



South
Derbyshire
District Council



Service Plan 2021/22

Service Delivery Directorate

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SUBJECT TO COMMITTEE CONSIDERATION

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 the Council's performance management framework.

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

This plan, covers the financial year 2021/22 and demonstrates how services will be delivered, making the most effective use of available and future resources.

Our values

The Council's values show the behaviour that is expected from every employee in everything it does, including how the Council works 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, particularly during the response and recovery phases of the COVID-19 pandemic.

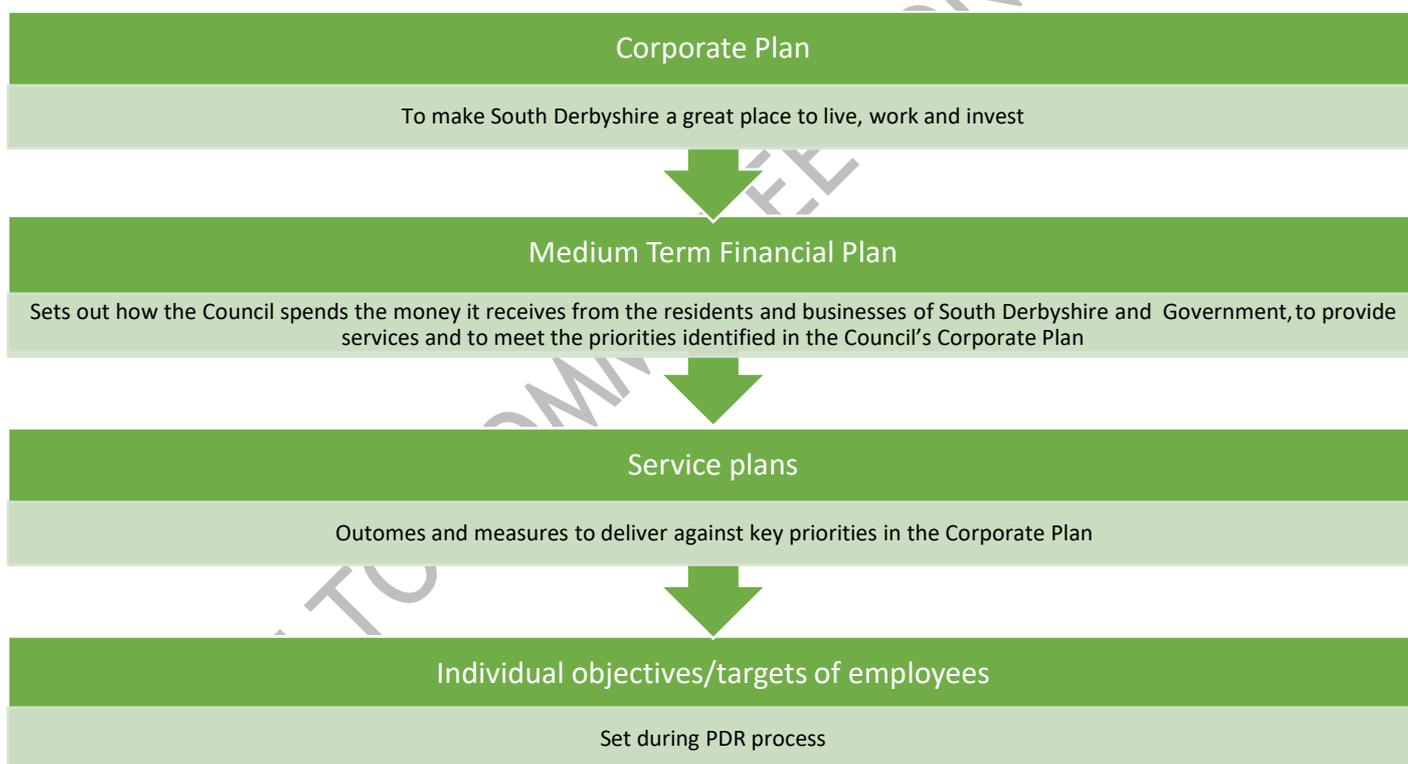
It is essential that services are well planned, with the capability to evolve to meet the needs of residents, local businesses and other stakeholders.

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

Performance Management Framework

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

The framework consists of four levels.



The Council's performance is reported on a quarterly basis and is available on the Council's website: 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 on a quarterly basis as part of the Council's Performance Management Framework 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 Service Delivery 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 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.

COVID-19 response

2020/21 saw unprecedented challenges faced by South Derbyshire District Council and Local Government as a result of the COVID-19 pandemic.

Each service area contributed to the response and the recovery phase of the pandemic. Some of the key actions taken are listed below:

- Redeploying staff so that refuse and recycling collections in South Derbyshire were carried out rather than suspended
- Supporting elderly and vulnerable residents through the Careline and supported living services
- Supporting Council tenants and leaseholders by delivering essential repairs, maintenance, and improvements to their homes and properties during the pandemic
- Carrying out necessary adaptations to facilitate discharge from hospitals and to enable residents to continue living in their own homes
- Providing premises and volunteers to support the most vulnerable residents through making and delivering food parcels in partnership with volunteer organisations
- Providing premises and staff to support the rollout of the COVID-19 testing and vaccination programme
- Rolling out technology to allow agile working including allowing Council and Committee meetings to be held and allow the press and public to attend the meetings
- Continuing to support local businesses by administering and delivering more than £15 million in COVID-19 grants
- Making Test and Trace payments totalling £101,500 to people on low incomes who had to self-isolate
- Reducing residents' council tax by up to £300 per household via the Hardship Fund in appropriate cases to the sum of £503,729. This supported working age residents who claimed Council Tax Support in 2020/2021
- Expanding the environmental protection inspections to cover COVID-19 restrictions and providing advice and support for local businesses
- Providing staff and residents with the latest information on lockdown and social distancing requirements
- Providing appropriate support to schools to enable key worker parents to continue to operate.

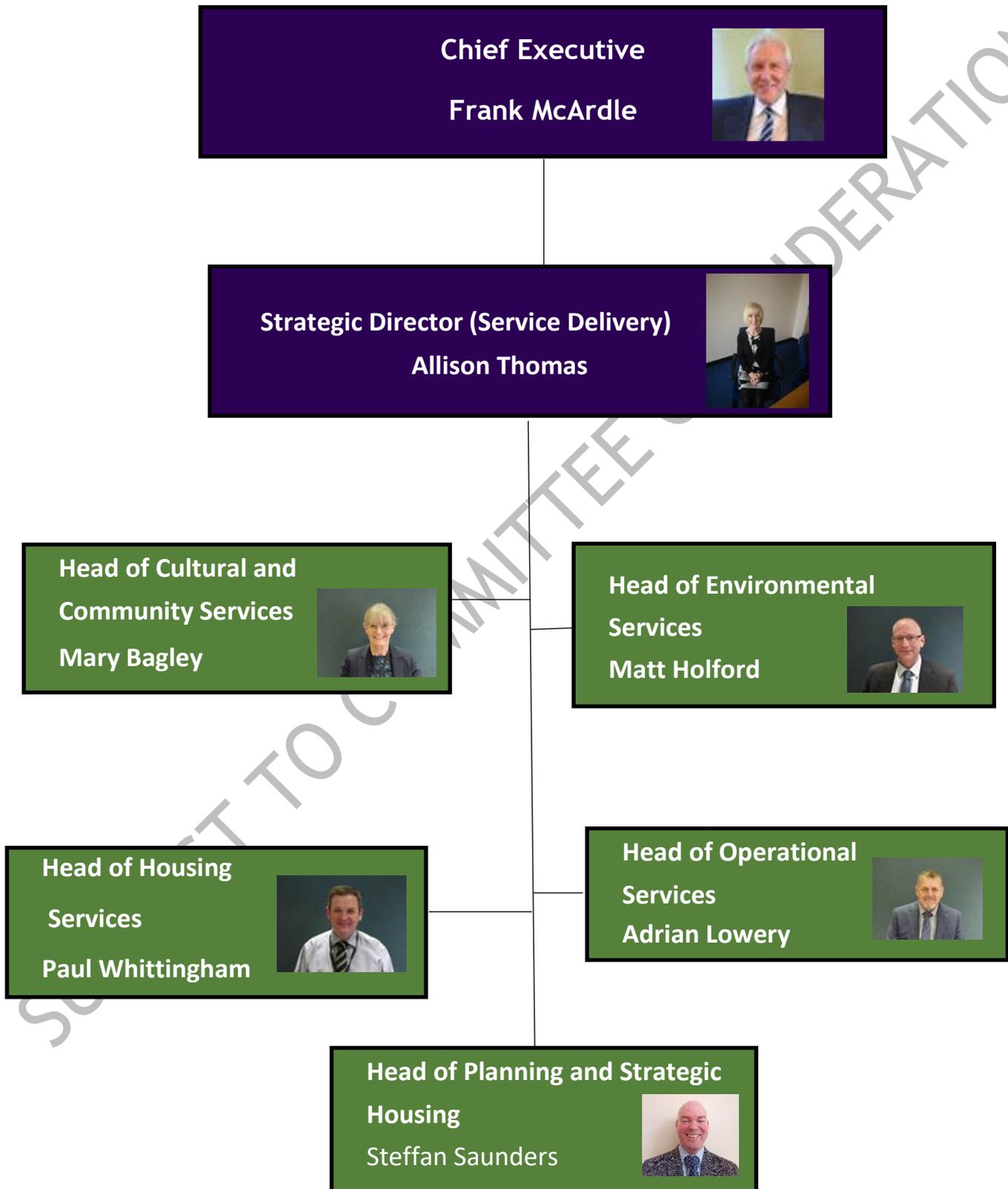
In 2021/22, the Council will continue to work on a recovery plan as and when lockdown measures are lifted.

The impact of the pandemic and other challenges to the national and local economy will mean that resources will be restricted. The Council will have to prioritise and focus actions and resources on the things that are most important for the people of South Derbyshire.

The Council will continue to respond to the pandemic, drawing on lessons learned for the future.

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

- Asbestos 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)
- Reducing Crime 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)
- Evicting 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)
- Controlling Infectious disease outbreaks (Environmental Services)
- Investigating and controlling environmental crime - fly tipping, litter, anti-social behaviour, dog fouling (Environmental Services)
- Investigating and resolving public health, noise and pollution complaints (Environmental Services)
- Legionella regulations in Council-owned homes (Housing Services)
- Maintaining the housing register (Housing Services)
- Maintaining the Council's s vehicle operator's licence (Operational Services)
- Monitoring and managing 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)
- Regulating health and safety legislation in lower risk businesses (Environmental Services)
- Regulating pollution from industrial sites (Environmental Services)
- Taxi testing (Operational Services)

Non-Statutory

- Providing 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)
- Delivering affordable housing (Planning and Strategic Housing)
- Delivering a Homeless Strategy (Housing Services)
- Delivering a Housing Strategy (Planning and Strategic Housing)
- Delivering 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)
- Managing and providing leisure, sport, forestry centre and community facilities (Cultural and Community Services)
- Managing the Council's Better Care Fund allocation (Strategic Planning and Housing)
- Maintaining bus shelters (Operational Services)
- Maintaining public conveniences and street furniture (Operational Services)
- Monitoring housing needs and commissioning related research (Planning and Strategic Housing)
- Monitoring and managing Section 106 agreements (Planning and Strategic Housing)
- Managing and developing parks, open space, cemeteries and trees including delivering a Park Life programme (Cultural and Community Services)
- (Cultural and Community Services)
- Providing pest control treatments (Environmental Services)
- Providing compliance advice and support to the local business community to support business growth (Environmental Services)
- Providing active communities and health (Public) services (Cultural and Community Services)
- Supporting the voluntary and community sector (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, Hate Crime and Prevent.

Cultural Services

Leisure facilities: The Team is responsible for the client management of Green Bank Leisure Centre and Etwall Leisure Centre that are operated by Active Nation. It is also 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 is responsible for the management of three urban parks covering approximately 15 hectares, the 30 hectare Swadlincote Woodland Forest Park, 47 equipped play areas owned by the Council, public open space that currently occupies an area in the region of 60 hectares, six cemeteries, various closed churchyards, 11 football pitches, eight allotment sites and large areas of common land. The Team manages the tree stock on these sites and 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.

Cultural and Public Events: Providing an annual events programme which is kept under review to ensure it continues to reflect corporate and community priorities and opportunities and this year in particular from the altered circumstances caused by the COVID-19 pandemic.

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.

Active Communities and Health

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 below support the delivery of the Corporate Plan 2020-2024.

| Our Environment | | | | | |
|--|---|---|---------------------------------------|--|--|
| Keeping a clean, green District for future generations | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 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 | Complete | Not c/f |
| | | Delivery of Biodiversity Action plan through the working group. | Complete | Initial work carried out | Action Plan updated and delivered |
| E2. Tackle Climate Change | E 2.2 Work with residents, businesses and partners to reduce their carbon footprint | Environmental Forum - development and promotion of support network for environmental volunteering. | Development of network and forum | Adaptations to Service due to CV-19 | Delivery of forum |
| | | Environmental Education Project business and action plan. | Plan devised and delivered | Adaptations to Service due to CV-19 | Delivery of action plan |
| | | Delivery of Cycle Initiatives including Bikeability and Learn to Ride. Target 515 Bikeability places, 200 Balance ability places. | 500 Bikeability 300 Balanceability | 95 Bikeability 278 Balanceability (affected by Covid) | 500 Bikeability 200 Balanceability (changes to funding) |
| | | Take up of Modeshift Stars Active Travel programme to all schools. | N/A | New for 21-22 | 30% take up |
| E3. Enhance the attractiveness of South Derbyshire | E3.1 Enhance the appeal of Swadlincote town centre as a place to visit. | Anti-Social Behaviour (ASB) in the Swadlincote Town Centre Lower Super Output Area (LSOA). | <200 reported Police incidents | 178 reported Police Incidents | <170 |
| | 3.2 Improve public spaces to create an environment | 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. 2 new parks | Complete basic park standard |

| | for people to enjoy. | | | have been added to the Green Flag standard for 21/22 | |
|---|---|---|----------------------|---|-------------------------------------|
| | | Encourage businesses to sponsor floral displays on traffic islands in the District | Delayed due to CV-19 | Delayed due to CV-19 | 100% |
| | | Deliver a range of Capital Projects across the District | N/A | New for 21-22 | 100% plan completed |
| 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 |
| 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 | Not available | Create baseline data |
| | | 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 Partnership Scheme and 9 through Safer Neighbourhood Grants) | TBC |
| | | 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 |
| | | Number of active volunteers in the District | proxy | CVS currently do not record number of the volunteers | Not being carried forward |
| | 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 |
| | | 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 |

| | | | | | |
|---|--|---|-----------------------------------|--|-----------------------|
| 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 | Action Plan delivered |
| | | 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. | | | |
| | | Develop and adopt a new Active South Derbyshire Strategy | N/A | New for 21-22 | Completed |
| | | Options appraisal on Leisure Centre management to inform future delivery linked to the Corporate Plan. | N/A | New for 21-22 | Completed |

Our Future

Growing our District and our skills base

| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 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 | 0 | 30 |
| | | 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 |
| 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 |

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.
- Provide Safeguarding training to all staff and elected members.
- Continue to monitor harassment and hate crime and analyse with appropriate action taken to address the issues identified.
- Use the older persons 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.
- Work with partners to raise awareness and support action around digital exclusion.
- Report on comments, compliments and complaints and take positive action to address any equality, diversity and inclusion issues.

Cultural and Community Services will work with Organisational Development and Performance to jointly support and deliver the following actions from the Plan:

- Develop 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.
- Signpost staff, residents, customers and partners to digital support services.

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. During 2020/21 the work of the Team shifted almost entirely to dealing with the implications of COVID-19 pandemic.

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

The 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.

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

Key aims

One of the priorities of the Corporate Plan 2020-24 is 'Our Environment'. This has markedly increased prominence in a lot 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:

- Take all possible measures to prevent the spread of Covid-19, through proportionate regulation of public health law and collaboration with all other agencies to investigate and respond to outbreaks
- 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 residents
- Develop and improve the Civica database to drive improvements in efficiencies.

Environmental Services Performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

| Our Environment | | | | | |
|---|---|--|-------------------------------------|---|-------------------------------------|
| Keeping a clean, green District for future generations | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
| E2. Tackle climate change | E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032. | Delivery of relevant targets and actions contained in the Climate Emergency Action Plan (Jan 2020). | Four Committed Actions | Four Actions, In Progress or Complete | TBD** |
| | E2.2 Work with residents, businesses and partners to reduce their carbon footprint. | Delivery of relevant actions and targets in the proposed Derbyshire Environment and Climate Change Framework or its equivalent. | Five Committed Actions | Five Actions, In Progress or Complete | TBD** |
| E3. Enhance the attractiveness of South Derbyshire | E3.1 Enhance the appeal of Swadlincote town centre as a place to visit. | % of food businesses with a Food Hygiene Rating Score of 5. | 86% | 88.6% | 86% |
| | | Number of registered food businesses active in the District. | 800 | 930 | 850 |
| | | Develop a Swadlincote Town Centre parking permit policy. | Get EDS approval for parking policy | No policy produced | Get EDS approval for parking policy |
| | 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 |
| | | 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 |
| 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 |
| P1. Engage with our communities | P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action. | Produce an annual Enforcement and Compliance Report to publish comparative evidence of the regulatory activity carried out by the Council. | EDS approval of report | EDS approval on 6 th July 2020 | EDS approval of report |

| | | | | | |
|---|--|--|---|---------------------------------------|-----|
| P2. Supporting and safeguarding the most vulnerable | P2.1 With partners encourage independent living and keep residents healthy and happy in their homes. | Number of interventions to address Category 1 HHSRS hazards in private sector households (the estimated number of households with Cat 1 hazards will soon be published in the Housing Stock Condition survey). | Stock condition survey estimates 5157 Cat 1 hazards | 196 housing interventions complete | 180 |
| | | Number of interventions completed to bring empty homes back into occupancy. | 10 | 1 | 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% |

** At the time of publishing the 2021 Climate and Environmental Action Plan was still in preparation and due to be published in June 2021

Environmental 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.

Environmental Services will contribute to the Council-wide equality, diversity and inclusion actions.

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 will do this through:

- Allocating Council properties transparently
- 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 other support 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.

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:

- Restart services for tenants including carrying out non-urgent repairs and reducing the number of VOIDS following the COVID-19 pandemic
- Address the future of Careline/supported housing
- Maximise rent collection through Universal Credit
- 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
- Carry out research and develop a plan to improve the energy efficiency and carbon footprint of Council homes
- Develop a new model for delivering Supported Housing Services
- Deliver the Housing Community Engagement Action Plan and introduce new measures to gather customer data and feedback to inform future service delivery
- Implement upgraded allocations software to better manage the housing register
- 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.

Housing Services Performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

| Our Environment | | | | | |
|---|--|--|----------------------|----------------------|---------------------------------------|
| Keeping a clean, green District for future generations | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 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 SDDC housing Stock. | 10% | 24.3% | 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 |
| 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% | Benchmark 20/21 Median Q4 (HouseMark) |
| | | Rent arrears of current tenants as a % of the rent due. | <2.5 | 4.81% | <2.5 |
| | | Former tenant arrears as a % of the annual rent debit. | <1.72% | 0.78% | Benchmark 20/21 Median Q4 (HouseMark) |
| | | Tenancy Welfare Visits to vulnerable tenants. | Impacted by COVID-19 | Impacted by COVID-19 | Impacted by COVID-19 |
| | | Total number of adaptation referrals in the pipeline. | proxy | 110 | proxy |
| | | Satisfaction with Council Adaptations. | >95% | Impacted by COVID-19 | >95% |
| | | Satisfaction with Private Adaptations. | >95% | 92.86% | >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 |

| | | | | |
|---|---|------------|------------|---------------------------------------|
| | 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 |
| | Private 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. | 31weeks | 20 weeks | 31 weeks |
| | Private Adaptations - For extensive major works. Average time taken from the point of receiving the referral by the Housing Adaptations Officer to the completion and sign off the adaptation work. | 55 weeks | 47 weeks | 55 weeks |
| | Average length of stay for all households in Bed & Breakfast. | proxy | 2.73 weeks | proxy |
| | % of successful introductory tenancies. | >85% | 96.26% | >85% |
| 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% | >90% |
| | Average number of calendar days taken to complete responsive repairs (all void work is excluded). | 10.15 days | 17.75 days | Benchmark 20/21 Median Q4 (HouseMark) |
| | % of all contractor jobs completed on time. | >90% | 93% | >90% |
| | % properties with a valid Annual Gas Safety Certificate (G15C0). | 100% | 99.79% | 100% |
| | Average length of time for current voids. | <21 days | 128 days | <21 days |
| | Average re-let time taken for major works only. | 72.4 days | 245 days | Benchmark 20/21 Median Q4 (HouseMark) |
| | Average time taken to re-let local authority homes (days) (excluding major voids). | <21 days | 151 days | <21 days |

| | | | | | |
|---------------------------------------|---|---|------|---------|------|
| | | % of residents very or fairly satisfied with the quality of new home. | >90% | No data | >90% |
| | | Tenant Satisfaction with Responsive Maintenance | New | New | >95% |
| | | % repairs completed on time by DLO and Contractors | New | New | >85% |
| 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% |

Following the approval of the Social Housing White Paper, the following service measures are being developed and will be introduced during 2021-2022.

Keeping properties in good repair

- Decent Homes Standard compliance

Maintaining building safety compliance with health and safety obligations

- Gas safety, electrical safety, fire safety, asbestos safety, water safety, lift safety
- Tenant satisfaction with the health and safety of their home

Effective handling of complaints - Number of complaints relative to the size of the landlord

- % of complaints resolved within agreed timescale
- Tenant satisfaction with landlord's complaints handling

Respectful and helpful engagement

- Number of complaints relating to fairness and/or respect
- Tenant satisfaction that their landlord listens to their views and takes notice of them
- Tenant satisfaction with landlord's engagement with tenants

Responsible neighbourhood management

- % 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

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.
- 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, two 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. This includes the duty to recycle and/or compost more than 50 per cent of all household waste collected by 2020, the Council recycled/composted 45 per cent in 2020. It is likely that this figure will be increased to 65 per cent by 2030.

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 with the

exception of the removal of the Saturday Freighter Services and consultation on the removal of the remaining local recycling centres due to misuse and contamination.

In addition, the Council is a national pilot for the Podback, coffee pod recycling scheme which will commence in May 2021 and run for a three-year period alongside the household general waste and garden and food waste collections.

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 15 vehicles. These vehicles are subject to specific operating and maintenance regimes and the Council must satisfy the Traffic Commissioner that it complies with all requirements of its licence. Two mechanics repair, service and maintain the Transport Fleet which is made up of 82 vehicles and 85 items of small plant, used by eight different service areas within the Council.

The Council is now operating a further six recycling vehicles until October 2021. There may be a requirement to continue to operate these additional vehicles until 2023/24.

The Council is investing in route optimisation software which will assist in increasing the fuel efficiency of the services it provides. A tender exercise has been concluded and a route optimisation project will commence in April 2021. The project will optimise all current waste collection services on an as is basis. Once developed the system will then be used to constantly update and optimise routes as the property count increases.

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 has carried out a review of waste collection services 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 from October 2021 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.
- Commence 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.
- Conclude a tender exercise for the provision of a recycling collection and processing contract from 2021 to 2023.
- Remove the remaining recycling bring sites from service following local consultations.

Operational Services Performance

The service measures below support the delivery of the Corporate Plan 2020-2024.

| Our Environment | | | | | |
|--|--|---|--------------|---------------|----------------------------------|
| Keeping a clean, green District for future generations | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
| E1. Improve the environment of the District | E1.1 Reduce waste and increase composting and recycling. | Number of missed collections per 100k collections. | 120 | 71.22 | 70 |
| | | % of bins rejected as contaminated per 100k collections. | 2.5% | 3.2% | 2.5% |
| | | % of trade waste collections completed on scheduled date. | N/A | N/A | New - baseline to be established |

| | | % of trade refuse enquiries resulting in new custom. | N/A | N/A | New - baseline to be established |
|--|---|---|---------------------|----------------------|--|
| | E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate. | % of fly tips cleared within 24 hours. | >60% | 65% | >65% |
| | | Average time taken to clear reported Fly-tips. | 2.5 days | 2.25 days | 2 days |
| | | % of streets swept in accordance with scheduled sweeps. | >90% | 77% | >90% |
| | | % of surveyed areas at grade C or above. | >90% | 99% | >95% |
| | | % of grass cutting completed in accordance with scheduled cuts. | >90% | 70.92% | >90% |
| E3. Enhance the attractiveness of South Derbyshire | E3.2 Improve public spaces to create an environment for people to enjoy | Evaluate wildflower trials | N/A | New for 21/22 | Publication in the 21/22 Annual Report |
| 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 |
| P3. Deliver Excellent Services | P3.1 Ensure consistency in the way the Council deals with its service users. | Implement Delivery Service review | N/A | New for 21/22 | Complete review |

Operational Services equality, diversity and inclusion actions 2021-2025

Operational services will contribute to the Council's cross-cutting measures under the Equality, Diversity and Inclusion Action Plan 2021-25.

SUBJECT TO COMMITTEE CONSIDERATION

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 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 Government's 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 dealt with almost 1,500 planning applications in 2020. 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 the Team delivers new schemes and initiatives that raise housing standards, improve 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 work has been completed and is being used to ensure development management decisions and S106 negotiations are based on up-to-date evidence on housing need.

Strategic Housing services are summarised below:

- 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:

- Continue the programme of improvements identified in the Planning Service Review including the implementation of new software.
- Deliver key supplementary planning and development plan documents and with Housing Market Area partners
- Continue 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 for 2021-23
- 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 below support the delivery of the Corporate Plan 2020-2024.

| Our Environment | | | | | |
|--|--|--|--------------|---|--------------|
| Keeping a clean, green District for future generations | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 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 | |
| | | New tree planting to be 10% on all sites irrespective of location in the district | 60% | Achieved on all sites withing the National Forest** | 60% |
| | | Review the S106 Guide for Developers | N/A | New for 21-22 | Complete |
| E3. Enhance the attractiveness of South Derbyshire | E3.1 Enhance the appeal of Swadlincote town centre as a place to visit. | Commence the Swadlincote Conservation Area Character Statement Review | | Impacted by COVID-19*** | |
| Our Future | | | | | |
| Growing our District and our skills base | | | | | |
| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
| F1. Develop skills and careers | F1.1 Attract and retain skilled jobs in the District. | Encourage developers to utilise employees from within District and Job Training schemes/partnership with Colleges and Schools through use of informative | 100% | Achieved on all relevant planning proposals**** | |
| F2. Support economic growth and infrastructure | F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets. | Speed of validating applications - applications to be processed to point of valid/not valid within a set timeframe within 10 working days | 70% | 26% 10 days or less 19% (11 to 15 days) 27% (16 to 20 days) 28% 21 days or more | |

| | | | | | |
|------------------------------|---|--|-----|--|-----|
| | | Consult on the Local Plan Review issues and options | N/A | New for 21-22 | |
| | F2.3 Influence the improvement of infrastructure to meet the demands of growth. | Annual report on S106 agreements. | | This was reported to January 2021 EDS Committee. | N/A |
| F3. Transforming the Council | F3.2 Source appropriate commercial investment opportunities for the Council. | Investigate pre-application charging - report to E&DS Committee. | | This was reported to EDS and Finance committee in March 2021. Agreed to introduce pre-application charging schedule. | NA |

**Do not have complete data for the remainder of the District, however this will be available in 21/22.

***Due to current restrictions and an increase in caseloads the update still needs to be undertaken. A photographic survey of the conservation area has been undertaken in preparation of the review being undertaken which is likely to commence this summer.

***In 2021/22 a note will be included on decision notices signposting this initiative.

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.

SUBJECT TO COMMITTEE CONSIDERATION

Council-wide service measures

The Tackling Climate Change actions in the 2020/21 Service Plans reflect the Staff Travel Plan actions which were approved by the Council in January 2020.

SUBJECT TO COMMITTEE CONSIDERATION

Our Environment

Keeping a clean, green District for future generations

| Key Aim | Outcome | Service Measure | 20-21 Target | 20-21 Outturn | 21-22 Target |
|----------------------------------|---|--|------------------------------------|--|--|
| E2. Tackle climate change | E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030. | Continued reduction in the 'grey' miles travelled 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 |
| | | Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage. | N/A | Complete | Not c/f for 2021/22 |
| | | Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years. | Impacted by COVID-19 | Impacted by COVID-19 | Not c/f for 2021/22 but will be incorporated into reshaping the Council's services. |
| | | >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 | To be confirmed following review of Q4 data. |
| | | Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably. | Impacted by COVID-19 | Impacted by COVID-19 | Not c/f for 2021/22 but will be incorporated into reshaping the Council's services. |
| | | 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.*** |
| | | Measure and compare fleet diesel consumption by all relevant vehicles and staff in the service to baseline mileage. | N/A | Complete | Not c/f for 2021/22 |
| | | Develop an action plan to reduce diesel mileage over the next 3 years. | N/A | Complete | Action Plan will be managed through the Transformation Project |

| | | | | | |
|--|--|--|--|--------------------------|--|
| | | Monthly Environmental Performance Report to be completed by each service (including environment data required for carbon reporting for relevant service areas) | | New measure for 2021-22. | |
|--|--|--|--|--------------------------|--|

* At the time of publishing the outturn data for quarter four 2020-2021 was not available. Therefore, quarter three data has been provided (April 20 - December 2020.)

**The current trajectory for Q4 2020/21 "grey" miles is to be estimated to be around 38% reduction compared to 2018/19

***2020/21 missed target by 0.81% = Therefore adding this to 3% additional target this year = 3.8% reduction to achieve the total 10% reduction goal by 22/23 in the Staff travel plan

The impacts of COVID-19 from March 2020 has changed where and how the Council works and how staff commute to and travel for work.

The scale of this impact means the current Staff Travel Plan actions do not adequately reflect the changes in travel behaviours. The contents of the Staff Travel Plan will be revised following further staff consultations and the outcomes of reshaping the Council services following the COVID-19 pandemic.

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 April 1, 2021, 221 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 | 28 | 33 |
| | Environmental Services | 16 | 18 |
| | Housing | 57 | 61 |
| | Operational Services | 81 | 82 |
| | Planning & Strategic Housing | 23 | 26 |
| | Strategic Director | 1 | 1 |

Budgets

Revenue budget 2021/22

The Directorate's budget for 2021/22 is outlined in the following table:

| Service | Budget (£) |
|---------------------------------|------------------|
| Housing | -606,957 |
| Environmental Services | 776,466 |
| Operational Services | 4,261,954 |
| Cultural and Community Services | 2,281,214 |
| Planning and Strategic Housing | 793,800 |
| Total | 7,506,477 |

Capital budget 2021/22

The Directorate's capital budget for 2021/22 is outlined in the following table:

| Service | Budget (£) |
|---------------------------------|------------------|
| Housing | 3,478,000 |
| Environmental Services | 203,000 |
| Operational Services | 114,569 |
| Cultural and Community Services | 1,760,527 |
| Planning and Strategic Housing | 130,000 |
| Total | 5,686,096 |

Housing Revenue Account

Revenue budget 2021/22

| Service | Budget (£) |
|------------------------|------------|
| Housing | -879,799 |
| Environmental Services | 0 |
| Operational Services | 0 |

| | |
|---------------------------------|-----------------|
| Cultural and Community Services | 0 |
| Planning and Strategic Housing | 65,735 |
| Total | -814,064 |

Capital budget 2021/22

| Service | Budget (£) |
|---------------------------------|------------------|
| Housing | 2,683,000 |
| Environmental Services | 0 |
| Operational Services | 36,673 |
| Cultural and Community Services | 0 |
| Planning and Strategic Housing | 0 |
| Total | 2,719,673 |

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 |

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| | 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. |