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Our Ref  
Your Ref

Date: 18<sup>th</sup> May 2022

Dear Councillor,

**Environmental and Development Services Committee**

A Meeting of the **Environmental and Development Services Committee** will be held at **Council Chamber**, Civic Offices, Civic Way, Swadlincote on **Thursday, 26 May 2022** at **18:00**. You are requested to attend.

Yours faithfully,

Chief Executive

To:- **Labour Group**

Councillor Taylor (Chair), Councillor Pegg (Vice-Chair) and  
Councillors Heath, Singh and Southerd.

**Conservative Group**

Councillors Brown, Dawson, Fitpatrick, Haines, Muller and Redfern

**Non-Grouped**

Councillor Wheelton



## **AGENDA**

### **Open to Public and Press**

- 1** Apologies and to note any substitutions appointed for the meeting
- 2** To note any declarations of interest arising from any items on the Agenda
- 3** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 4** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 5** CORPORATE PLAN 2020-24 PERFORMANCE REPORT **3 - 36**
- 6** SERVICE PLAN 2022-23 **37 - 122**
- 7** COMMITTEE WORK PROGRAMME **123 - 126**

### **Exclusion of the Public and Press:**

- 8** The Chairman may therefore move:-  
That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.
- 9** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.  
Details

REPORT TO:	ENVIRONMENTAL AND DEVELOPMENT SERVICES COMMITTEE	AGENDA ITEM:5
DATE OF MEETING:	26 MAY 2022	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	FRANK MCARDLE (EXT. 5700) ALLISON THOMAS (EXT. 5775)	
SUBJECT:	CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2021-2022 QUARTER 4 – 1 APRIL TO 31 MARCH)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

## 1.0 Recommendations

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

## 2.0 Purpose of the Report

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

## 3.0 Executive summary

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

### **Our Environment**

- *Improve the environment of the District*
- *Tackle climate change*
- *Enhance the attractiveness of South Derbyshire*

### **Our People**

- *Supporting and safeguarding the most vulnerable*



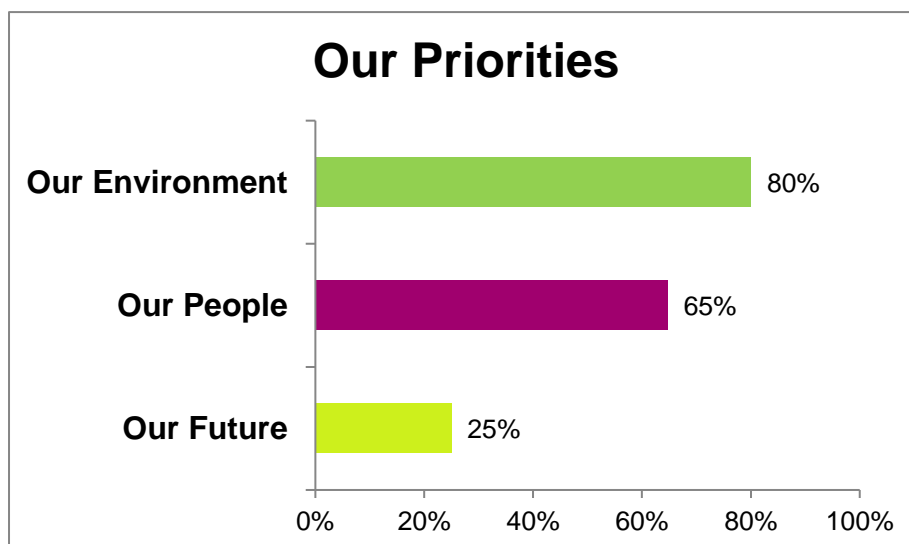
## Our Future

- *Support economic growth and infrastructure*

### 4.0 **Performance Detail**

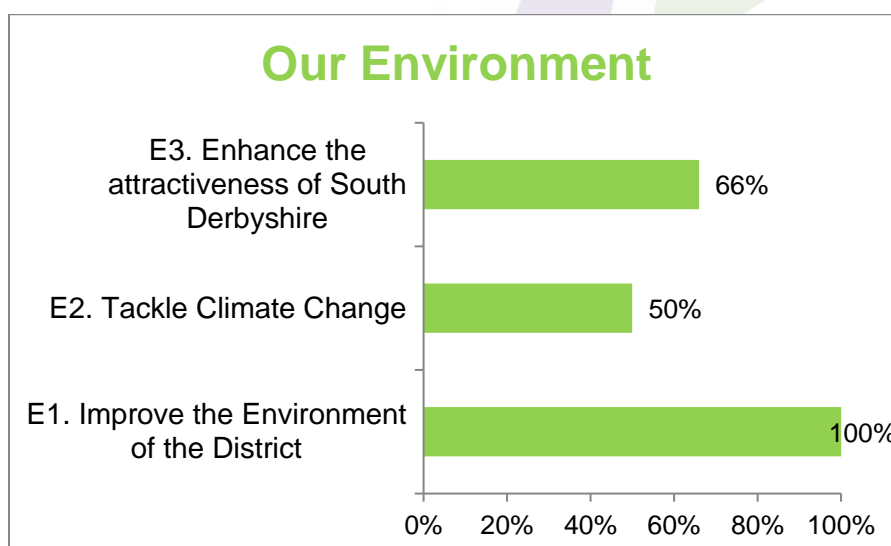
#### 4.1 Overall Council performance against the priorities – Quarter four 2021-2022.

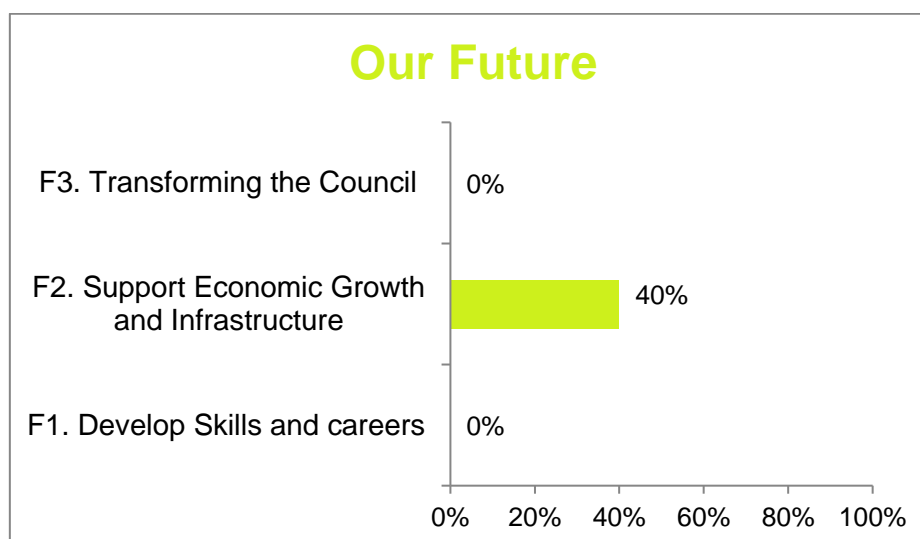
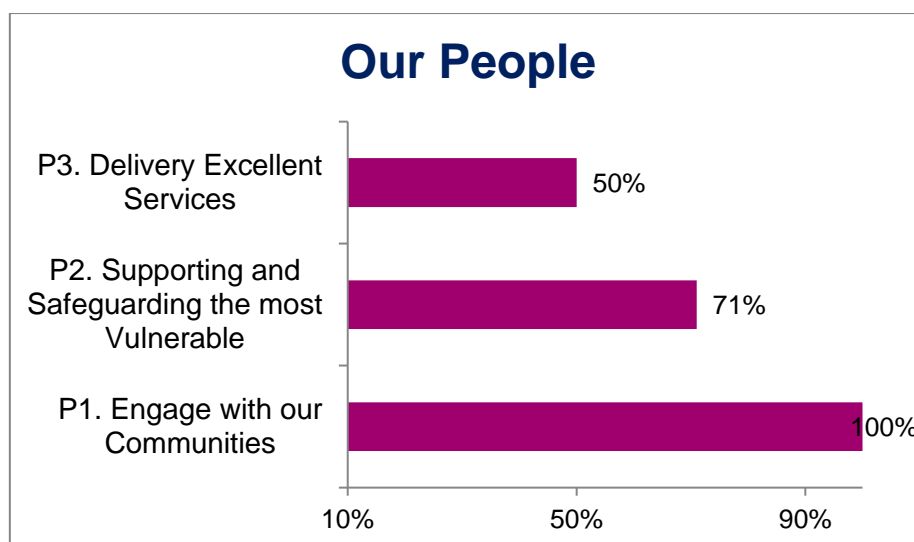
The below chart provides an overview for the percentage of measures that are on track to achieve the annual target.



#### 4.2 Overall Council performance against key aims – Quarter four 2021-2022.

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





- 4.3 Of the 35 measures which support the progress of the Corporate Plan 20-24, 18 are green, one is amber, 14 are red and two are grey.

Overall, 60% of the key aims within the Corporate Plan are on track to achieve the four-year target. As at quarter 4, 80% of indicators are on track for Our Environment, 65% are on track for Our People and 25% are on track for Our Future.

- 4.4 This Committee is responsible for overseeing the delivery of 12 Corporate measures.

Below outlines the nine (75%) measures for this Committee that are on track (green, amber or grey) for the quarter:

- Household waste collected per head of population
- % of collected waste recycled and composted
- Number of fly tipping incidents.



- Improve the quality of the District through the Local Environmental Quality Survey
- % of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline.
- Reduce South Derbyshire District Council carbon emissions
- Continue to undertake interventions per year to keep families out of fuel poverty
- % of planning applications determined within the statutory period
- Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions.

4.5 Below outlines the three (25%) measures for this Committee that is not on track (red) for the quarter:

- % of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day
- Proportion of good quality housing development schemes
- Speed of decision on discharging conditions for housing applications.

The Covid-19 pandemic during 21-22 has had an impact on the annual overall Council performance. However, this should not detract from the positive work that continues to be undertaken.

There have been a lot of successes over the past year and these should be recognised.

- **E2.1A Reduce South Derbyshire District Council carbon emissions.**
  - ✓ This year the Council published its second Climate and Environment Action Plan which contained a clear, costed route to carbon neutrality for all of the Council's own activities and started the journey to carbon neutrality for the whole of South Derbyshire. The Plan has received national acclaim, having been rated as the 10<sup>th</sup> best by a District Council by an independent climate change group. The Council also introduced a robust new process for both tracking the progress with all of the actions in the Action Plan and for measuring changes in carbon emissions by Council activities.
- **E1.2A Number of fly tipping incidents.**
  - ✓ 2020/21 was one of the worst years on record for fly tipping and spring 2021 started badly with continued high numbers of reports. However, the Community Safety Enforcement Team identified a handful of individuals who were suspected of being responsible for multiple offences and as the investigations into their activities progressed, the number of incidents started to sharply drop. Prosecution proceedings are ongoing in a number of cases.
  - ✓ Following community consultations, the Council also removed seven recycling bring sites in late summer 2021.



- ✓ Between October 2021 and February 2022, the numbers of reported fly tips were the lowest on record for this time of year.
- **P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.**
  - ✓ The Council has successfully bid for five different projects to improve thermal efficiency and install low carbon heating into social and private sector housing in the District. The bids represent a total investment of nearly £4.1million into the District's housing stock and are aimed at improving nearly 700 of the least thermally efficient homes in the District occupied by the lowest earning families at a time when energy prices are rapidly increasing.
- **E1.1B % of collected waste recycled and composted.**
  - ✓ Kerbside recycling brought in house from February 2021.
  - ✓ Recycling Centres removed 6 October thus reducing fly tipping and increasing kerbside tonnages.
  - ✓ Introduction of coffee pod collections through the Podback scheme.

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

- 4.6 An overview of performance can be found in the Performance Dashboard in **Appendix A**. A detailed update on the quarterly outturn of each performance measure including actions to sustain or improve performance is included in the detailed Performance Measure Report Index in **Appendix B**.
- 4.7 Questions regarding performance are welcomed from the Committee in relation to the Corporate performance measures that fall under its responsibility and are referenced in the detailed Performance Measure Report Index in **Appendix B**

## **5.0 Financial and Implications**

None directly.

## **6.0 Corporate Implications**

### **6.1 Employment Implications**

None directly.

### **6.2 Legal Implications**

None directly.

### **6.3 Corporate Plan Implications**





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

## 6.4 Risk Impact

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

The following risks have been updated for quarter four on the Service Delivery Risk Register.

- SD7 - Failure to meet housing delivery targets set out in the five-year supply mitigating actions have been updated.

The following risk can be removed from the Service Delivery Risk Register and added to the archive risk register:

- SD14 – Performance of kerbside recycling contractor.  
This service is now being delivered in-house.

A new risk will be added in Q1 to replace SD14 to monitor fluctuations in recycle prices.

## 7.0 Community Impact

### 7.1 Consultation

None required.

### 7.2 Equality and Diversity Impact

Not applicable in the context of the report.

### 7.3 Social Value Impact

Not applicable in the context of the report.

### 7.4 Environmental Sustainability

Not applicable in the context of the report.





## 8.0 **Appendices**

Appendix A – Performance Dashboard 2020-2024

Appendix B – Performance Measure Report Index

Appendix C – Service Delivery Risk Register



Priority	Key Aim		Outcome	Ref	How success will be measured	Q4 Jan 20 Mar 20 Outturn	Q1: Apr-Jun	Q2: Apr-Sept	Q3: Apr-Dec	Q4: Apr-Mar	Q1: Apr-Jun	Q2: Apr-Sept	Q3: Apr-Dec	Q4: Apr-Dec	Annual Target 21-22	Plan Target 2020 2024	Head of Service	Strategic Lead	Committee		
Our Environment	Keeping a clean, green District for future generations	E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling	E1.1A	Household waste collected per head of population	Cumulative (Apr-Mar) 404 kgs Q4 (Dec-Mar) 90kgs	126kgs	250 kgs	355kgs	460kgs	123kgs	245kgs	324kgs	416kgs	Sustain Current levels	Sustain during Y1 and Y2. See a downward trend in Yrs3 and 4	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
				E1.1B	% of collected waste recycled and composted	Cumulative (Apr-Mar) 45% Q4 (Jan-Mar)39%	53%	52%	49%	47%	50%	50%	48%*	46%	>45%	Sustain during Y1 and Y2. See an upward trend in Yrs. 3 and 4	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
			E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	E1.2A	Number of fly tipping incidents	714 (total figure for 2019/20)	260	528	732	1003	211	366	484	604	Downward trend as a 4-year mean <764	Downward trend over 4 years	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
				E1.2B	Improve the quality of the District through the Local Environmental Quality Survey	The first survey was completed in January 2020 the result was 89.67% above grade C+. Committee report being prepared. Some service Pls developed to assist overall performance.	Report in Q4	Report in Q4	Report in Q1 21/22	Report in Q1 21/22	94.74% (Grade C or above)	94.74% (Grade C or above)	94.74% above grade C+	93.79% of streets meet grade B or higher	>95% (Grade C or above)	95% at Grade B or above	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
			E1.3 Enhance biodiversity across the District	E1.3A	% of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline.	Not possible to provide as outputs not held in software until April 2020. Monitoring underway and baseline data to be provided Q1 and Q2.	First Report due December 2020. No qualifying decisions in Q1.	66.7%	66.7%	66.7%	66.7%	66.7%	66.7%	66.7%	85% (4-year target)	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS		
		E2. Tackle climate change	E2.1	Strive to make South Derbyshire District Council carbon neutral by 2030	Reduce South Derbyshire District Council carbon emissions	No update required for Q4. First update to be provided Q1 2020-21.	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Produce and implement a Head of Service Q4 Climate and Environment report that tracks performance against quantified targets and outturns	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
			E2.2	Work with residents, businesses and partners to reduce their carbon footprint	% of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day	Baseline figure of 50% based on 18 qualifying decisions in Q4.	78%	89%	100%	100%	70.5%	79.3%	86%	75.6%	85%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS		
		E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit	E3.1A	Increase Swadlincote Town Centre visitor satisfaction	49% of respondents would recommend Swadlincote Town Centre - May 2019. No update required for Q4. First update to be provided Q2 2020-21	Reported Annually in Q3	Reported Annually in Q3	55%	55%	Reported Annually in Q3	Reported Annually in Q3	60%	Reported Annually in Q3	58%	National small towns average 72%. Target to be above the National average by 2023/24	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M		
				E3.2 Improve public spaces to create an environment for people to enjoy	E3.2A	The number of Green Flag Awards for South Derbyshire parks	2	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved 3 Green Flag Awards in 2021/22	Four Year Target - 4	Increase from two green flag park awards to four by 2024	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS	
					E3.2B	Proportion of good quality housing development schemes	92%	Reported Annually in Q4	Reported Annually in Q4	Reported Annually in Q4	Out turn unavailable	Data unavailable	Reported Annually in Q4	Reported Annually in Q4.	Out turn unavailable	90%	% of schemes which score high	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS	
		Our People	ies and meeting the future needs of the District	P1. Engage with our communities	P1.1 Support and celebrate volunteering, community groups and the voluntary sector	P1.1A	Number of new and existing Community Groups supported	36	28	66	113	153	24	65	112	160	Proxy	Year 1-2 (Proxy)- collate baseline data. Year 3-4 we will show an increase on the average over years 1 and 2	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
						P1.2A	Number of ASB interventions by type	2,893 ASB reports	Minimal	Minimal	Minimal	Minimal	Moderate	Moderate	Moderate	Moderate	'Moderate' or 'High'	'Moderate' or 'High'	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	H&CS
P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.			P2.1A	Number of households prevented from Homelessness	103 cases	64 cases	127 cases	203 cases	265 cases	85 cases	164 cases	233 cases	261 cases	Proxy	Proxy Measure to show service activity	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS		
				P2.1B	Continue to undertake interventions per year to keep families out of fuel poverty	Numbers of interventions in 2019/20 were not recorded	111	216	247	276	30	102	172	210	210 interventions	300 interventions (2020-21) Target to be reviewed thereafter.	Matt Holford, Head of Environmental Services	Allison Thomas, Strategic Director, Service Delivery	E&DS		
	P2.2 Promote health and wellbeing across the District			P2.2A	Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group	Not applicable for Q4	Action plan developed and adopted	Ongoing delivery of the action plan by partners	Ongoing delivery of the action plan by partners	Ongoing delivery of plan	Draft action plan to be ratified	Action Plan adopted at SDP Co ordinating Group and Board Meeting	100% of actions delivered	100% of actions delivered	100% of actions identified delivered	Head of Cultural and Community Services	Allison Thomas, Strategic Director, Service Delivery	H&CS			
	P2.3 Improve the condition of housing stock and public buildings.			P2.3A	Deliver the Planned Maintenance Housing programme over four years	£2,717,193.80	35% (£ 594,406)	88.95% (£ 1,188,813)	95.6% (£ 1,783,219)	114.10% (£ 2,377,625)	111.5% (£662,477.87)	105.6% (£1,255,878.1)	77.5% (£1,841,719.16)	89.1% (£2,116,365.65)	100% against the annual plan 2020-21	100% against the annual plan	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS		
				P2.3B	Develop and deliver the Public Buildings programme over four years	Project Plan for 2020-21 developed	Software tested and calibrated	Condition surveys on the five largest assets have	Carry out further surveys on 12 more of the Public	Carry out further surveys on 12 more of the Public	9.1% (11 surveys)	16% (22 surveys)	22.5% (33 surveys)	30% (44 surveys)	30% of surveys to be undertaken.	100% of surveys to be undertaken	Steve Baker, Head of Corporate Property	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M		
				P2.3C	Average time taken to re-let Council homes	Q4 157 days YTD 122 days	206 days average	209 days average	192 days average	200 days average	190 days average	174 days average	160 days	156 days	Median Quartile Performance (Benchmark via Housemark)	Median Quartile Performance (Benchmark via Housemark)	Paul Whittingham, Head of Housing	Allison Thomas, Strategic Director, Service Delivery	H&CS		
	P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.			P2.4A	Deliver the objectives identified in the South Derbyshire Partnership Social Mobility Action Plan	Ranked >311 in the Social Mobility Commission's Social Mobility Index	Reported in Q4	Reported in Q4	Reported in Q4	Research and data analysis	Reported in Q4	Research and Data analysis	Preparation of Action Plan	Supporting Aspirations Action Plan adopted.	Develop the Social Mobility Action Plan	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M		
	P3.1 Ensuring consistency in the way the Council deal with service users			P3.1A	Increase the number of customers who interact digitally as a first choice	1,219 Covid-19 business grants forms, 1,282 council tax & benefits forms and 12,343 online web form submissions. 14,844 in total (annual figure).	Total: 4,474	Total: 10,174	Total: 16,103	Total: 22,242	Total: 5,301	Total: 10,491	Total: 15,379	Total: 24,405	>22,242 (upward trend year on year)	Upward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M		

e	Working with communiti	P3. Deliver Excellent Services	P3.2 Have in place methods of communication that enables customers to provide and receive information.	P3.2A	Reduce face-to-face contact to allow more time to support those customers who need additional support	2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490. Please note this was up to 20 March 2020, when offices closed due to Covid 19. Quarter 4 figures.	No visitors due to Covid-19	No visitors due to Covid-19	No visitors due to Covid-19	0	0	0	0	744 self serve and 115 face to face	Downward trend (based on 2019 pre-Covid-19)	Downward trend in Face to Face interactions	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.3 Ensuring technology enables us to effectively connect with our communities.	P3.3A	Number of customer telephone calls answered by Customer Service	Total Calls 26,280 (21,350 calls handled & 4,930 automated call payments). Quarter 4 figures.	Total: 22,387	Total: 44,701	Total: 69,812	Total: 98,099	Total: 26,756	Total: 51,866	Total: 74,981	Total: 99,165	Downward trend <95,896	Downward Trend	Elizabeth Barton, Head of Customer Services	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.3B	Increase digital engagement (Twitter, Instagram, Facebook)	Total FACEBOOK fans: 22,440, total TWITTER followers: 11,448, No Instagram account yet, total ALL SOCIAL MEDIA fans: 33,888. Social Media queries: 287	34,340	39,924	42,723	43,850	44,989	46,853	48,409	49,181	upward trend	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			P3.4 Investing in our workforce	P3.4A	Increase the level of staff engagement	No Q4 Update. First Staff survey to take place in 20/21.	Reported annually in Q4	Reported annually in Q4	Survey postponed until 21-22	Survey postponed until 21-22	Survey postponed until 22-23	Survey postponed until 22-23	254 staff attended staff briefing sessions in September 2021	Target not achieved	Annual Increase in the % of Staff completing the survey	Annual Increase in the % of Staff completing the survey	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4B	Number of apprenticeships	4 (1.2% of head count)	4 (1.2% of head count)	4 (1.2% of head count)	5 (1.5% of head count)	5 (1.5% of head count)	3 (0.9% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	6 (1.84% of head count)	>2.3%	>2.3% of head count	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4C	Average number of staff days lost due to sickness	3.58	3.68	8.01	11.6	12.93	2.11	4.79	7.55	10.28	Downward trend	Downward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
				P3.4D	% of employees that consider that the Council has a positive health and safety culture	No Q4 update for 19/20. First Staff survey to take place in 20/21.	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22/23	Postponed until early 22-23	Postponed until early 22-23	No annual target	Upward Trend	Fiona Pittam, Head of Organisational Development & Performance	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
	Our Future	F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District	F1.1A	Increase the number of employee jobs in South Derbyshire	32,000	Reported in Q4	Reported in Q4	Reported in Q4	32,000 Impacted by Covid-19	Reported in Q4	Reported in Q4	Reported in Q4	31,000 Impacted by Covid-19	>32,000	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
			F2. Support economic growth and infrastructure	F2.1A	Annual net growth in new commercial floorspace (sqm)	2,885 sqm	Reported in Q4	Reported in Q4	Reported in Q4	4,140 sqm	Reported in Q4	Reported in Q4	Reported in Q4	1,665 sqm	net annual growth in commercial floorspace of 12,269.5 sqm	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
				F2.1B	Total Rateable Value of businesses in the District	£67,486,786	£67,528,690	£67,316,577	£67,379,221	£67,341,926	£67,150,426	£67,133,764	£67,199,282	£67,234,722	>£67,486,786	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Frank McArdle, Chief Executive	F&M
				F2.2A	Speed of decision on discharging conditions on housing applications	80%	100%	100%	100%	100%	93.7%	71.8%	47.3%	60.9%	90% within 8-13 weeks or as agreed with the applicant	90% within 8-13 weeks or as agreed with the applicant	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
				F2.2B	% of planning applications determined within the statutory period	93%	94%	99%	98%	98%	91%	93.1%	93%	90.50%	>90%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
				F2.3A	Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions	No Q4 update for 19/20. New indicator, data will be collected from April 2020 onwards as retrospective data is not possible to collect.	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	94%	Reported annually in Q4	Reported annually in Q4	Reported annually in Quarter 4.	100%	>90%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Allison Thomas, Strategic Director, Service Delivery	E&DS
		F3. Transforming the Council	F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.	F3.1A	Deliver against the Transformation Action Plan	No Q4 update for 19/20. Transformation plan to report from Q1 onwards	On target	On target	On target	On target	On target	Quarterly target not achieved	Continue to deliver the annual transformation plan including the emerging Future Service Delivery	85%	Deliver 100% against action plan	Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Kevin Stackhouse, Strategic Director, Corporate Resources	F&M
			F3.2 Source appropriate commercial investment opportunities for the Council	F3.2A	Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities	Preliminary discussion between Operational Services and Finance have taken place, working group and action plan not yet established	On target	On target	On target	On target	Quarterly outcome not achieved	Quarterly outcome not achieved	No change from last quarter	No change from last quarter	Deliver 100% against action plan	Y1 – Form a working group & Action Plan Y2 – deliver against action plan and sustain an upward trend in revenue	Head of Operational Services	Allison Thomas, Strategic Director, Service Delivery	F&M

# Corporate Plan 2020-2024

## Performance Measure Report

### Environmental and Development Services Committee

**Team: Organisational Development and Performance**

**Date: May 2022**

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# Performance Measure Report Index

## Corporate Plan 2020-2024

### Summary

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

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

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

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

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

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

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

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



# Environmental and Development Services Committee (E&DS) is responsible for the following 12 Corporate measures

## Our Environment

### Measure

- Household waste collected per head of population
- % of collected waste recycled and composted
- Number of fly tipping incidents
- Improve the quality of the District through the Local Environmental Quality Survey
- % of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the site's predevelopment baseline.
- Reduce South Derbyshire District Council carbon emissions
- % of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day
- Proportion of good quality housing development schemes

## Our People

### Measure

- Continue to undertake interventions per year to keep families out of fuel poverty

## Our Future

### Measure

- Speed of decision on discharging conditions on housing applications
- % of planning applications determined within the statutory period
- Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions





Priority: Our Environment					
E1.1 Reduce waste and increase composting and recycling					
Measure and Reference	E1.1A Household waste collected per head of population		Committee	E&DS	
Definition	This indicator is the number of kilograms of household waste collected per head of population. 'Household waste' means those types of waste which are to be treated as household waste as defined by the Environmental Protection Act 1990.		Why this is Important	To measure the change in household waste disposal levels as a result of householders' waste reduction and recycling activities	
What Good Looks Like	Top performing authorities outturn <400kgs per year				
History of this Indicator	The Council employs 40 staff and utilises 15 vehicles and a number of external contractors to deliver waste collection services.				
2019/20 Baseline Data	The estimated figure reported in Q4 was 407 kgs. This figure has now been validated and the confirmed out turn for Q4 is 404 kgs.				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Sustain during Yr1 (404kgs)	126kgs	250kgs	355kgs	460kgs
2021/22	Sustain Current levels	123kgs	245kgs	324kgs	416kgs
Performance Overview - Quarterly Update				Actions to sustain or improve performance	
The change in population figures has had a positive impact when comparing to the out turn of 460kg this time last year.				Actions undertaken this quarter to reduce household waste include: Promotions via social media. Offering an additional green recycling bin to residents who believe a 240ltr general waste bin is insufficient for their needs. This encourages the use of materials going into the green bin rather than black general waste bin, hence into landfill.	

**E1.1A Household waste collected per head of population (kgs)**

Quarter	2020-21	2021-22	Baseline 2019-20
Quarter 1	126	123	109
Quarter 2	250	245	224
Quarter 3	355	324	320
Quarter 4	460	416	404



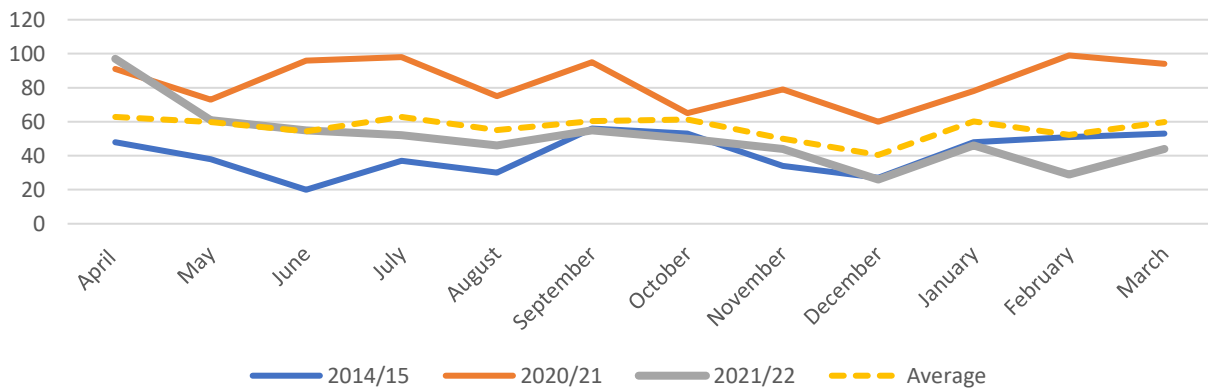


Priority: Our Environment					
E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate					
Measure and Reference	E1.2A Number of fly tipping incidents		Committee	E&DS	
Definition	A reduction in fly-tipping incidents is defined as a numerical reduction in the sum of the number of fly tipping incidents reported to the Council, plus the number of fly tips proactively collected by Council staff while performing their duties, compared to the reference period.		Why this is Important	Prevent an increase in fly-tipping incidents through education, engagement and enforcement action where appropriate	
What Good Looks Like	The purpose of this Indicator is to see a downward trend in fly tipping incidents as a rolling average over the four-year period of the Corporate Plan.				
History of this Indicator	There have been long term reductions in fly tipping incidents both nationally and locally since 2000, however this trend has reversed in very recent years. Between 2016 and 2019 fly tipping incidents nationally have increased.				
2019/20 Baseline Data	714 (total figure for 2019/20)				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Downward Trend	260	528	732	1003
2021/22	Downward trend as a 4-year mean <764	211	366	484	604
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
<p>Fly-tipping incidents in South Derbyshire have dramatically reduced over the course of the last six months.</p> <ul style="list-style-type: none"><li>Reported Incidents of fly tipping in 2020/21 were higher than at any point since 2007/08, with over 1000 incidents being brought to the attention of the Council.</li><li>The period of April 2021 to September 2021 saw a progressive reduction in incidents each month, from nearly 100 in April 2021 to 50 in September 2021.</li><li>From December 2021 to March 2022 a total of 145 incidents have been reported – that’s the lowest figure for that time of year in well over a decade.</li></ul> <p>The increase in incidents in 2020/21 appears to have been linked with Covid lockdown periods, although the exact underlying causes are uncertain.</p>			<p>The government has initiated two national consultations relevant to future policy on fly tipping, one relating to proposed changes to the way waste companies are regulated and one relating to applying limits to charges at refuse amenity sites.</p>		



However, reported incidents didn't increase during the lockdown of autumn 2021, so Covid does not appear to be the only factor. In summer 2021, the Council approved the removal of the last seven recycling centres in the District and officers initiated legal action against a handful of suspected repeat fly tipping offenders. Both of these factors are thought to have contributed to the sustained low numbers of incidents.

Monthly Fly-Tipping Reports.  
Best Year, Worst Year, Average and This Year



Priority: Our Environment					
E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate					
Measure and Reference	E1.2B Improve the quality of the District through the Local Environmental Quality Survey		Committee	E&DS	
Definition	Percentage of inspected areas above a grade C for cleanliness as defined in the government code of Practice for Litter and refuse.		Why this is Important	Gives assurance that the cleansing regimes and resources deployed are delivering the Council's service standards.	
What Good Looks Like	<p>&gt;95% grade B or above.</p> <p>This information below provides an overview of the grading:</p> <p>Grade A No issues present Grade B+ No formal description Grade B Predominantly free with some minor instances of the issue Grade B- No formal description Grade C Widespread with some accumulations of the issue Grade C- No formal description Grade D Heavily affected by the issue</p> <p>In order to present a fair picture plus and minus grades are used where a location is better than the lower grade but not sufficient to attain the higher grade.</p>				
History of this Indicator	New indicator				
2019/20 Baseline Data	89.67% above grade C				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	95% (Grade C or above)	Report in Q4	Report in Q4	Report in Q1 21/22	Reported in Q1 21/22
2021/22	95% (Grade C or above)	94.74% (Grade C or above)	94.74% (Grade C or above)	94.74% (Grade C or above)	93.79% above Grade B.
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
<p>Keep Britain Tidy has been commissioned to carry out six-monthly audits on behalf of South Derbyshire District Council. KBT report on all areas falling below a Grade B. Officers have previously reported on areas falling below a grade C, The new method of reporting sets higher targets and improved levels of cleanliness for the District to achieve.</p> <p>The most recent survey took place in February 2022. Results for this survey were mixed with litter showing a favourable score of 4% which is a slight improvement on the score from last year. Despite a slight increase from 0% last year for</p>			<p>The Channel sweeper has been off the road and unavailable due to breakdowns mainly due to the age of the vehicle. The sweeper driver has been driving for the refuse service when needed to cover staff absence.</p> <p>A new sweeper has been hired to replace the broken sweeper.</p> <p>The target for 2022/2023 will be amended to 95% at Grade B or above to reflect the new method of reporting and aspire to achieve higher levels of cleanliness in the District.</p>		



graffiti also scored well at 0.67%, as did fly-posting at 1%. Weeds and detritus were less favourable, however, with scores of 21.12% and 10.47% respectively. Many of the same sites were affected by these two elements.	
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Priority: Our Environment					
E1.3 Enhance biodiversity across the District					
Measure and Reference	E1.3A % of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the site's predevelopment baseline.		Committee	E&DS	
Definition	Policy BNE3 of the Local Plan and Chapter 15 of the National Planning Policy Framework seeks to ensure that the impacts of development on biodiversity are minimised and preferably provide net gains. This would be negotiated during the application process		Why this is Important	It is likely that soon this will be a statutory requirement. It demonstrates that the Council is being proactive in delivering an aspiration of the Local Plan.	
What Good Looks Like	The purpose of the PI is to see the pursuit of net biodiversity gains on all eligible sites otherwise suffering a net loss.				
History of this Indicator	Notwithstanding the Council's 'encouragement' of biodiversity gains in the Local Plan, this will be a new government initiative that would make it a statutory requirement.				
2019/20 Baseline Data	Insufficient baseline data available				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	85%	First Report due December 2020. No qualifying decisions in Q1.	66.7%	66.7%	66.7%
2021/22	85% (4-year target)	66.7%	66.7%	66.7%	66.7%
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Legislation not enacted until Summer 2023.			Local Plan policy to achieve biodiversity enhancements in line with this indicator will be a key component of the upcoming issues and options consultation into the replacement Part 1 Local Plan.		



Priority: Our Environment						
E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030						
Measure and Reference	E2.1A Reduce South Derbyshire District Council carbon emissions		Committee		E&DS	
Definition	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)		Why this is Important		To enable emissions from all relevant identified Council sources to be controlled over the Corporate Plan timeframe	
What Good Looks Like	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)					
History of this Indicator	No previous targets to achieve carbon neutrality have been set					
2019/20 Baseline Data	2,500 tonnes of carbon dioxide equivalent in 2018/19					
Reporting Year	Annual Target		Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Achievement of Actions contained in the South Derbyshire Climate and Environment Action Plan 2020-24.		Achieved	Achieved	Achieved	Achieved
2021/22	Produce and implement a Head of Service Q4 Climate and Environment report that tracks performance against quantified targets and outturns		Achieved	Achieved	Achieved	Achieved
Performance Overview - Quarterly Update			Actions to sustain or improve performance			
2021/22 has been an important year to create a solid foundation on which to build the Council's carbon reduction aspirations.  Following the approval of a new Climate and Environment Action Plan in summer 2021, the Council has now developed a performance management framework to track progress with all 53 of the actions contained in the Plan.  Many of these actions have made tangible progress and the calculation of the Council's carbon emissions in 2021/22 will come to a Committee later this year.			The Council's carbon reduction activities have been the subject of three external audits since November 2021.  The outcomes of these audits will be used to inform a proposed revision of the Climate and Environment Action Plan later in 2022.			



Priority: Our Environment					
E2.2 Work with residents, businesses and partners to reduce their carbon footprint					
<b>Measure and Reference</b>	<b>E2.2A % of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day</b>			<b>Committee</b>	E&DS
<b>Definition</b>	Part G of the Building Regulations sets out an optional standard for potable water conservation which is reiterated in Policy SD3 of the Local Plan. A planning condition will be attached to all new permissions to pursue adherence to this standard (where relevant).			<b>Why this is Important</b>	Local infrastructure and environmental constraints require the need for the Council to contribute to the suppression of water demand and hence wastewater discharges across the District.
<b>What Good Looks Like</b>	This is designed to ensure that going forward all new developments comply with the optional Part G standard				
<b>History of this Indicator</b>	No History				
<b>2019/20 Baseline Data</b>	Baseline figure of 50% based on 18 qualifying decisions in Q4.				
<b>Reporting Year</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
2020/21		78%	89%	100%	100%
2021/22	85%	70.5%	79.3%	86%	75.6%
<b>Performance Overview - Quarterly Update</b>			<b>Actions to sustain or improve performance</b>		
A number of applications did not have the required condition applied, which has resulted in lower figures. The number of new starters and high workloads has resulted in conditions being missed by officers and those checking decisions.			Continue to remind officers of the need to add this condition to relevant permissions. High workloads and vacancies have resulted in difficulties in achieving targets and with several new starters now in post this will secure improvements to this indicator.		





Priority: Our Environment					
E3.2 Improve public spaces to create an environment for people to enjoy					
<b>Measure and Reference</b>	<b>E3.2B Proportion of good quality housing development schemes</b>			<b>Committee</b>	E&DS
<b>Definition</b>	The % of new residential developments that score well against the Council's quality criteria based on latest Building for Life standards and the National Design Guide, which measure several aspects of the quality of a development (including the provision and quality of public spaces).			<b>Why this is Important</b>	This PI directly measures how good the quality of developments are and therefore whether it is more likely to result in an improvement to the quality of open and other spaces.
<b>What Good Looks Like</b>	The purpose of this PI is to see an upward trend in higher quality developments and their immediate environment.				
<b>History of this Indicator</b>	This PI will differ from the similar PI which only looked at an earlier Building for Life standard. In previous years, the 90% target was often met and where not, only marginally missed.				
<b>2019/20 Baseline Data</b>	Annual score of 92% based on old methodology – to be reported annually in Q4				
<b>Reporting Year</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
2020/21	90%	Reported Annually in Q4.	Reported Annually in Q4.	Reported Annually in Q4.	Out turn unavailable.
2021/22	90%	Data unavailable	Reported Annually in Q4.	Reported Annually in Q4.	Out turn unavailable.
<b>Performance Overview - Quarterly Update</b>			<b>Actions to sustain or improve performance</b>		
Continuing high workload in the Service and one long-term Senior Officer vacancy has meant no work has been able to be done on this indicator. The Design Officer remains focussed on caseload.			The Council successfully recruited a replacement Senior Planning Officer (Design) in August 2021. The Design officer has been working with individual officers and developers to secure uplifts in design quality in line with this indicator and it will be possible to quantify this work by the end of June 2022.		



Priority: Our Future						
F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets						
Measure and Reference	F2.2A Speed of decision on discharging conditions on housing applications		Committee		E&DS	
Definition	The purpose of the performance indicator is to measure the percentage of planning condition applications determined in the statutory period of eight or 13 weeks or as may be otherwise agreed with applicants.		Why this is Important		Unnecessary delays in the determination of applications holds up the delivery of development and therefore a potential disincentive to inward investment	
What Good Looks Like	All applications determined as soon as possible without compromising quality.					
History of this Indicator	New indicator					
2019/20 Baseline Data	80% based on Q4 (up to 85% if including first 27 days of 2020/21 Q1, following new procedure with team)					
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2020/21	90% within 8-13 weeks or as agreed with the applicant	100%	100%	100%	100%	
2021/22	90% within 8-13 weeks or as agreed with the applicant	93.7%	71.8%	47.9%	60.9%	
Performance Overview - Quarterly Update			Actions to sustain or improve performance			
			Continue to remind staff of targets and need to agree extensions of time if required. Continuing high workloads and vacancies make it difficult to meet targets. There are comparatively small sample sizes to discharge of planning conditions and it has also been necessary to prioritise the determination of planning applications. With recent progress in securing new starters, particularly at the Planning Assistant level, there are likely to be upturns in this indicator as new officers are trained up and gain more experience.			



Priority: Our Future					
F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets					
Measure and Reference	F2.2B % of planning applications determined within the statutory period		Committee	E&DS	
Definition	The purpose of the performance indicator is to measure the percentage of planning applications determined in the statutory period of eight or 13 weeks or as may be otherwise agreed with applicants.		Why this is Important	Unnecessary delays in the determination of planning applications holds up the delivery of development and therefore a potential disincentive to inward investment	
What Good Looks Like	All applications determined as soon as possible without compromising quality.				
History of this Indicator	Generally, the Council has performed well for most recent years against a notional target of 90%				
2019/20 Baseline Data	93%				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	>90%	94%	99%	98%	98%
2021/22	>90%	91%	93.1%	93%	90.5%
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
Despite continuing high numbers of planning applications and ongoing staff shortages, the service continues to operate at just above the target.			Continuing performance management of staff and workloads. One recent new starter and an imminent new starter will take time to be trained before their presence can have a meaningful impact on performance. There are still four vacancies in the team which is causing ongoing pressures.		



Priority: Our Future					
F2.3 Influence the improvement of infrastructure to meet the demands of growth.					
Measure and Reference	F2.3A Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions	Committee	E&DS		
Definition	Statute allows the Council to seek financial and other contributions from developments to mitigate the impact of the development on public infrastructure subject to viability of individual developments.	Why this is Important	Without some contribution towards mitigating the impact of new developments, infrastructure would have to accommodate the extra load without direct funding to bear the burden		
What Good Looks Like	Securing all proven necessary mitigation to accommodate new developments				
History of this Indicator	New indicator				
2019/20 Baseline Data	New indicator, data will be collected from April 2020 onwards as retrospective data is not possible to collect				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	90%	Reported annually in Q4	Reported annually in Q4	Reported annually in Q4	94%
2021/22	90%	Reported annually in Q4	Reported annually in Q4	N/A - reported annually in Quarter 4.	100%
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
The Council has secured obligations in planning agreements to mitigate the impact of development on infrastructure.			n/a		



## Priority: Our People

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

Measure and Reference	P2.1B Continue to undertake interventions per year to keep families out of fuel poverty	Committee	E&DS		
Definition	Number of interventions made by the Council (and partners over whom the Council has influence) to improve fuel efficiency in residential properties.	Why this is Important	Fuel poverty is a public health observatory key performance indicator and reflects both the thermal efficiency of housing stock and the affluence of the population		
What Good Looks Like	Increasing the numbers of fuel efficiency interventions to directly contribute to reductions in the numbers of families in fuel poverty.				
History of this Indicator	The Council has never previously collated data on the different measures taken to take families out of fuel poverty.				
2019/20 Baseline Data	7.9% (3,393 households) estimated to be in fuel poverty. In 2019/20 an estimated 90 interventions were made to help residents reduce fuel poverty				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	300 interventions	111	216	247	276
2021/22	210 interventions	30	102	172	210

Performance Overview - Quarterly Update						<b>Actions to sustain or improve performance</b>  The Council has successfully bid for approximately £1.2million funding from the Sustainable Warmth Fund which will enable officers to continue to deliver Green Homes Grant improvements to private sector housing stock for the next 12 months.
2021/22 Target						
<b>Nature of Intervention</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>	
Healthy Homes grant	5	5	5	5	20	
Regulatory Intervention	10	10	10	10	40	
Healthy Homes Assistance Fund & Hospital Discharge Fund	5	5	10	10	30	
EPC enforcement	0	5	5	10	20	
Green Homes Grant	10	80	10	0	100	
SUM	30	105	40	35	210	
2021/22 Actual						
<b>Nature of Intervention</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Total</b>	Demand for the relatively new Hospital Discharge Grant was very high during 2021/22 due to the continuing pressures on bedspace in the healthcare sector.
Healthy Homes grant	5	7	4	-	16	
Regulatory Intervention	19	6	5	3	33	
Healthy Homes Assistance Fund	1	47	12	6	66	
Hospital Discharge Fund	0	19	4	8	31	
EPC enforcement	0	0	25	0	25	
Green Homes Grant / HUG	0	0	10	15	25	
Flood Resilience Grant	5	3	6	0	14	
SUM	30	82	66	32	210	





## Quarter 4, 2021-2022 Service Delivery Risk Register

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD1	Loss of income to the Housing Revenue Account (HRA)	Reduction of income through the Impact of: Universal Credit (UC) (increase rent arrears) Void Properties (rent loss) Right to buy properties (rent loss)	Loss of income into the (HRA)	Financial	4	2	8	<ul style="list-style-type: none"> <li>A revised Income Management Policy has been approved by Housing and Community Services Committee and new operational/ IT procedures implemented.</li> <li>New dwellings mitigate revenue lost through Right to Buy (RTB). New Builds can still be purchased under (RTB) after three years for Secure Tenancies.</li> <li>Daily monitoring of UC, and income management.</li> <li>The Housing Service has made operational changes to deal with this increase which have been subject to a successful audit review.</li> <li>Programme in place to reduce the void rent loss.</li> <li>Council House Development Group is in place</li> </ul>	3	1	3	<ul style="list-style-type: none"> <li>Increased focus on collection of rent and other housing debt.</li> <li>Monitoring and review of arrears, evictions and rent loss due to voids</li> <li>Council House development group to develop a pipeline of development schemes.</li> </ul>	Further actions updated for Q4, no change to risk rating.	Head of Housing Services
SD3	Safety standards	Failure to comply with basic safety standards in flats/blocks with communal areas.	Risk to property and life	Compliance	2	4	8	<p>Housing Safety policies are now in place for:</p> <ul style="list-style-type: none"> <li>➤ Fire</li> <li>➤ Lift</li> <li>➤ Electrical</li> <li>➤ Gas</li> <li>➤ Asbestos</li> <li>➤ Legionella</li> </ul> <ul style="list-style-type: none"> <li>A recent Internal Audit of Housing Safety has confirmed that the systems in place provide "reasonable assurance" in this area.</li> <li>Contracts are in place to deliver property improvements for all aspects of property safety.</li> <li>Recruited an Asset and compliance Post</li> </ul>	2	4	8	<ul style="list-style-type: none"> <li>Monitoring and carrying out safety checks as per the Housing Safety Policies.</li> <li>Reconfiguring software (lifespan) to manage this</li> </ul>	No change in Q4.	Head of Housing Services



REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD5	Reduction in funding for Cultural and Community Services	Reduction of Council funding into Cultural and Community Services. Unable to source external funding to service.	There is likely to be additional funding needed to replace income lost through Covid-19.	Financial	3	3	9	<ul style="list-style-type: none"> <li>Forward budget planning over several years, to cover the medium-term- up to and including 2023/24. Approvals received for reserve spend to secure staffing initially for Active Communities.</li> <li>The Council receives an annual Community Safety funding allocation from the Police and Crime Commissioner (PCC) of £25,000. In December 2021, the new PCC confirmed that this level of funding will continue for a further three years.</li> <li>The Council receives an annual Basic Command Unit funding allocation of £35,000 from the Chief Superintendent. This annual allocation, currently with no long-term commitment.</li> <li>A new three-year sponsorship of the Environmental Education Project with Rolls Royce has been confirmed.</li> <li>Government Funding via the National leisure Recovery Fund (NLRF) for the Leisure Centres has been received.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Maintain current funding contribution that the Council makes towards the Active Communities service</li> <li>Continue to seek and secure relevant external funding opportunities to continued support service delivery.</li> <li>Monthly assessment of income and expenditure.</li> </ul>	Mitigating actions updated, no change to risk rating for Q4	Head of Cultural and Community Services
SD6	Ageing infrastructure at Rosliston Forestry Centre	Need to upgrade infrastructure at Rosliston Forestry Centre	Unable to deliver services at Rosliston.	Strategic	2	3	6	<ul style="list-style-type: none"> <li>Condition survey updated as part of future procurement exercise for new contractor, informed by a wider strategic review .</li> <li>Focus on implementing infrastructure requirements identified in external consultant's report, informed by a wider strategic review (SOPM).</li> <li>Capital Programme bid successful with most projects supported.</li> <li>Engage tenants and keep Senior Leadership Team informed</li> <li>Covid-19 pandemic has enabled an opportunity to do some minor health and safety works whilst the site was closed to the public.</li> <li>Vision for site to be reviewed considering the pandemic, informed by the wider climate emergency debate</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>Work commenced on the delivery of capital projects.</li> <li>Collaboration with Head of Corporate Property on improvements to the Planned Preventative Maintenance (PPM).</li> <li>Regular meetings held at operational and strategic levels with Forestry England.</li> </ul>	Mitigating actions updated in Q4	Head of Cultural and Community Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD7	Failure to meet housing delivery targets set out in the five-year supply	Economic slowdown, material or labour shortages, supply chain issues. There has been a small decrease in housing completions during the COVID pandemic.	A loss of control of new developments and reduced likelihood of achieving the necessary section 106 contributions and the potential for developments to the approved in unsustainable locations	Strategic	4	3	12	<ul style="list-style-type: none"> <li>Local Plan is in place which sets out the five-year supply. In August E&amp;DS Committee approved that the local plan should have a review undertaken which will identify sufficient sites to provide an up-to-date five-year housing land supply.</li> <li>Active pursuit of schemes and opportunities. Increased focus on facilitating prompt commencement of development.</li> <li>Current five-year housing land supply rate at 6.15 years- most sites started are building at a rate above that originally anticipated such that 1029 were completed in 2020/21. Despite a small reduction on the previous year the council has maintained its five-year housing land supply and a strong bounce back from COVID is already occurring.</li> <li>Support government proposals to offer flexibility in supply and delivery requirements in light of COVID-19 effects.</li> <li>Local Plan issues and options consultation to be reported to the Local Plan working group and EDS committee over the summer to identify additional sites.</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>Develop action plan(s) where necessary.</li> <li>Monitoring/review of performance ongoing.</li> </ul>	Mitigating actions updated in Q4.	Head of Planning and Strategic Housing
SD9	Melbourne Sports Park	Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with external funders.	MSP negatively affected by Covid-19 with no income generation for several months. Some external grants success to support this impact but not all.	Financial	2	3	6	<ul style="list-style-type: none"> <li>Scheme to deliver additional car parking on site completed.</li> <li>Drainage scheme on MSP site and adjacent landowners complete. Improved rugby pitches playability should increase income generation from bar and catering.</li> <li>Work on three new tennis courts completed. Improvements to third rugby pitch and training area underway. These projects will aid future viability.</li> <li>Development sub-committee to be re-established to look at future works/developments at the site. Council representative on the Sub-Committee.</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>Regular Artificial Grass Pitch (AGP) Steering Group meetings.</li> <li>Matter under regular review at MSP Board meetings. Key funder in attendance at AGP steering group meetings.</li> <li>MSP Board meeting business plan income targets, however close monitoring is required.</li> </ul>	No change in Q4.	Head of Cultural and Community Services
SD11	Tree Management	Failure to manage the Council's tree stock in line with adopted Tree Management policy.	Breach of tree policy and/or accident/incident involving trees.	Strategic	4	3	12	<ul style="list-style-type: none"> <li>Review of approved Tree Management Policy completed.</li> <li>Zurich Municipal has provided support to assess the Council's risk on its Tree Policy and Strategy.</li> <li>A new tree policy and management plan has been agreed by committee on 17 March 2022</li> <li>Still unable to recruit an assistant tree officer.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>The new Policy requires implementing and backlog of work procured and prioritised. A budget has been agreed.</li> </ul>	Risk rating reduced to 9 following the approval of a new policy and funding to deal with	Head of Cultural and Community Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
												<ul style="list-style-type: none"> <li>External support for tree inspections is being procured.</li> </ul>	the backlog of work.(	
SD12	Ageing Infrastructure at Greenbank Leisure Centre	Infrastructure at Greenbank Leisure Centre including pipework to pool and roof structure needs investment.	Unable to deliver services at Greenbank Leisure Centre	Strategic	3	3	9	<ul style="list-style-type: none"> <li>Building condition survey is being updated and a planned preventative maintenance (PPM) programme put in place by Head of Corporate Property.</li> <li>Complete the necessary works identified in external consultant's report, informed by a wider strategic review (SOPM)</li> <li>Improvements made to pool pipework and roof.</li> <li>Ensure that there is sufficient capital funding to complete the necessary works and revenue funding for on-going PPM.</li> <li>Facility Planning Model being undertaken to assess strategic need of leisure stock through to 2038.</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Review of the operational management and deliverability of PPM</li> <li>Options presented by FPM to be assessed and presented to Members in the future</li> </ul>	Mitigating actions updated in Q4	Head of Cultural and Community Services
SD14	Performance of kerbside recycling contractor	The sub-contractor collecting materials on behalf of the recycling contractor went into liquidation in February.	The Council implemented contingency plans and the collections are now being delivered by the Council. The recycling contractor continues to deal with the collected materials and is committed to undertake this role until the contract end date.	Operational	4	3	12	<ul style="list-style-type: none"> <li>The Council is now delivering both the recycling, composting and residual waste collection elements of the service in-house as part of a blend of new contractual arrangements which commenced at the start of October 2021.</li> <li>Additional vehicles have been hired and agency workers employed. Further vacancies will be advertised on an ongoing basis. Additional second-hand vehicles have been purchased to reduce the cost of vehicle hire.</li> <li>All recycling services have now been retendered and contractors have been appointed. The reprocessing contracts are currently delivering an income to the Council which is being monitored.</li> <li>A reserve has been created to protect the Council from fluctuations in recycle prices over the life of the contracts.</li> </ul>	1	3	3	<ul style="list-style-type: none"> <li>Conclude recruitment of permanent staff to deliver the recycling service reducing reliance on agency workers.</li> <li>Continue to source further second-hand vehicles to reduce hire costs.</li> </ul>	Archive Risk.	Head of Operational Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY  Strategic Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD15	Leisure Centres	Due to the National Lockdowns and control of coronavirus measures.	The Council's Leisure Contractor can no longer sustain its business	Strategic Financial	2	3	6	<ul style="list-style-type: none"> <li>Application to Government for National Leisure Recovery Fund (NLRf) successful and distribution being arranged.</li> <li>Increase risk to leisure providers viability nationally due to rising utility costs.- Pre-planning within the budget setting process and close working relationship with leisure contractor.</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>Monthly assessment of Leisure Contractor finances and assessment of Council support through monthly contract meetings.</li> <li>Contingency plans are also being developed should the contractor not be able to deliver the contract at short notice.</li> <li>Final settlement of financial negotiations during Covid closure is almost complete.</li> </ul>	Mitigating actions updated in Q4	Head of Cultural and Community Services
SD16	Voluntary and Community Sector	A reduction in resources for partners who deliver services for or on behalf of the Council.	Evidence that this is occurring with CVS and Citizens Advice having core funding reduced in recent years	Strategic Financial	2	3	6	<ul style="list-style-type: none"> <li>It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk.</li> <li>The Council's current grant funding has been maintained and is being proposed to increase in 2022/23.</li> <li>The Council employs a dedicated Community Partnership Officer to support the voluntary sector and local organisations.</li> <li>Capacity in the sector is being tested in the light of Covid-19 and the Council is working to support the relevant organisations.</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>The Council continues to work with the Voluntary and Community sector to ensure its funding delivers the Council's Corporate Plan objectives.</li> </ul>	Mitigation actions updated in Q4.	Head of Community and Cultural Services
SD17	Sustainable Urban Drainage features (Suds)	Failure to manage the Suds in line with national guidance	Serious accident at a Suds feature, and / or failure of feature to prevent flooding	Operational Strategic Financial	3	4	12	<ul style="list-style-type: none"> <li>A recent report by Alliance Consulting has highlighted risks associated with SUDs features that the Council has adopted / is due to adopt.</li> <li>There are potentially nine sites.</li> <li>The Council has a capital budget to implement the findings of the Alliance report on Council-owned sites.</li> <li>The Council no longer adopts SUDs as part of new developments. These are transferred to Severn Trent Water subject to them meeting appropriate standards.</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>The Council is in the process of reviewing the independent SUDs report and will undertake all reasonable and practicable actions to mitigate any risks.</li> </ul>	Mitigation actions being undertaken	Head of Community and Cultural Services

Risk Matrix Template

The table below outlines how the impact and likelihood of the risk is scored using the threshold and description as guidance.

1.1

Impact	Very High (4)	4	8	12	16	<div>12-16 6-9 1 - 4</div>	Significant Risk Medium Risk Low Risk
	High (3)	3	6	9	12		
	Medium (2)	2	4	6	8		
	Low (1)	1	2	3	4		
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)		
		Likelihood					

Impact	Thresholds and Description
1 – Low	Limited impact on service objectives if any, section objectives unlikely to be met, financial loss less than £10,000, no media attention
2 – Medium	Slight delay in achievement of service objectives, minor injuries, financial loss over £50,000k, adverse local media attention, breaches of local procedures
3 – High	Significant threat to Council objectives. Non-statutory duties not achieved, permanent injury, financial loss over £100,000, negative national media attention, litigation expected, serious issues raised through inspection, breakdown of confidence of partners.
4 – Very high	Objectives cannot be delivered. Statutory duties not achieved, death, financial loss over £500,000 adverse national media attention, litigation almost certain, prosecutions, breaches of law, inspection highlights inadequate service, Council unable to work with partner organisation
Likelihood	Thresholds and Description
1 – Remote	May occur only in exceptional circumstances (e.g. once in 10 years)
2 – Possible	Unlikely to occur but could at some time (e.g. once in three years)
3 – Probable (in two years)	Fairly likely to occur at some time or under certain circumstances (e.g. once in two years)
4 – Highly probable (in 12 months)	Will probably occur at some time or in most circumstances (e.g. once in 12 months)



Service Delivery Risk Matrix

The below table summarises the risk likelihood and impact for risks after controls have been put in place to mitigate the risk.

Impact	Very High (4)		SD3, SD9		
	High (3)	SD14	SD6, SD7, SD15, SD16, SD17	SD5, SD12	SD11
	Medium (2)				
	Low (1)			SD1	
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)
		Likelihood			

SD1	Loss of income to the Housing Revenue Account (HRA)	Reduction of income through the Impact of: Universal Credit (UC) (increase rent arrears) Void Properties (rent loss) and right to buy properties (rent loss)
SD3	Safety standards	Failure to comply with basic safety standards in flats/blocks with communal areas.
SD5	Reduction in funding for Cultural and Community Services	Reduction of Council funding into Cultural and Community Services. Unable to source external funding to service.
SD6	Ageing infrastructure at Rosliston Forestry Centre	Need to upgrade Infrastructure at Rosliston Forestry Centre
SD7	Failure to meet housing delivery targets set out in the five-year supply	Economic slowdown, material or labour shortages, supply chain issues. There has been a small decrease in housing completions during the COVID pandemic.
SD9	Melbourne Sports Park	Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with national funders.
SD11	Tree Management	Failure to manage the Council's tree stock in line with adopted Tree Management policy.

SD12	Ageing Infrastructure at Greenbank Leisure Centre	Infrastructure at Greenbank Leisure Centre including pipework to pool and roof structure needs investment.
SD14	Performance of kerbside recycling contractor	The sub-contractor collecting materials on behalf of the recycling contractor went into liquidation in February.
SD15	Leisure Centres	Due to the National Lockdowns and control of coronavirus measures.
SD16	Voluntary and Community Sector	A reduction in resources for partners who deliver services for or on behalf of the Council
SD 17	Sustainable Urban Drainage features (Suds)	Failure to manage the Suds in line with national guidance



REPORT TO:	ENVIROMENT AND DEVELOPMENT SERVICES COMMITTEE	AGENDA ITEM:6
DATE OF MEETING:	26 May 2022	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	FRANK McARDLE (EXT. 5700)/ ALLISON THOMAS (EXT. 5811)	
SUBJECT:	SERVICE PLAN 2022/23	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

## 1.0 Recommendations

- 1.1 That the Service Plan for the Service Delivery Directorate and the Chief Executive's Directorate be approved as the basis for overall service delivery over the period 1 April 2022 to 31 March 2023.

## 2.0 Purpose of Report

- 2.1 To consider the Service Plan for the Service Delivery Directorate at **Appendix A** and the Chief Executive's Directorate at **Appendix B**

## 3.0 Detail

- 3.1 Service Plans are a key part of the Council's Performance Management Framework, acting as an important link between high-level plans and strategies, such as the Corporate Plan and Equality, Diversity and Inclusion Strategy as well as performance objectives established for employees.
- 3.2 The Service Plans contains information about:
- The Directorate
  - Service performance, including key measures and projects
  - Equality, diversity and inclusion actions
  - Workforce and budget information
  - Partnerships.
- 3.3 The Service Plans reflect the current priority themes and outcomes within the Corporate Plan 2020-24 and Sustainable Community Strategy 2009-29.
- 3.4 The Plan for the Service Delivery Directorate is presented to the Environment and Development Services Committee and the Housing and Community Services Committees. The Chief Executive's Service Plan is presented to the Environment and Development Services Committee for approval of the Licensing, Land Charges and Economic Development functions.
- 3.5 The Service Plans cover a one-year period and will be reviewed in March 2023 to ensure the measures remain relevant to the objectives set out in with the Corporate Plan and Sustainable Community Strategy.
- 3.6 Progress reports on the Service Plans will be made as part of the Performance Management Framework monitoring process.



#### **4.0 Financial and Corporate Implications**

4.1 All implications are detailed in the Service Plans.

#### **5.0 Community Implications**

5.1 All implications are detailed in the Service Plans.





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

# 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 does not cover everything the Council does, but instead focuses on the issues that are most important to residents, on national priorities set by the Government and on the opportunities and challenges resulting from the changing social, economic, health and environmental aspects of South Derbyshire.

It 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 their own 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.

## The importance of service planning

While Council budgets are constrained, there are ever-increasing pressures and demands to do more with fewer resources.

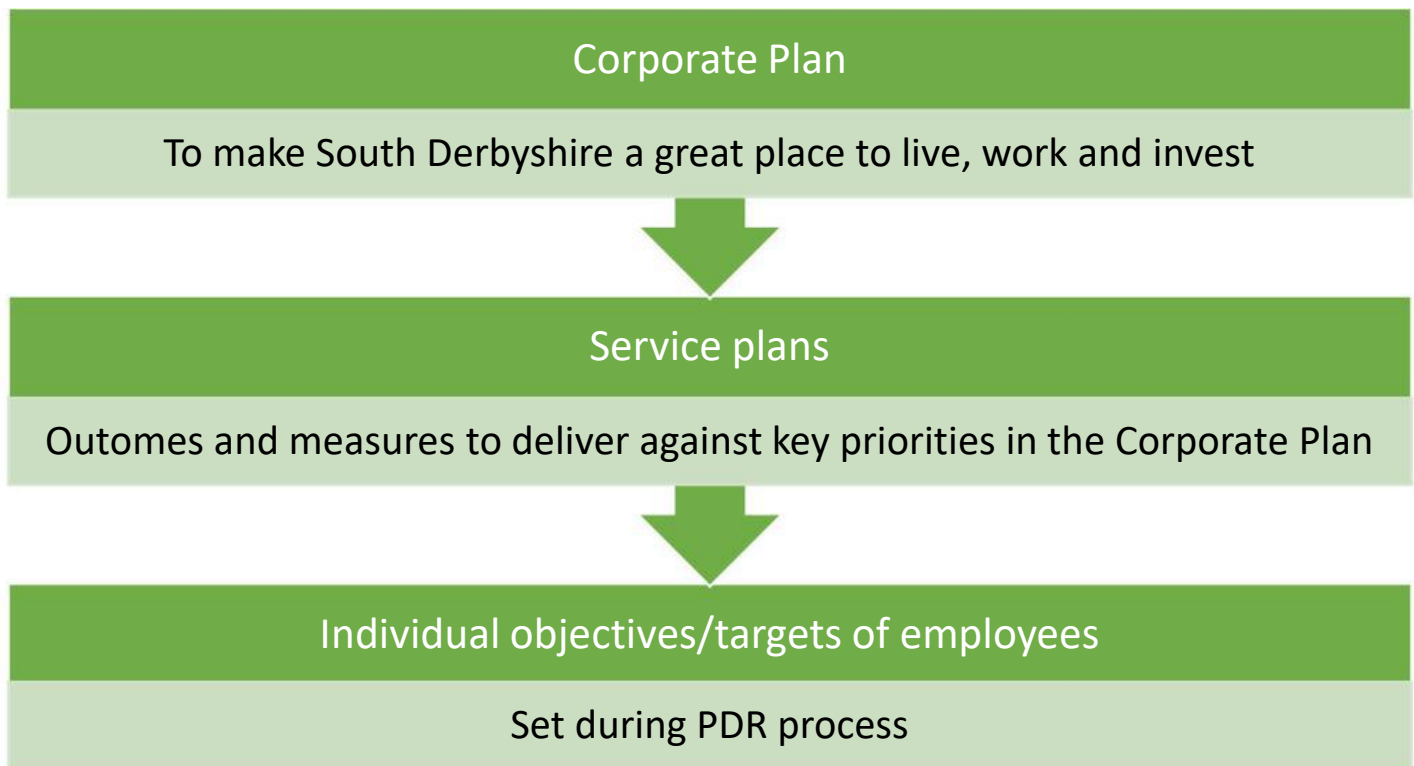
It is essential that services are well planned, with the capability to evolve to meet the needs of our residents, local businesses and other stakeholders.

This allows us to identify requirements and resources required including technology, workforce, funding, capital infrastructure and information management.

## 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](http://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 taking action 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 the Chief Executive's directorate complement the Corporate 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 strategic 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 we will ensure that all our 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:

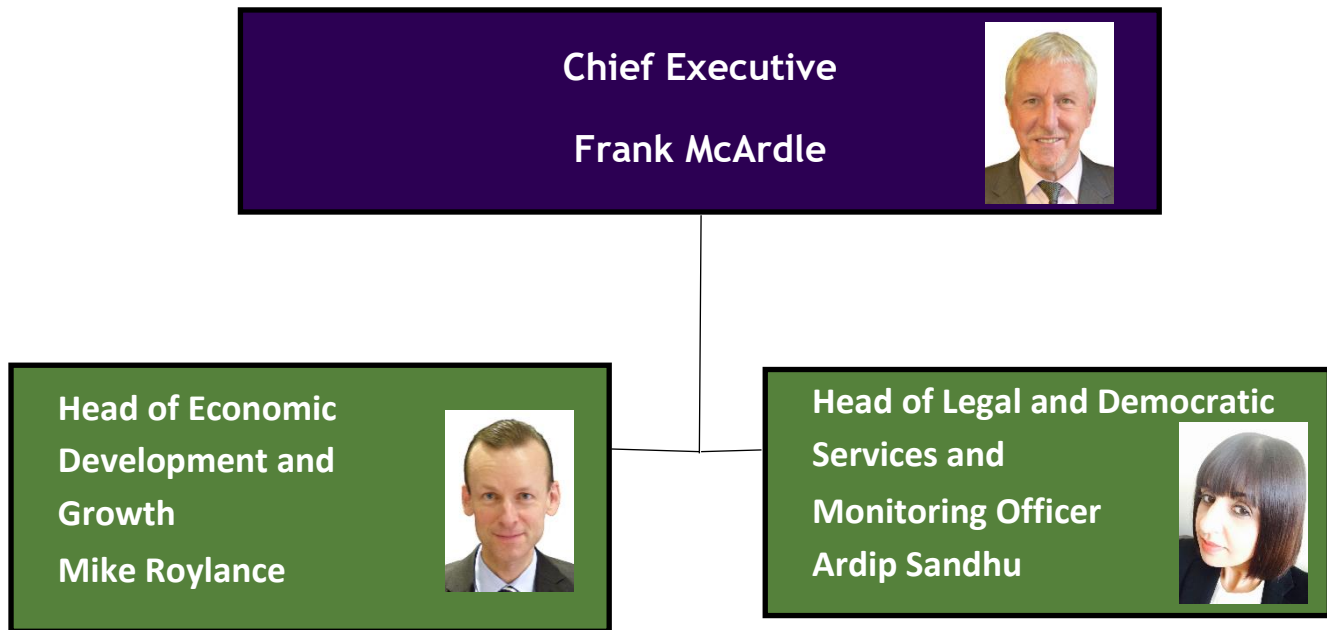
- Continue to carry out an employee risk assessment should an employee's circumstances change in relation to any of the protected characteristics and put in place reasonable adjustments where necessary.
- Carry out an equality impact assessment when considering new or changes to existing policy, service 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 Chief Executive's Directorate is shown below:



# Service operations

The Chief Executive's directorate plays a key role in meeting the Council's objectives.

The directorate is made up of seven service areas:

- Legal Services
- Democratic Services
- Elections
- Licensing
- Economic Development and Growth
- Land Charges
- Visitor Information

The Directorate focuses on the core functions of Legal and Democratic Services, critical to the legal, democratic and compliant delivery of all services; Economic Development and Visitor Information, which is vital to the sustained stability and growth of the District and the quality of life for those who visit, live and work within it; Elections and Licensing, which governs, co-ordinate and monitors everything from Parish, District, County, Parliamentary, European elections and referendums to licenses for public houses and events to pet shops and scrap yards.

The directorate provides these services to internal and external customers, including Elected Members, officers, the electorate, businesses, partners, Central Government, all levels of Local Government and the general public. In addition, it provides information for residents and visitors to South Derbyshire and the National Forest, including:

- things to do
- places to stay
- food and drink
- tracks and trails
- shopping
- what's on

# Functions of the Monitoring Officer

The Head of Legal and Democratic Services is also appointed to carry out the statutory role of Monitoring Officer according to the Local Government and Housing Act 1989 and Local Government Act 2000.

The Monitoring Officer's responsibilities include:

- Maintaining the Council's constitution
- Lead on investigations into parish councils where necessary
- Ensuring lawfulness and fair decision-making and specifically the Council, its officers and elected members maintain the highest standards of conduct at all times
- Maintaining the registers of disclosable pecuniary interests for elected members
- Receiving/determining elected member code of conduct complaints
- Proper officer for access to information
- Corporate governance

# Economic Development and Growth

The Economic Development and Growth service is responsible for:

- Workforce development support for businesses - working with businesses to meet their workforce needs, raising skills levels and productivity
- Social mobility - equipping people with the skills and resources to realise their potential, promoting entrepreneurship and matching their aspirations with knowledge of the local economy
- Employability - addressing employability barriers, such as work-readiness, and the accessibility of work and training
- Accessibility - seeking improvements to access and connectivity, both transport links, sustainable transport modes and services, digital services
- Business support - providing business support, advice and signposting including to financial, exporting, innovation and other assistance (including the South Derbyshire Business Advice Service)
- Inward investment - attracting new inward investment, plus reinvestment by existing businesses, including by promoting the District and vacant land and property, and supporting investors (including Invest in Derbyshire)
- Visitor information - promoting the attractions of South Derbyshire and the National Forest to both residents and potential visitors (including Visitor Information Centre)
- Visitor destination - supporting the development of the visitor offer of South Derbyshire and marketing the area as a destination to potential visitors, working with Marketing Peak District and Derbyshire and the National Forest
- Town centre vitality - attracting shoppers and visitors to the town centres and supporting the activities of event and market organisers (including Swadlincote Market)

## Key aims

The Economic Development and Growth service leads on the implementation of the Economic Development Strategy for South Derbyshire. The strategy's aims are:

### Business: business support, access to finance and innovation

- To attract new inward investment, plus reinvestment by existing businesses
- To provide business support, advice and signposting (including financial, exporting, innovation and other assistance)
- To promote the development of the area's key sectors, such as manufacturing and tourism.

### Skills: recruitment, employment and skills

- To work with businesses to meet their workforce needs, raising skill levels and productivity
- To address employability barriers, such as work-readiness, and the accessibility of work and training

- To equip people with the skills and resources to realise their potential, promoting entrepreneurship and matching their aspirations with knowledge of the local economy.

### Infrastructure: infrastructure for economic growth

- To provide a range of sites and premises and pursue associated infrastructure improvements
- To seek improvements to access and connectivity - both transport links, sustainable travel modes and services, and digital services
- To support vibrant town centres as commercial, community and service centres.

The Economic Development and Growth service has a key role in contributing to the achievement of a number of the aims in the Corporate Plan 2020-24, in particular:

- Enhance the appeal of Swadlincote town centre as a place to visit
- Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education
- Attract and retain skilled jobs in the District
- Support unemployed residents back into work
- Encourage and support business development and new investment in the District.

# Economic Development and Growth 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
E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.	Percentage of ground floor commercial units that are vacant.	8% (2019)	7% (9% National average 2020)	N/A	6% (9% National average 2021)	6%
		Footfall: Average number of people per 10 minutes between 10am-1pm in the busiest footfall location for a Market Day and a Non-Market Day.	174 Market Day; 121 Non-Market Day (2019)	136 (110) Market Day; 117 (105) Non-Market Day (National average) (2020)	N/A	167 (110) Market Day; 114 (105) Non Market Day (National Average 2021)	175 Market Day; 120 Non-Market Day
		Total number of market stalls.	N/A	1,609	N/A	2,157	2,200

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
<b>P2. Supporting and safeguarding the most vulnerable.</b>	P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	Educational attainment performance - Average Attainment 8 score.	N/A	43.6 (44.6 Eng 2017)	N/A	51.2 (50.9 Eng 2021)	54
		Percentage of youth unemployment (16-24yrs.)	2.2% (Eng 3.3% Feb 2020)	5.4% (Eng 7.3% Feb 2021)	N/A	2.6% (Eng 4.1% Feb 2022)	Not carried forward 2022-23
		Percentage of Youth Unemployment (18-24 years.)	N/A	7.1% (Feb 2021)	N/A	3.5% (Feb 2022)	2.8%
		Percentage of the working age population qualified to Level 4 and above.	34.7% (39.3% GB 2018)	38.4% (40.3% GB 2019)	N/A	45.2% (43.1% GB 2020)	46%
		Number of pupils undertaking 'purposeful and impact measured' employer interventions by year group in secondary schools (D2N2 EAN.)	N/A	Not available	N/A	N/A	Not Carried forward 2022-23
		Gatsby Benchmarks of Good Careers Guidance - Benchmarks 2, 4, 5, 6 (Target is Average for D2N2 versus Average for SD Secondary Schools.)	N/A	N/A	BM2 68% BM4 63% BM5 53% BM6 44%	BM2 60% BM4 60% BM5 80% BM6 60%	Above D2N2 average

Our Future Growing out District and our skill 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.	Percentage Economically Active in employment (16-64.)	92.2%; (78.9% GB Sept 2019)	83.5% (79.0% GB Sept 2020)	N/A	81.0%; (78.5% GB Sept 2021)	84%
		Percentage Employment by Occupation:					
		Soc 2010 Major Group 1-3 (Professional, managers and technical.)	46.6% (47.4% GB)	50.7% (49.2% GB);	N/A	47.3% (49.7% Sept 2021)	51%
		Soc 2010 Major Group 4-5 (Administration, skilled and trade.)	28.5% (19.9% GB)	18.7% (19.5% GB)	N/A	18.1% (19.1% Sept 2021)	19%
		Soc 2010 Major Group 8 (Process plant and machine ops.)	7.9% (6.2% GB) (2019)	12.2% (5.6% GB) (2020)	N/A	9.1% (5.6% Sept 2021)	13%
	F1.2 Support unemployed residents back into work.	Percentage unemployed (Claimant Count.)	1.7%; 3.0% GB (Feb 2020)	4.0% (6.5% GB Feb 2021)	N/A	2.3% (4.4% GB Feb 2022)	2.0%
F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District.	Number of businesses in the District.	3,715 enterprises (2019)	3,775 enterprises (2020)	N/A	3,800 enterprises (2021)	3,815 enterprises (2022)
		Number of businesses/entrepreneurs engaged in workshops/events.	70 (2019/20)	Impacted by COVID-19	N/A	Impacted by COVID-19	25
		Number of visitor enquiries.	N/A	Impacted by COVID-19	N/A	Impacted by COVID-19	Baseline to be established in 2022/23



Our Future Growing out District and our skill base							
Key Aim	Outcome	Service Measure	20-21 Target	20-21 Outturn	21-22 Target	21-22 Outturn	22-23 Target
		Number of South Derbyshire BAS 1-2-1 advice sessions with pre-start/start-up/existing businesses.	272 (2019/20)	342 (2020/21)	N/A	335 (2021/22)	205 (2022/23)
		Number of South Derbyshire BAS new business starts.	19 (2019/20)	16 (2020/21)	N/A	86 (2021/22)	30 (2022/23)

The measures detailed below form part of the commitment to deliver 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.	****Embed carbon emission reduction in the new SDDC Economic and Development Growth Plan.	Green RAG rating
		**Supporting local business to deliver green innovation and investment at the East Midlands Inter-Modal Park 'Freeport.'	Green RAG rating
		**Identification of business support funding opportunities to support energy efficiency and decarbonisation projects.	Green RAG rating
		****Promote sustainable travel to work plans (Public Transport) to support job creation/growth areas as part of the development of South Derbyshire.	Green RAG rating
		****Supporting the promotion of Green Tourism throughout South Derbyshire using the National Forest as an exemplar of environmental sustainability.	Green RAG rating

Our Environment			
Keeping a clean, green District for future generations			
Key Aim	Outcome	Service Measure	22-23 Target
	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.

# Economic Development and Growth equality diversity and inclusion actions 2021-2025

Economic Development and Growth is responsible for supporting and delivering the following action from the Plan:

- Promote employment and training opportunities including volunteering for school leavers, the unemployed and those furthest from employment or self-employment, through career activities and attendance at careers events, job fairs and other events held in the District.

# Legal and Democratic Services

## Legal Services

Work is carried out to support a broad range of Council functions.

Contentious work:

- Civil litigation
- Criminal litigation
- Enforcement
- Tribunals and inquiries.

Non-contentious work:

- Conveyancing
- Contracts
- Miscellaneous agreements.

Legal advice:

- Governance
- Probity
- Compliance
- Powers and duties
- Statutory powers
- Procedure and decisions
- Civil and criminal litigation.

## Democratic Services

Democratic Services is responsible for the management and administration of the Council's committee process, delivering an effective and impartial decision-making mechanism for the Council.

The structure consists of:

- Three policy committees (Finance and Management Committee, Housing and Community Services Committee and Environmental and Development Services Committee)
- Two regulatory committees (Planning and Licensing and Appeals)
- Overview and Scrutiny Committee
- Standards Committee
- Audit Sub-Committee.

There is also responsibility for the following:

- Preparation and despatch of reports, agendas and minutes for the Council and committees, sub-committees, working panels and other meetings
- Arrangement and clerking of all Council and committee meetings, including the preparation of the annual cycle of meetings
- The provision of advice to ensure compliance with the Council's constitution, the law and procedure of meetings
- Administering the Elected Member Allowances Scheme
- Ensuring access to information of agendas and minutes on the Council's website

## Elections

Areas of responsibility include the following:

- Maintain and update the Register of Electors
- Administer Parish, District, County, Parliamentary, European elections and referendums
- Carrying out a canvass of the District and compiling, publishing and maintaining a Register of Electors on 1 December each year
- Promoting voter registration
- Registering special category electors
- Processing and determining applications for absent voters
- Ensure compliance with elections law.

## Licensing

The Licensing section is responsible for the administration, compliance and enforcement of the following areas of legislation:

- Licensing Act 2003
- Gambling Act 2005
- Private hire licensing
- Pet shops
- Animal boarding establishments
- Dog breeding
- Zoos
- Dangerous wild animals
- Riding establishments
- Street trading
- Sex establishments
- Tattooists, electrolysis, acupuncture, semi-permanent skin colouring, piercing
- Scrap metal dealers
- House to house and street collections.

## Land Charges

Land Charges deals with all enquiries and requests for property and land searches, both commercial and residential. The service provides both a statutory function and direct service within a commercial market either directly or through a partner organisation.

Local land charges include:

- Conditions imposed in a planning decision
- Conservation areas
- Enforcement notices
- Tree preservation orders
- Financial charges, for example for work carried out in default
- Notices served under Acts relating to buildings, waterworks, highways, housing, and planning.

# Legal and Democratic 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 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
F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District.	Increase the number of initiatives year on year - in 2019, 4 initiatives were held.	6 initiatives were planned with various agencies and partners.	0 initiatives were completed as all were cancelled due to COVID-19	6 initiatives	0 initiatives were completed due to COVID-19	4 initiatives
		Increase the number of inspections carried out year on year - in 2019, 130 inspections were carried out. Inspections include reactive and proactive inspections.	>130	154 inspections completed despite COVID-19	>154	357 inspections completed, with 152 being completed by the Covid Marshalls	>130

# Legal and Democratic Services equality diversity and inclusion actions 2021-2025

In addition to the Council-wide equality, diversity and inclusion actions, Legal and Democratic Services is responsible for supporting and delivering the following action:

- Review the involvement of diverse communities within the district with guidance on how they may be involved in the democratic processes of the Council.



# 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
<b>E2. Tackle climate change</b>	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.**	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. 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. Some homeworking opportunities are provided, and flexible working is considered crucial to motivate, retain and engage high-performing staff.

As of 1 April 2022, 20 members of staff are employed in the Chief Executive's Directorate.

A breakdown is shown in the following table:

Chief Executive	1
Economic Development and Growth	7
Legal and Democratic Services	12

# Budgets

## Revenue budget 2022/23

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

Service	Budget (£)
Economic Development and Growth	351,060
Legal and Democratic Services	939,518
<b>Total</b>	<b>1,290,578</b>

## Capital budget 2022/23

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

Service	Budget (£)
Economic Development and Growth	0
Legal and Democratic Services	0
<b>Total</b>	<b>0</b>

# Partnerships

The directorate's significant partnerships are outlined below:

Partnership	Main purpose
Derbyshire Constabulary	Joint working for promotion of licensing objectives
Derbyshire Trading Standards	Joint working for promotion of licensing objectives
Derbyshire Licensing Group	Support, advice and guidance and sharing of best practice
South Derbyshire Partnership	Partnership of public, private and voluntary/ community sector organisations focusing on the themes of: <ul style="list-style-type: none"> <li>• Children and young people;</li> <li>• Healthier communities;</li> <li>• Stronger communities;</li> <li>• Sustainable development; and,</li> <li>• Safer communities</li> </ul>
National Forest Company	Joint working with the Company that leads the creation of the National Forest as a new forested landscape and visitor destination
Derbyshire Economic Partnership	County-wide partnership to promote economic development
D2N2 Local Enterprise Partnership	Derby, Derbyshire, Nottingham and Nottinghamshire partnership to promote economic development
Working in partnership with Litchfield District Council	Land charges



# 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:

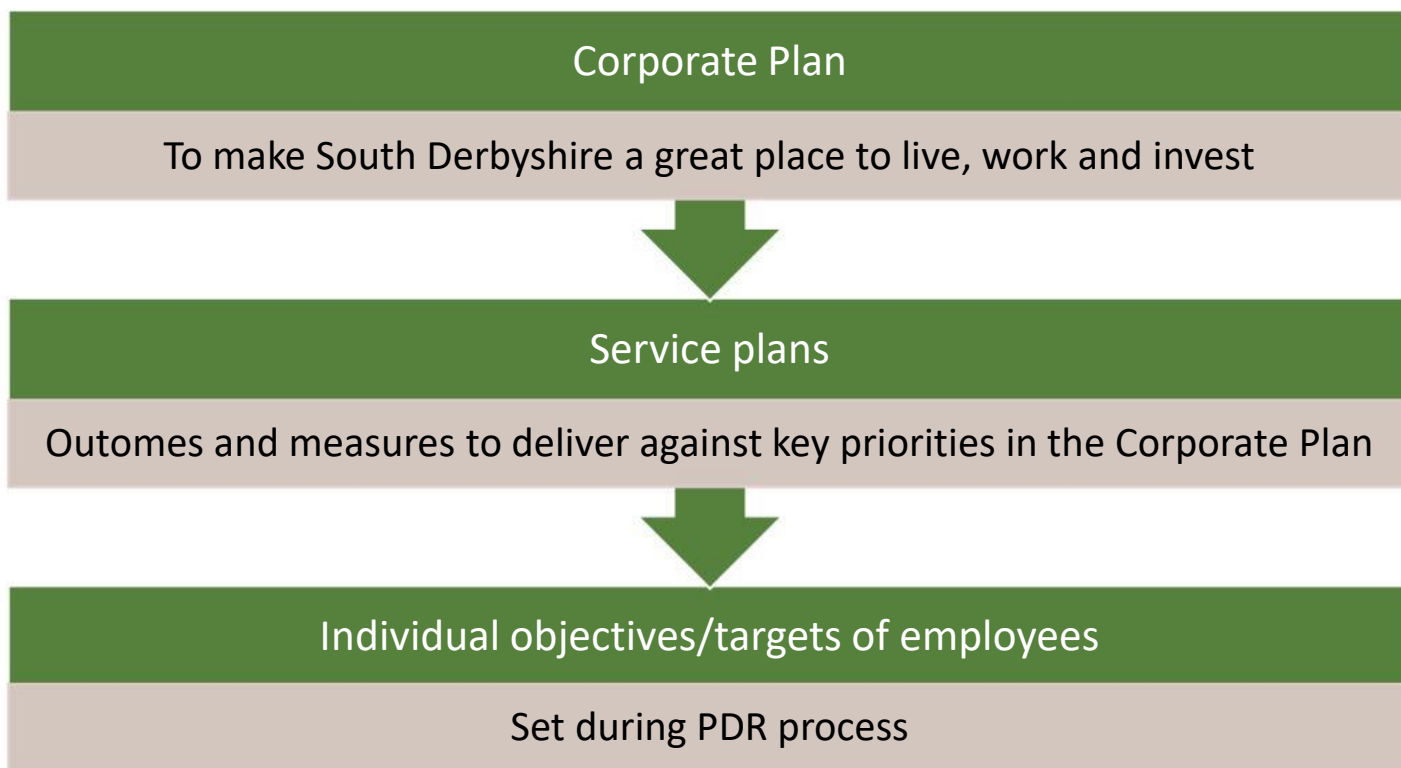
- **Take pride in our place**  
We will promote responsible behaviour and are committed to creating a more sustainable District.
- **Have respect for everyone**  
We will listen, be honest and act with integrity at all times.
- **Achieve excellence in all we do**  
We will take pride in our District, 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](http://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 taking action 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.

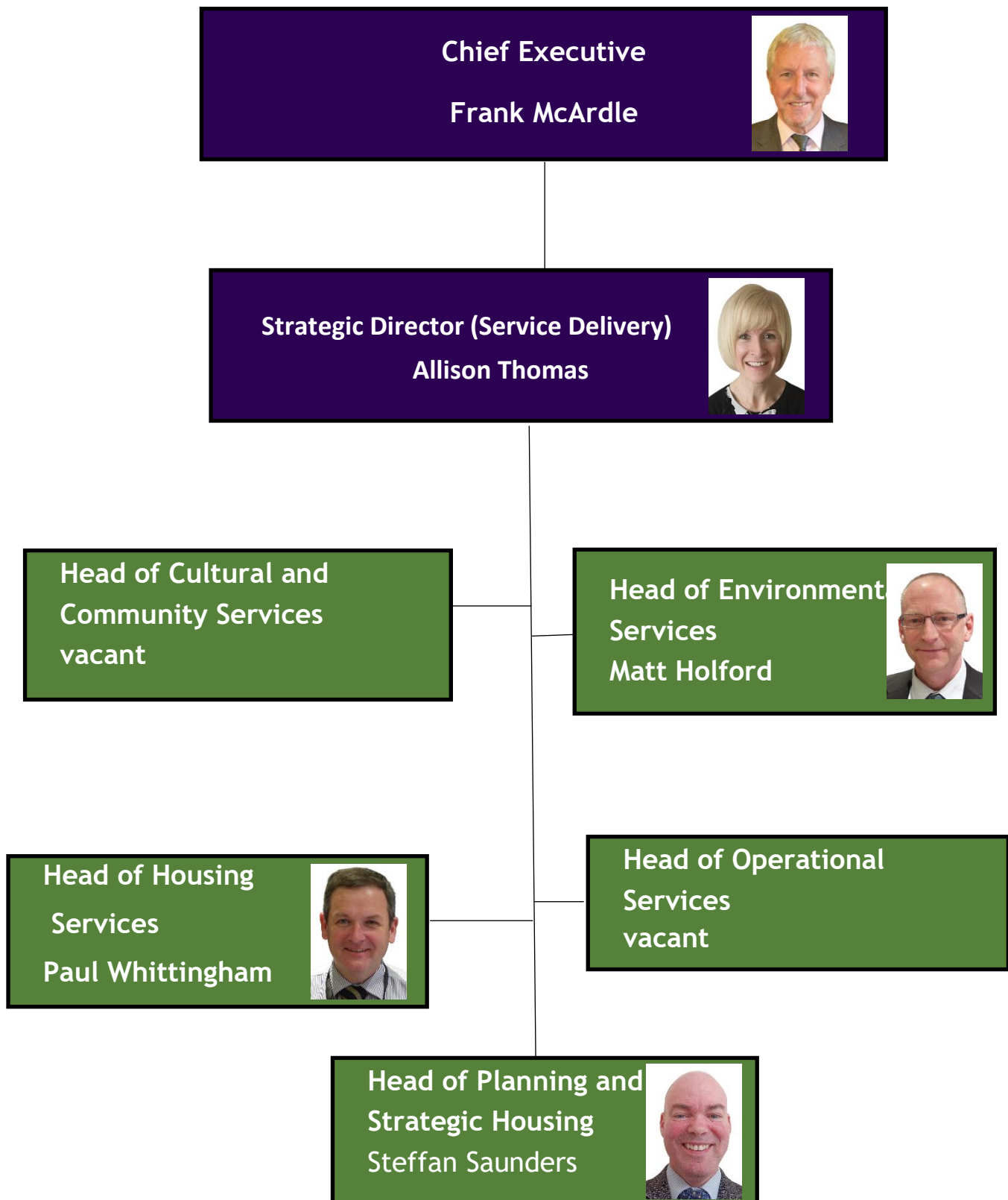
The following actions are cross-cutting and all service areas will contribute towards:

- 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 in the District 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:** 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 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 Team is commissioned by 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.

## 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
		Deliver the 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.	Deliver 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 - develop and promote a 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
		Develop 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.	Reduce 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 in the District.	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
		Provide 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
		Deliver 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
		Undertake 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 yp 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
<b>E2. Tackle climate change</b>	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 home owners 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 of the 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 all of its activities carbon neutral by 2030 and to help make all of 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
<b>E2. Tackle climate change</b>	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	Deliver 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.	Deliver 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
<b>E3. Enhance the attractiveness of South Derbyshire</b>	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

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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
<b>P1. Engage with our communities</b>	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
<b>P2. Supporting and safeguarding the most vulnerable</b>	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
<b>E2. Tackle climate change</b>	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
		**Deliver 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
		**Undertake annual review of SDDC 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
		**Effective enforcement of the 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
		****Develop a 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 of 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 of 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 of 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 of 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.

<b>Keeping properties in good repair</b>	Decent Homes Standard compliance.
<b>Maintaining building safety compliance with health and safety obligations</b>	Gas safety, electrical safety, fire safety, asbestos safety, water safety, lift safety.
	Tenant satisfaction with the health and safety of their home.
<b>Effective handling of complaints - Number of complaints relative to the size of the landlord</b>	% Of complaints resolved within agreed timescale.
	Tenant satisfaction with landlord's complaints handling.
<b>Respectful and helpful engagement</b>	Number of complaints relating to fairness and/or respect
	Tenant satisfaction that their landlord listens to their views and takes notice of them.
	Tenant satisfaction with landlord's engagement with tenants.
<b>Responsible neighbourhood management</b>	% 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
<b>E2. Tackle climate change</b>	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	**Deliver 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
		****Review feasibility 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.	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 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 a number of 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 the District 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%
<b>E3. Enhance the attractiveness of South Derbyshire</b>	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
<b>P3. Deliver Excellent Services</b>	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
<b>E2. Tackle climate change</b>	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	****Continued 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 of the Fleet Procurement Plan to decarbonise the Council's vehicle fleet.	Green RAG rating
		**Commissioning and use of route optimisation software in waste fleet vehicles.	Green RAG rating
		**Ongoing waste collection service review to reduce waste collected per head of population and increase percentages of recycling and composting waste.	Green RAG rating
		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.

# 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 in the District 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 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 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) within the District. 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.

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
<b>E3. Enhance the attractiveness of South Derbyshire</b>	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

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
<b>F1. Develop skills and careers</b>	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%
<b>F2. Support economic growth and infrastructure</b>	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
<b>F3. Transforming the Council</b>	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
<b>E2. Tackle climate change</b>	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.	****Promotion of 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, promoting, and partnering 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.	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.

# 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
<b>E2. Tackle climate change</b>	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
<b>Total</b>	<b>7,244,501</b>

## 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
<b>Total</b>	<b>7,548,658</b>

## 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
<b>Total</b>	<b>1,243,160</b>

### Capital budget 2022/23

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



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REPORT TO:	ENVIRONMENTAL AND DEVELOPMENT SERVICES COMMITTEE	AGENDA ITEM:7
DATE OF MEETING:	26 MAY 2022	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (SERVICE DELIVERY)	OPEN
MEMBERS' CONTACT POINT:	DEMOCRATIC SERVICES 01283 595848/5722 <a href="mailto:democraticservices@southderbyshire.gov.uk">democraticservices@southderbyshire.gov. uk</a>	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

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## **1.0 Recommendations**

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

## **2.0 Purpose of Report**

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

## **3.0 Detail**

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

## **4.0 Financial Implications**

4.1 None arising directly from this report.

## **5.0 Background Papers**

5.1 Work Programme.

## Environmental & Development Committee 26<sup>th</sup> May 2022 Work Programme

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
<b>Reports Previously Considered by Last Three Committees</b>		
Petition Against Tinted Windows Requirement in the Private Hire Licensing Policy	25 <sup>th</sup> January 2022	Emma McHugh Senior Licensing Officer (01283) 595716
Authority Monitoring Report	25 <sup>th</sup> January 2022	Karen Beavin Planning Policy Team Leader (01283) 595749
Corporate Environmental Sustainability Group Activity	25 <sup>th</sup> January 2022	Matt Holford Head of Environmental Services (01283) 595856
Corporate Plan 2020-24 Performance Report Quarter 3	3 March 2022	Clare Booth Corporate Performance & Policy Officer (01283) 595788
Derbyshire Enhanced Partnership	3 March 2022	Richard Groves Planning Policy Officer (01283) 595738

Local Development Scheme 2022-2025	20 April 2022	Karen Beavin Planning Policy Team Leader (01283) 595749
Draft Derbyshire and Derby Minerals Local Plan	20 April 2022	Richard Groves Planning Policy Officer T: 01283 595738
Vision Derbyshire Climate Change Strategy	20 April 2022	Matt Holford Head of Environmental Services (01283) 595856
D2N2 Funding Programme For A Pilot Hydrogen Fuelled Waste Collection Service	20 April 2022	Matt Holford Head of Environmental Services (01283) 595856
Draft Planning Obligations supplementary Planning Document - Consultation	20 April 2022	Karen Beavin Planning Policy Team Leader (01283) 595749
<b>Provisional Programme of Reports To Be Considered by Committee</b>		
Service Plan 2022/23	26 May 2022	James Taylor Communications Manager (01283) 228705
Corporate Plan 2020-24: Performance Report (2021-2022 Quarter 4 –1 April To 31 March)	26 May 2022	Jennifer Doughty Corporate Performance and Policy Officer (01283) 228746
Climate Emergency Action Plan revision	11 August 2022	Matt Holford Head of Environmental Services (01283) 595856

Enforcement and Regulatory Activity report 2021/22	11 August 2022	Matt Holford Head of Environmental Services (01283) 595856
Local Plan – Issues and Options Consultation	11 August 2022	Karen Beavin Planning Policy Team Leader (01283) 595749
East Midlands Airport Airspace Redesign Consultation (changing the flight paths)	TBC	Karen Beavin Planning Policy Team Leader (01283) 595749
Gypsy and Traveller Accommodation Assessment Report	TBC	Karen Beavin Planning Policy Team Leader (01283) 595749
Statement of Community Involvement	TBC	Karen Beavin Planning Policy Team Leader (01283) 595749
Environmental Services - commercialisation business plan	TBC	Matt Holford Head of Environmental Services (01283) 595856