principle by the Council's Environmental and Development Services Committee, including three weekly residual, weekly food waste and three bin recycling collections by 2024
 - Deliver a route optimisation project to improve efficiency on waste collection services.
 - Continue the collection of coffee pods for recycling as part of the Podback scheme developed by the leading coffee pod suppliers
 - Conclude the service restructure agreed by Committee in 2020
- Deliver a hydrogen pilot on two of its refuse vehicles with support from Toyota, a hydrogen specialist and D2N2.

Operational Services Performance

The service measures detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling.	Number of missed collections per 100k collections (Logged via the CRM.)	120	71.22	70	38	70
		% of bins rejected as contaminated per 100k collections.	2.5%	3.2%	2.5%	Information not held for 21/22 new logging system put in place from April 2022	New logging system in place
		% of trade waste collections completed on scheduled date.	N//A	N/A	New	Information not held for 21/22 new logging system put in place from April 2022	New logging system in place
		% of trade refuse enquiries resulting in new custom.	N/A	N/A	New	N/A	33%
	E1.2 Reduce fly tipping and litter through education, engagement and	% of fly tips cleared within 24 hours.	>60%	65%	>65%	67%	>65%
		Average time taken to clear reported Fly-tips.	2.5 days	2.25 days	2 days	1.87 days	2 days

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
	zero tolerance enforcement action where appropriate.	% of streets swept in accordance with scheduled sweeps.	>90%	77%	>90%	65%	>75%
		% of surveyed areas at grade C or above.	>90%	99%	>95%	93.69%	>95%
		% of grass cutting completed in accordance with scheduled cuts.	>90%	70.92%	>90%	96.25%	>90%
E3. Enhance the attractiveness of South Derbyshire	E3.2 Improve public spaces to create an environment for people to enjoy.	Evaluate wildflower trials.	N/A	New for 21/22	Publication in the 21/22 Annual Report	Achieved*	Continue to prepare site and monitor

Our People							
Working with communities and meeting the future needs of the District							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
P3. Deliver Excellent Services	P3.1 Ensure consistency in the way the Council deals with its service users.	Implement Delivery Service review.	N/A	New for 21/22	Complete review	On hold	Carried forward into 22-23

* The Council is in year two of its four-year wildflower pilot. The sites at Hilton, Repton and Ticknall all produced a wild-flower display in the summer of 2021, but the site at William Nadin Way, Swadlincote was once again unsuccessful. The sites have been prepared for the coming year with a different mix of seeds used in Swadlincote to see if this yields better results for this coming summer. One of the two road-side nature sites managed by the

Council, the site at Drakelow has been damaged as are result of the delivery of the regeneration route. The Grounds Maintenance Team is in discussions with the contractor to rectify the damage to enable wildflowers to flourish in the future

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	****Continue the phased replacement of plant at Boardman Depot with electric alternatives and trial hydrogen in the fleet as part of a D2N2 funded pilot.	Green RAG rating
		****Review the Fleet Procurement Plan to decarbonise the Council's vehicle fleet.	Green RAG rating
		**Fully utilise route optimisation software n waste fleet vehicles.	Green RAG rating
		**Continue to reduce waste collected per head of population and increase percentages of recycling and composting waste.	Green RAG rating
		Report quarterly for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

****Climate change measures have not been funded. **Measures have been funded.

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. Despite some slowdown in progress on the largest sites due to the COVID-19 pandemic, overall housing completions remain high and these are likely to increase significantly once the economy recovers following the COVID-19 restrictions.

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 environment. 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 has an adopted Local Plan to cover development through to 2028 although background work has started to look beyond this period. Following the governments Planning White Paper proposals which were published in August 2020, work on the local plan review will need to include initial consultation on options.

The Development Management Team deals with planning applications. The diverse nature of South Derbyshire means that a wide variety of applications are received. Officers, under the scheme of delegation, determine approximately 90% of applications. The remainder are determined at the Planning Committee.

Free, informal advice is provided to developers and householders. The Council will be implementing a pre-application charging schedule following committee approval. 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.

The Building Control service is provided by the Central Building Control Partnership (a partnership of six local authority Building Control Teams) for South Derbyshire. This partnership is meeting its aims and objectives and has maintained income levels and market share.

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). Through research and partnership working delivers new schemes and initiatives that raise housing standards and improves the thermal comfort of homes and the quality of life for residents across the District.

In 2019/20, new evidence was commissioned in the form of a new Strategic Housing Market Assessment to provide better evidence for the Council to secure a need-led mix of housing on new developments across the District. This is used to ensure development management decisions and S106 negotiations are based on up-to-date evidence on housing need.

Strategic Housing services:

- Explore methods of delivering new affordable homes, including working in partnership
- Deliver affordable housing
- Assist in the negotiation of 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 South Derbyshire
- Tackle health inequality through housing interventions.

Key aims

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

- Deliver key supplementary planning and development plan documents and with HMA partners, continue with the preparation for a review of the Local Plan including initial consultation on options.
- Continue the improvement of the management of Section 106 agreements.
- Increase the proactive monitoring and support of housing delivery, especially the largest strategic sites.
- Further improve the design quality of development in the District and secure environmental improvements.
- 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 ageing population.
- Ensure the continued success of the Central Building Control Partnership.
- Deliver 150 new affordable homes within the District.
- Produce a Health and Housing Strategy
- Deliver schemes under Better Care Funding allocation that enable people to live independently for longer
- Deliver new Council housing through land negotiation and s106 bids.

Planning and Strategic Housing Performance

The service measures detailed in the following pages supports the delivery of the Corporate Plan 2020-2024 and the Climate and Environment Action Plan.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
E1. Improve the environment of the District	E1.3 Enhance biodiversity across the District.	Recruit a section 106 Project Officer.	In post	Recruitment to this post is incorporated in the Cultural and Community Services restructure.	In post	In post	Not carried forward 22/23.
		New tree planting to be 10% on all sites irrespective of location in the district (60% target).	60%	Achieved on all sites withing the National Forest**	60%	Achieved on all relevant major planning applications	Achieved on all relevant major planning applications. There are difficulties in monitoring in that it is only known how much planting is on a site until the relevant condition is discharged which is often some considerable time after the original planning decision was made.
		Review the S106 Guide for Developers.	N/A	New for 21-22	Complete	Complete	Not carried forward 22/23.

E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.	Commence the Swadlincote Conservation Area Character Statement Review.		Impacted by COVID-19**	Commence the review	A desk top analysis has been undertaken and a handful of site visits in preparation for the review.	Undertake the Review
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Our Future							
Growing our District and our skills base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District.	Encourage developers to utilise employees from within District and Job Training schemes/partnership with Colleges and Schools through use of informative (Target - 100% of eligible major employment allocation cases p/a) F103.	100%	Achieved on all relevant planning proposals****	100%	Achieved on all relevant planning proposals	100%
F2. Support economic growth and infrastructure	F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets.	Speed of validating applications - applications to be processed to point of valid/not valid within a set timeframe within 10 working days (70% target)	70%	26% 10 days or less 19% (11 to 15 days) 27% (16 to 20 days) 28% 21 days or more	70%	52% 10 days or fewer	70%
		Consult on the Local Plan Review issues and options	N/A	New for 21-22	N/A	N/A	Consult in late summer/ early autumn 2022
	F2.3 Influence the improvement of infrastructure to meet the demands of growth.	Annual report on S106 agreements.		This was reported to EDS and F&M Committee in March 2021. Agreed to introduce pre-application charging schedule.	N/A	An annual report is prepared for EDS committee on all S106 agreements in the Infrastructure Funding Statement	Prepare an annual report

Our Future							
Growing our District and our skills base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
F3. Transforming the Council	F3.2 Source appropriate commercial investment opportunities for the Council.	Investigate pre-application charging - report to E&DS Committee.		This was reported to EDS and F&M Committee in March 2021. Agreed to introduce pre-application charging schedule.	N/A	Due to increased workload and staff shortages from much of the year the focus needed to be on determining planning applications	With vacant posts being filled it will be possible to introduce the Pre-app charging schedule during the 22-23 financial year.

The measures detailed below form part of the commitment to the delivery of the Climate & Environment Action Plan.

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	****Embed carbon neutrality in the new Local Plan.	Green RAG rating
	E2.2 Work with residents, businesses and partners to reduce their carbon footprint.	****Promote broadband rollout to all locations in South Derbyshire.	Green RAG rating
		**Create and promote a sustainable travel to work plan for job creation/growth areas - East Midlands Freeport.	Green RAG rating
		**Influence, promote, and partner with local business to deliver green innovation at the East Midlands Freeport.	Green RAG rating
	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	Report quarterly for each relevant service area on progressing their assigned Climate and Environment actions.	Annual reduction in carbon emissions across the Council.

****Climate change measures have not been funded. **Measures have been funded.

Planning and Strategic Housing equality diversity and inclusion actions 2021-2025

The Council has an Equality, Diversity and Inclusion Strategy and Action Plan 2021-2025. Progress against the Action Plan will be reported in the Equality, Diversity and Inclusion Annual Report.

Planning and Strategic Housing is responsible for supporting and delivering the following actions from the Plan:

- Review planning consultation practices to encourage and enable groups that are not currently engaged in the planning process.
- Use building regulation to ensure that developments meet the necessary standards for disabled access and other accessibility standards.
- Use the Council's Local Plan to develop best practice in terms of accessible homes.
- Work in partnership with transport services to improve the accessibility of the transport services to people that live in rural areas. As part of planning proposals for new development or new site allocations.

Council wide service measures

The Travel Plan service measures were monitored throughout 2021-2022.

These measures have now been superseded by the Climate and Environmental Action Plan, relevant measures have been incorporated under each of the services areas.

Our Environment							
Keeping a clean, green District for future generations							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	Continued reduction in the 'grey' miles travelled (business miles in employees' own cars) in delivering the service compared to 2018/19 baseline.	7% reduction on grey miles 2018/19	Q3 2020/21 "grey" miles show a 60% reduction in mileage - this could be largely impacted due to COVID-19.**	Total 12% reduction from 2018/19 to 2021/22	34% reduction on grey miles compared to 2018/19	Not carried forward for 2022-23.
		>30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.	>30%	36%* of staff are working flexibly between home and the office. Whilst 20%* envisage working from home full time after COVID-19	To be confirmed following review of Q4 data.	87% of staff are working flexibly between home and the office. Report data collected via the travel survey in June/July 21	Not carried forward for 2022-23.
		5% reduction in the quantity of fleet diesel used compared to 2018/19 baseline.	5% reduction on 2018/19 data	4.19%	3.8% reduction in the quantity of fleet diesel used compared to 2018/19 baseline.***	20% increase in the quantity of fleet diesel used compared to the 2018/19 baseline	Not carried forward for 2022-23.

Workforce

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

As of 1 April 2022, 202 staff are employed in Service Delivery.

A breakdown is shown in the following table:

		Full time equivalent	Number of employees
Service Delivery	Cultural and Community Services	25.4	30
	Environmental Services	16.9	18
	Housing	51.6	55
	Operational Services	79.5	80
	Planning & Strategic Housing	17.2	18
	Strategic Director	1	1

Budgets

Revenue budget 2022/23

The Directorate's budget for 2022/23 is outlined in the following table:

Service	Budget (£)
Housing	(948,130)
Environmental Services	752,382
Operational Services	4,297,248
Cultural and Community Services	2,364,987
Planning and Strategic Housing	778,014
Total	7,244,501

Capital budget 2022/23

The Directorate's capital budget for 2022/23 is outlined in the following table:

Service	Budget (£)
Housing	4,153,655
Environmental Services	420,000
Operational Services	0
Cultural and Community Services	2,975,003
Planning and Strategic Housing	0
Total	7,548,658

Housing Revenue Account

Revenue budget 2022/23

Service	Budget (£)
Housing	(1,309,874)
Environmental Services	0
Operational Services	0

Cultural and Community Services	0
Planning and Strategic Housing	66,715
Total	1,243,160

Capital budget 2022/23

Service	Budget (£)
Housing	2,620,000
Environmental Services	0
Operational Services	0
Cultural and Community Services	0
Planning and Strategic Housing	0
Total	2,620,000

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.
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 Waste Partnership	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, John Port School and County Council to operate the Leisure Centre.
External contractors	Delivery of planned and responsive service contracts and capital improvements.
Home Improvement Agency	Provide support to vulnerable households to improve house conditions.
Homes England	The Council 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.
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 with the Forestry Commission to operate the Forestry Centre.
South Derbyshire Community Safety 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.