

Date: 15 August 2018

Dear Councillor,

Housing and Community Services Committee

A Meeting of the **Housing and Community Services Committee** will be held in the **Council Chamber**, on **Thursday, 23 August 2018 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**

Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Mrs Coyle, Grant, Roberts, Stanton and Watson

Labour Group

Councillors Rhind, Richards, Shepherd and Wilkins

Independent / Non-Grouped Members

Councillors Coe and Tipping

AGENDA

Open to Public and Press

- 1** Apologies and to note any Substitutes appointed for the Meeting.
- 2** To receive the Open Minutes of the following Meeting:

Housing and Community Services Committee 7th June 2018 Open Minutes **4 - 7**
- 3** To note any declarations of interest arising from any items on the Agenda
- 4** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 5** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 6** Reports of Overview and Scrutiny Committee
- 7** CORPORATE PLAN 2016-21 PERFORMANCE REPORT (1 APRIL-30 JUNE 2018) **8 - 23**
- 8** COMMITTEE WORK PROGRAMME **24 - 28**

Exclusion of the Public and Press:

- 9** 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.
- 10** To receive the Exempt Minutes of the following Meeting:

Housing and Community Services Committee 7th June 2018 Exempt
Minutes

- 11** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 12** REVIEW OF STRATEGIC HOUSING TEAM
- 13** SPORT AND HEALTH SERVICE UNIT STAFFING STRUCTURE AND CONTRACT EXTENSIONS
- 14** COMMUNITIES TEAM – SERVICE ASSISTANT

HOUSING AND COMMUNITY SERVICES COMMITTEE

7th June 2018

PRESENT:-

Conservative Group

Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman), and Councillors Mrs Coyle, Ford, Grant and MacPherson

Labour Group

Councillors Dunn (substituting for Councillor Richards), Rhind, Shepherd and Wilkins

Independent / Non-Grouped Member

Councillor Tipping

In attendance

Councillor Mrs Wyatt

HCS/1 **APOLOGIES**

Apologies for absence were received from Councillors Coe and Watson (Conservative Group) and Councillor Richards (Labour Group).

HCS/2 **MINUTES**

The Open Minutes of the Meeting held on 26th April 2018 were noted, approved as a true record and signed by the Chairman.

HCS/3 **DECLARATIONS OF INTEREST**

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

HCS/4 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

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

HCS/5 **QUESTIONS FROM MEMBERS OF COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

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

HCS/6 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no Overview and Scrutiny Reports to be submitted.

MATTERS DELEGATED TO COMMITTEE

HCS/7 **CORPORATE PLAN 2016-21: PERFORMANCE REPORT
(2017 - 18)**

The Strategic Director (Service Delivery) presented the report to Committee.

RESOLVED:-

The Committee noted the progress against performance targets.

HCS/8 **SERVICE PLANS 2018/19**

The Strategic Director (Service Delivery) presented the report to Committee.

Councillor Rhind, whilst noting the targets in the Service Plan for the Strategic Housing Team, questioned why a planning application where an affordable housing allocation was less than 30% was accepted and granted. The Strategic Director responded that this particular case had been highly unusual where, due to mitigating circumstances and the findings of the District Valuer's report, a reduction in the proportion of affordable housing provided by the developer was accepted.

RESOLVED:-

The Committee approved the Service Plan for the Service Delivery Directorate for the period 1 April 2018 to 31 March 2019.

HCS/9 **BETTER CARE FUNDING ALLOCATION 2018-19**

The Strategic Housing Manager presented the report to Committee highlighting the proposed appointment of a dedicated Mental Health Worker as outlined in Appendix 1 to the report.

Councillor Rhind queried whether the funding allocation had been ring-fenced for the projects specified within the report, which was confirmed by the Strategic Housing Manager. Members expressed their support and commended the report.

RESOLVED:-

1.1 The Committee approved the proposed schemes and associated financial commitment from the Better Care Fund (BCF) required to establish and deliver the projects and mandatory grant delivery during 2018/19.

1.2 The Committee approved that this report is also referred to a meeting of the Finance and Management Committee for consideration and approval.

1.3 The Committee considered the new schemes wider impact on other Council Services.

1.4 The Committee approved the additional hours and associated staffing costs for an initial period of 12 months within the Housing Solutions Team to deliver the Hospital- to-Home Scheme

HCS/10 **CONSULTATION – POWERS FOR DEALING WITH UNAUTHORISED DEVELOPMENT AND ENCAMPMENTS**

The Environmental Health Manager presented the report to Committee highlighting that clarification was being sought from central government in relation to the statutory guidance.

Councillor MacPherson commented on the use of mobile homes and sought clarification on when parking becomes encampment. The Environmental Health Manager advised that legal advice would be sought.

Councillor Grant sought clarification on the number of public and private sites in the District. The Environmental Health Manager advised that he would respond to the Committee with the requested statistics in due course.

Members welcomed the report commenting that streamlining processes would assist in resolving matters for local residents who are impacted.

RESOLVED:-

1.1 The Committee noted the content of the current consultation on powers for dealing with unauthorised development and encampments.

1.2 The Committee authorised completion of the Consultation Survey being undertaken by the Ministry of Homes, Communities and Local Government (MHCLG – formerly DCLG) in order that the comments set out in the Appendix to this report can be submitted to the Ministry as this Authority’s response in the appropriate format.

HCS/11 **COMMITTEE WORK PROGRAMME**

RESOLVED:-

Members considered and approved the updated work programme.

HCS/12 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there

would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.

MINUTES

The Exempt Minutes of the Meeting held on 26th April 2018 were received.

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

The Committee was informed that no questions had been received.

COMMUNITY SPORT ACTIVATION OFFICER (Paragraph 2)

The Committee approved the recommendation in the report.

STENSON FIELDS COMMUNITY FACILITY (Paragraph 3)

The Committee approved the recommendations in the report.

The Meeting terminated at 7.10pm.

COUNCILLOR J HEWLETT

CHAIRMAN

REPORT TO:	HOUSING AND COMMUNITY SERVICES	AGENDA ITEM: 7
DATE OF MEETING:	23rd AUGUST 2018	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	ALLISON THOMAS (EXT. 5775)	
SUBJECT:	CORPORATE PLAN 2016-21: PERFORMANCE REPORT (1 APRIL – 30 JUNE 2018)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

1.1 That progress against performance targets is considered.

2.0 Purpose of Report

2.1 To report progress against the Corporate Plan for the period April 1 to June 30 under the themes of People, Place, Progress and Outcomes.

3.0 Detail

3.1 The Corporate Plan 2016 – 2021 was approved following extensive consultation into South Derbyshire's needs, categorising them under four key themes: People, Place, Progress and Outcomes. The Corporate Plan is central to the Council's work – setting out its values and vision for South Derbyshire and defining priorities for delivering high-quality services.

3.2 This Committee is responsible for overseeing the delivery of the following key aims:

People

- *Enable people to live independently*
- *Protect and support the most vulnerable, including those affected by financial challenges.*
- *Use existing tools and powers and take appropriate enforcement action*
- *Increase levels of participation in sport, health, environmental and physical activities*
- *Develop the workforce of South Derbyshire to support growth*

Place

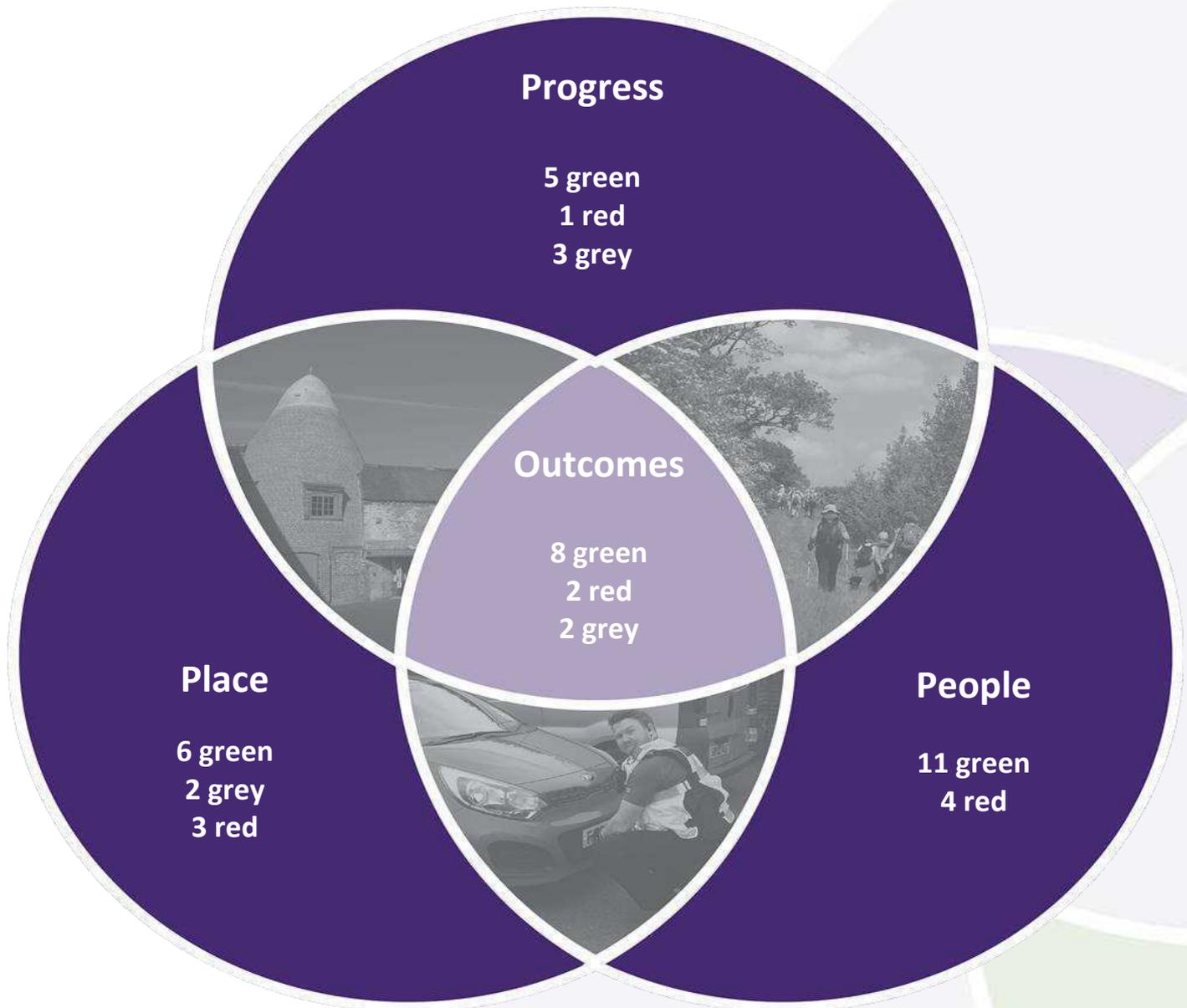
- *Facilitate and deliver integrated and sustainable housing and community infrastructure*
- *Help maintain low crime and anti-social behaviour levels in the District*
- *Support provision of cultural facilities and activities*

These aims are underpinned by outcomes including financial health, improved customer focus, good governance, enhanced environmental standards and maintaining a skilled workforce.

3.3 Of the 19 measures and projects under the jurisdiction of the Housing and Community Services Committee, 13 are green, four are red and two are grey.

3.4 More information can be found in the Performance Board in **Appendix A**. A detailed breakdown of performance for Housing and Community Services is available in the Successes and Performance Actions documents (**Appendices B and C respectively**), while associated risks are contained in the Service Delivery Risk Register in **Appendix D**.

4.0 **Overall Council performance – Quarter one (April 1 to June 30, 2018)**



There are 30 green, seven grey and 10 red projects and measures for the Council in quarter one.

5.0 **Financial and Corporate Implications**

5.1 None directly.

6.0 **Community Implications**

6.1 The Council aspires to be an 'excellent' Council in order to deliver the service expectations to local communities. This report demonstrates how priorities under the People, Place and Progress and Outcomes themes contribute to that aspiration.

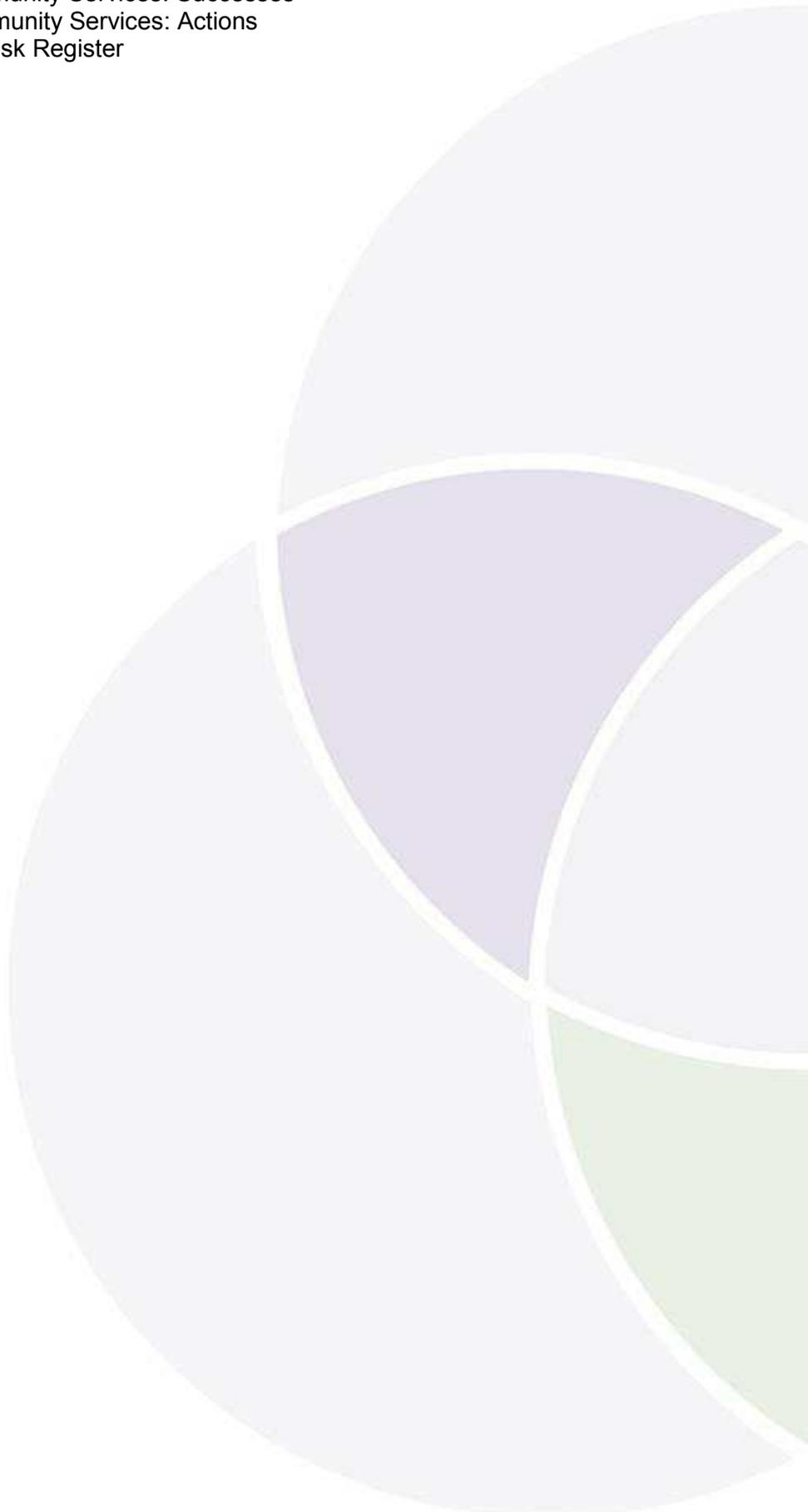
7.0 **Appendices**

Appendix A – Performance Board

Appendix B – Housing and Community Services: Successes

Appendix C – Housing and Community Services: Actions

Appendix D – Service Delivery Risk Register



Ref	Aim	Project	Annual target	Q1 Target	Q1 performance	Q1 detail
O1	Maintain financial health	Generate ongoing revenue budget savings and identify ways to generat income.	O1.1 Identify £1m of budget savings and additional income by March 31, 2023. F&M	No action required.	N/A	The budget outturn reported to Committee on July 26 showed additional income and underspending on the General Fund for 2017/18. Consequently, the General Reserve is £1m greater than budgeted, which helps to sustain the longer-term financial position and ease pressure on future savings. As planned, a review and updated Medium Term Financial Plan will be reported to Committee in October.
O1	Maintain financial health	Maximise rental income	O1.2 Rent arrears as a % of the rent due. F&M H&CS	<2.5%	1.84%	The current tenant rent arrears outstanding at the end of quarter one is £221,828, the annual amount of rent due is £12,053,603. Current tenant rent arrears have decreased by 6% (£14,299) since the start of the financial year. This performance indicator can be benchmarked with the Council's peers via Housemark and it will be shared during quarter two.
O2	Maintain proper corporate governance	Compile and publish an Annual Governance Statement in accordance with statutory requirements.	O2.1 An unqualified opinion in the Annual Audit Letter. F&M	Annual target.	Annual target.	The auditor's opinion was reported to the Audit Sub-Committee on July 25. This concluded that, in all material aspects, the Council's arrangements were satisfactory, except for contract management and procurement issues in Housing and Environmental Services. This conclusion was due to the fact that outstanding issues raised in 2016/17 were not all fully embedded, although significant progress on 23 of 32 actions had been made and implemented. The remainder will be completed by September 2018.
O3	Enhance environmental standards.	Demonstrate high environmental standards.	O3.1 Uphold strong environmental management standards. E&DS	Produce an options appraisal of environmental management systems.	Achieved.	Options appraisal produced and issued as a paper to Leadership Team.
O4	Maintain a skilled workforce.	Strengthen measures and support employees to reduce absence due to sickness/ill health.	O4.1 The average working days lost per employee. F&M	Less than 8 days per year (2 days per quarter). To be broken down into short and long term sickness absence.	2.55 days. 461 days long term (60%), 303.50 short term (40%)	See Action Plan.
O4	Maintain a skilled workforce.	Further improve frontline services and develop a Council which is fit for the future.	O4.2 Use the decision-making methodology identified by the Local Government Association review. F&M	Report approved by the Council on proposed changes to the current staffing structure.	See Action Plan.	See Action Plan.
O5	Maintain customer focus.	Ensure services remain accessible to residents and visitors.	Expand services in the Customer Contact Centre and maintain facilities for face to face enquiries where required. F&M	O5.1 80% of telephone calls answered within 20 seconds.	80.8%	Call options reduced from seven to five in April, enabling customers to get through to the Council quicker. This has been introduced following feedback.
O5	Maintain customer focus.	Ensure services remain accessible to residents and visitors.	Expand services in the Customer Contact Centre and maintain facilities for face to face enquiries where required. F&M	O5.2 Call abandonment rate of less than 8% (Number of visitors to Civic Offices to be recorded).	3.70%	April proved an extremely busy month due to annual billing, with 7,087 calls. This continued in May (6,850), traditionally the start of debt recovery action. June was a much steadier month (6,387 calls). Achieving the two targets is testament to the work of the Team. Visitors to Civic Offices over the quarter - 8,382.
O5	Maintain customer focus.	Improve the way in which Housing Services gathers, reports and acts on customer satisfaction data.	O5.3 To gather customer satisfaction data in a cost-effective way and use the data to manage and improve services. H&CS	Review the method of collection for all satisfaction across Housing Services. Finalise Star Survey.	Achieved.	The Council has undertaken a review of all satisfaction surveys distributed by Housing Services during 2017-2018. This saw 2,588 satisfaction responses collated across 13 areas. Eight key surveys were set a target, all of which were achieved. 85% of surveys are returned through hard copy, the remainder via the telephone. The STAR Satisfaction Survey was posted out on June 26. The first reminder letter has been sent, with the second to be distributed on Friday, August 3. The closing date for all surveys to be returned is August 24.
O5	Maintain customer focus.	Delivering a first class Repairs Service (strategic review of repairs and improvements).	O5.4 To provide a value for money service that fully meets the needs of our tenants and delivers high levels of customer satisfaction. H&CS	In partnership with an external provider, complete strategic review of the repairs and improvements service.	Achieved.	The Housing Quality Network (HQN) has completed the data review, as well as staff and tenant consultation. The first draft of HQN's findings is expected by the end of August.
O6	Minimise business risks and realise the benefits of technological opportunities.	Continue to strengthen ICT and technological platforms.	O6.1 Build IT infrastructure resilience to support change and minimise business risks. F&M	Infrastructure review, including testing for Windows 10 devices. Q1-3 New back-up and disaster recovery process. Q1-2 Refocus ICT structure and operational management.	Achieved.	Back up disaster recovery (DR) software solution has been agreed after competitive exercise. Hardware has been specified and will be procured shortly. A DR rehearsal has taken place at Oakland Village in Swadlincote, with the project on track for delivery in quarter three. Testing is in place for Windows 10 and a mixture of new and existing ICT equipment. ICT Operations has refocused its delivery model and recruitment has taken place to remove agency. An existing vacancy has been re-evaluated through JEQ process to support tasks highlighted in the digital strategy. Recruitment is underway.
O6	Minimise business risks and realise the benefits of technological opportunities.	Establish a corporate approach and responsibility for business change and improvement, standardising evaluation and delivery of projects across the Council.	O6.2 Agree and deliver business change programme to support core objectives. F&M	Establish strategic board for change management. Establish Corporate Change Management Group and Project Management Office (PMO).	Achieved.	A new process for Business Improvement and Change Management has been designed and delivered. The process incorporates the establishment of the Strategic Improvement Board and Corporate Change Management Group, which have both convened and considered the first submission. The PMO has been designed but will not be operational until after DMA review.
PE1	Enable people to live independently	Provide an efficient and well-targeted adaptation service (including Disabled Facilities Grants) and make better use of previously adapted dwellings.	PE1.1 % of residents satisfied with the quality of their new home. H&CS	90%	90%	During quarter one, 20 new home satisfaction surveys were returned. All tenants were satisfied with the quality of their new home, with the exception of two. Officers have since visited both tenants, who were satisfied with the final outcome.
PE1	Enable people to live independently	Improve the quality and make best use of existing Council housing stock to meet current and future needs.	PE1.2 Average time taken to re-let Council homes (excluding major voids). H&CS	<21 days	26	See Action Plan.
PE1	Enable people to live independently	Improve the quality and make best use of existing Council housing stock to meet current and future needs.	PE1.3 Average length of time for current voids. H&CS	<21 days	41	See Action Plan.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Maintain regular contact with tenants, with a focus on those identified as vulnerable.	PE2.1 Total number of tenancy audits completed. H&CS	250	275	This is the final year of our three year target to carry out an annual audit on each tenancy by the end of March 2019. This indicator achieved the annual target in both 2017 and 2018 and we are on target to complete all audits by March 2019.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Maintain regular contact with tenants, with a focus on those identified as vulnerable.	PE2.2 Number of successful introductory tenancies. H&CS	97%	96%	See Action Plan.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Process Benefit claims efficiently.	PE2.3 Average time for processing new Benefit claims. F&M	<18 days	17.6 days.	Within target but essential staff training for Universal Credit (UC) roll out reduced the level of resources available for processing. Discussions with third party (Capita) to provide draw down support and further automation of some repetitive processes as Universal Credit roll-out gathers momentum and adds pressure on meeting KPI in future quarters.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Process Benefit claims efficiently.	PE2.4 Average time for processing notifications of changes in circumstances. F&M	<8 days	7.2 days.	Increase in workload due to referrals from HM Revenues and Customs regarding cases with potential undeclared income creating overpayments. Discussions with third party (Capita) to provide draw down support and further automation of some repetitive processes as Universal Credit roll-out gathers momentum and adds pressure on meeting KPI in future quarters.

PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Process Benefit claims efficiently.	PE2.5 Successful roll out of Universal Credit in South Derbyshire. H&CS F&M	Infrastructure put in place for shared roll out. Publicise in partnership with Derby City. Contact all affected tenants, explore auto-payment options and promote transactional bank accounts.	Achieved.	Infrastructure in place for roll out of Universal Credit in July 2018 for new claimants in postcodes served by Derby Jobcentre. Council tenants notified of potential change to benefits received and impact on rent due. Pre go-live staff training has commenced but has impacted benefit staff availability for processing day-to-day work. Secure IT access plan, to allow online form completion by claimants, completed.
PE2	Protect and help support the most vulnerable, including those affected by financial challenges.	Deliver a respite solution across South Derbyshire, saving the NHS bed days and cost (£).	PE2.6 Deliver the Pilot Hospital Avoidance Scheme. H&CS F&M	Identify two units and gain approval for scheme suitability. Gain approval at April Better Care Fund board for use of funding.	Achieved.	Better Care Funding Board of £100k has been agreed for 2018/19 to set up a Hospital Avoidance Scheme in the District to reduce delayed transfers of care from hospital and prevent admissions through housing interventions and the provision of respite accommodation. Two units of accommodation will be handed over to Derbyshire County Council's Adult Care Department initially (with a further two planned within six months if successful), one of which has already been identified. The scheme was approved at the Housing and Community Services Committee in June and Finance and Management Committee in July, alongside other schemes that are being created to promote independence, tackle health inequality and mitigate poor housing conditions.
PE3	Use existing tools and powers to take appropriate enforcement action.	Reduce the impact of empty homes on our communities.	PE3.1 Number of empty home intervention plans for dwellings known to be empty for more than two years. H&CS	Q1 ≥0	0	15 properties are currently going through a phased intervention process. 10 have recently been served with legal notices to force the owners to communicate with the Council.
PE4	Increase levels of participation in sport, health, environmental and physical activities.	Delivery of sport, health, physical activity and play scheme participations.	PE4.1 Throughput at Etwall Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre. H&CS	Rosliston: 50,000 Leisure centres:172,108	Leisure centres - 271,333. Rosliston - N/A	Strong performance at leisure centres. Due to technical issues, the data for Rosliston Forestry Centre is not available for quarter one. Due to the prolonged period of warmer weather, it is anticipated visitor numbers should be well above target.
PE4	Increase levels of participation in sport, health, environmental and physical activities. H&CS	Increase physical activity in South Derbyshire.	PE4.2 Delivery of the Physical Activity, Sport and Recreation Strategy. H&CS	Increased participation in the National Forest Walking Festival.	1,505	Turnout has already topped the 2017 walking festival, with figures from four walks still to be confirmed. Positive feedback received from walkers and walk leaders alike. Evaluation report currently being created.
PE5	Reduce the amount of waste sent to landfill.	Minimise waste sent to landfill.	PE5.1 Household waste collected per head of population (kg). E&DS	<130kgs	114kgs	Estimated June figures for kerbside recycling based on previous outturns. Figure may be slightly worse as overall waste tonnages have risen. Confirmed figure to be reported in quarter two.
PE5	Reduce the amount of waste sent to landfill.	Minimise waste sent to landfill.	PE5.2 % of collected waste recycled and composted. E&DS	>55%	52% (estimate)	See Action Plan.
PE6	Develop the workforce of South Derbyshire to support growth.	Encourage an increasing sense of value and self-worth within individuals and their communities in the urban core of South Derbyshire.	PE6.1 Deliver the RISE project to help young people to flourish and achieve their potential. H&CS	Officially launch project with ambassador and award-winning film director Deborah Haywood.	Achieved.	RISE Awards held on June 20, with ambassadors in attendance. A number of nominations and awards were given to worthy recipients. Positive feedback was received and plans for future events are taking shape.
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range for all affordable housing provision.	PL1.1 Total number of affordable dwellings delivered. Target of >150 for the year. H&CS	Annual target	69	69 affordable homes were delivered during the first quarter, 15 from Riverside (in Mickleover), nine from Derwent (Boulton Moor), 32 from Trent and Dove (various sites) and 13 from Nottingham Community Housing Association (NCHA).
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range for all affordable housing provision.	PL1.2 Number of new homes added to the HRA (this indicator incorporates new builds and also acquired properties into the HRA). H&CS	Proxy	N/A	Six Council houses are being built at Lullington Road, Overseal, during this financial year (contractor has been appointed, with surveys and ground work underway). Start on site is estimated for Autumn 2018.
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Deliver key supplementary documents to adopted South Derbyshire Local Plan, parts 1 and 2.	PL1.3 Relevant documents adopted. E&DS	Committee approval of draft Statement of Community Involvement and Local Green Spaces Document for consultation.	Achieved.	The Local Green Spaces Sustainability Appraisal scoping consultation was approved by the Environmental and Development Services Committee on April 19, with consultation now complete. The draft Statement of Community Involvement was approved for consultation on May 31.
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Speed of determining planning applications.	PL1.4 Number of decisions made in time over number of decisions made. E&DS	90%	93%	During quarter one, 219 decisions were made. 204 of these were made within statutory time limits of eight or 13 weeks or within an extension of time agreed with the applicant.
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Proactive monitoring and support of housing delivery.	PL1.5 Maximise delivery of housing units. E&DS	Housing survey completed.	Achieved.	Monitoring undertaken on housing sites in April 2018. All inputting and survey work now complete. Housing delivery is ahead of the target set out in the Council's published housing trajectory (available in the Housing Position Paper, which can be viewed on the Council's website).
PL1	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Further improve the design quality of development in South Derbyshire.	PL1.6 Proportion of good quality housing development schemes (defined using Build for Life criteria) approved. E&DS	90% (annual target)	86%	See Action Plan.
PL3	Help maintain low crime and anti-social behaviour (ASB) levels	Deliver a programme of proactive interventions to reduce environmental crime and anti-social behaviour.	PL3.1 Downward trend in fly-tipping incidents. E&DS	<180	186	See Action Plan.
PL3	Help maintain low crime and anti-social behaviour (ASB) levels	Reduce anti-social behaviour (ASB) in Swadlincote Centre (Civic Way) Local Super Output Area.	PL3.2 Number of ASB incidents in Swadlincote Centre (reported as a rolling figure). H&CS	<400 incidents (Number of complaints that get issued to a police officer to investigate)	391 (annual rolling figure)	There has been a marked reduction on Police recorded anti-social behaviour calls in Swadlincote Town Centre over the last two months. In April there were 37 calls (34 in April 2017), in May there were 18 (53 in May 2017) and in June there were 16 (26 in June 2017). This compares to 52 in February 2018 and 61 in March 2018. The temporary closure of Swadlincote McDonalds, which tends to generate high levels of calls, has impacted on this. The restaurant is open again, with security guards and new CCTV in place to deal with any issues.
PL4	Connect with our communities, helping them feel safe and secure.	Review and deliver the Safer South Derbyshire Community Safety Partnership Plan.	PL4.1 Review and update existing plan. Develop and deliver action plan. H&CS	Work with schools to develop delivery plan for community safety input in schools in 2019/20.	Achieved.	Secondary schools consulted about priority input for 2018/19. Sexting and cyber safety is still a pressing concern, more so than the traditional Child Sexual Exploitation presentation format. Input on bullying, especially cyber bullying, has also been requested. There is also a strong desire to continue the Prison! Me! No Way! days, depending on funding.
PL5	Support provision of cultural facilities and activities.	Champion and develop cultural experiences that enrich people's lives.	PL5.1 Promote participation in cultural activities and provide quality facilities to support communities. H&CS	Increase attendance (300 in 2017) at 'eUReka' (sic), a mix of music, art, sport and food, for 11 to 19-year-olds at Eureka Park in Swadlincote.	150	See Action Plan.
PL6	Deliver services that keep the District clean and healthy.	Provide clean and green streets, neighbourhoods and open spaces.	PL6.1 Invest additional resources in street scene services and maintain and improve standards as the District grows. E&DS	Adopt policies and gain approval for additional resources.	Achieved.	Additional resources were approved at the Finance and Management Committee in March. Officers began recruitment in quarter one and all additional resources are now in place. Service standards setting out the specification of works for Street Scene were approved at the Environmental and Development Services and Housing and Community Services committees in April. Performance measures are currently being developed for approval at the end of quarter two.

PR1	Work to attract further inward investment.	Showcase developments and investor opportunities in South Derbyshire.	PR1.1 Net additional commercial/employment floor space created. E&DS	Number of square metres. (Proxy). Annual target, to be reported in quarter two.	N/A	N/A
PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Drive forward Swadlincote Town Centre Vision and Strategy.	PR2.1 Undertake a five-year progress review of strategy. E&DS	Undertake review of actions/achievements.	Achieved.	Wide ranging review of actions/achievements undertaken by Town Centre Vision Group, an internal coalition involving Economic Development, Planning, Environmental Health, Communities and Community Safety. Findings will go before the Environmental and Development Services Committee later this year.
PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Ensure the continuing growth of vibrant communities and town centres.	PR2.2 Vacant premises in Swadlincote, Hilton and Melbourne (proxy). E&DS	Proxy. To be reported twice a year.	N/A	N/A
PR2	Unlock development potential and ensure the continuing growth of vibrant town centres.	Improve access to employment, training, services and attractions within our town centres for both residents and visitors.	PR2.3 Pursue the development of transport solutions for a West Link (Swadlincote, Newhall, Ashby, Melbourne, East Midlands Airport) in collaboration with East Midlands Enterprise Gateway. E&DS	N/A	N/A	N/A
PR3	Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists.	Increase awareness of entrepreneurship as future career option.	PR3.1 Promote entrepreneurial opportunities to improve employability skills and raise awareness of self-employment. E&DS	Increase participation in Love Your Local Market Enterprise Fortnight.	161	161 pupils participated in Love Your Local Market. Pupils developed their business ideas and discussed them with advisors from the South Derbyshire Business Advice Service. They then had market stalls on three market days in Swadlincote during Love Your Local Market fortnight to offer their products and services to the public and raise money for charity.
PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Maximise the prosperity of businesses through the delivery of the Better Business Regulation Partnership action plan.	PR5.1 Food businesses which have a Food Hygiene Rating score of five. E&DS	>83%	82.90%	See Action Plan.
PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Maximise the prosperity of businesses in South Derbyshire.	PR5.2 Registered food businesses active in the District. E&DS	≥810	839	Small growth in new registered businesses in quarter one. Improvements are indicative of the continuous work the Council does with our local food business community to support new businesses and provide support and guidance on hygiene conformance.
PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Maximise the prosperity of businesses in South Derbyshire.	PR5.3 Guidance offered to businesses or people thinking of starting a business (through the South Derbyshire Business Advice Service). E&DS	40	58	58 advisory sessions took place. Four well-attended business events were also held: Marketing workshop at Sharpe's Pottery Museum, Meet the Buyer event for construction sector businesses in Derby, Thinking of Starting a Business workshop at the Old Post Centre in Newhall and Exporting to Japan event at the Toyota plant at Burnaston.
PR5	Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	Support capital projects within the not for profit sector in South Derbyshire.	PR5.4 Deliver the Community Partnership Scheme and award capital funding totalling £250k to meet local need. H&CS F&M	Public launch. Workshop held to support organisations with applications.	Achieved.	The public launch was carried out in May/June and included a press release, social media posts, a landing page on the Council website and information provided at each of the six Area Forums. The workshop was held on May 17 at Gresley Old Hall.

Housing and Community Services Strategic and Service Success Areas Quarter one - 2018/19



Appendix B



1.84%

Target - <2.5%

Rent arrears as a % of rent due. Tenant rent arrears have decreased by 6% since April 1.



391

Target - <400

Anti-social behaviour incidents in Swadlincote Town Centre as a rolling figure.



271,333

Target - 172,108

Strong participation levels at Etwell and Green Bank Leisure Centres



Survey

Tenant satisfaction

STAR Survey launched to gauge satisfaction of Council tenants.



69

Key to success

69 affordable homes delivered at locations across South Derbyshire.



1,505

Best foot forward

Good turnout at National Forest Walking Festival - exceeding last year's total.

H+CS Performance Overview



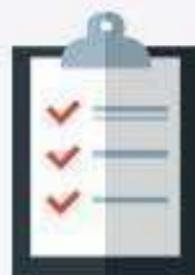
Red (21.05%) Green (68.42%) Grey (10.53%)



Welfare reform

New claimants

Infrastructure in place for roll-out of Universal Credit for claimants in postcodes served by Derby Jobcentre.



275

Target - 250

Tenancy audits complete. On target to finish all audits by March 2019.



90%

Target - >90%

Tenants (18 out of 20) satisfied with new home during the quarter.



Funding

Partnership scheme

Community Partnership Scheme officially launched to community and voluntary organisations.

Appendix C

Theme – People.

Action – PE1.2 Average time to re-let local authority homes (days) (excluding major voids).

Target: Less than 21 days.

Performance: 26 days.

Trend (compared to last quarter) – 20.6 days achieved in quarter four (2017/18).

Background:

There were 25 day-to-day void properties during quarter one, including two back-to-back lettings which incurred no void loss.

Of the 25, nine properties took more than 21 days to re-let. Three were delayed due to the letting process and six were delayed during the repairs process.

Key actions underway:

Short-term solutions include:

- Maximising the use of the notice-to-quit period to reduce the time taken to schedule and complete day-to-day repairs.
- Formalising the weekly void meetings to improve momentum.
- Developing co-ordination of works to demonstrate accountability for key parts of the turnaround process.

Long-term solutions include:

- Void process workshops with the Repairs and Allocations Teams to identify system and process changes to bring reductions in turnaround time.
- Streamline the Orchard voids sequence and revise policies and procedures.
- Revising age criteria on difficult to let sheltered properties.
- Review the Choice-Based Lettings system.

Opportunities:

The Council is aiming to create process efficiencies to reduce void rent loss and further improve customer service. Redesigning the Allocations Policy will also contribute to heightened voids performance.

Risks:

- Reducing demand for sheltered flats.
- Increasing arrears.
- Extended use of temporary accommodation for homeless people.
- Reputational risk in not meeting housing need quickly.
- Potential for unoccupied properties being vandalised.



26 days

Average time
to re-let local
authority
homes

Target - 21

Theme – People.

Action – PE1.3 Average length of time for current voids.

Target: Less than 21 days.

Performance: 41.1 days.

Trend (compared to last quarter) – This is a new indicator for 2018/19.

Background:

Empty Council properties are called 'voids'. These are inspected for maintenance works required before they are re-let.

This is a new indicator to enable proactive work scheduling and planning for current voids.

At the end of quarter one, there are 27 void properties, which have been void for a total of 1,111 days.

The main reasons for this are:

- Sheltered properties which are available to let and continue to be advertised.
- The condition of properties following tenant evictions.
- Nine properties requiring major repairs.
- Properties reserved for Hospital Step Downs and then found to not be suitable.

Key actions underway:

Key actions underway include:

- Continuing to establish strong links between Repairs, Housing and Waste Teams to co-ordinate progression of property turnaround.
- Reviewing the end-to-end process to identify areas for improvement.
- Influencing the standard of voids returned by bringing in mitigation measures when reviewing the transfer process.
- Repackaging major void repair work in readiness for re-tendering contracts.

Opportunities:

This indicator enables the Council to review the void process and create efficiencies to reduce void rent loss and further improve customer service.

The Council is also striving to enhance the standard of re-let properties through repackaged maintenance contracts.

Risks:

- Financial loss to the Council
- Reducing demand for sheltered properties



41.1 days

Average length of time for current voids

Target - <21 days



96%

% of tenancies sustained after the introductory period

Target - 97%

Theme – People.

Action – PE2.2 Percentage of tenancies sustained after the introductory period.

Target: 97% of all introductory tenancies.

Performance: 96%. 46 tenancies were reviewed in quarter one (44 successfully transferred to secure tenancies).

Trend (compared to last quarter) – 92% achieved in quarter four (2017/18).

Background:

Two tenancies failed due to outstanding rent debt. Housing Officers continue to work with these cases. One of these has cleared their outstanding debt post quarter.

There is a steady and sustained improvement in performance, showing that renewed focus to this indicator is having a positive impact.

Key actions underway:

- Close monitoring continues to tackle low level arrears on all tenancies, which in turn will reduce failed introductory tenancies.
- New tenants are encouraged to engage with Pre-Tenancy workshops.
- Offering early intervention to tenants suffering financial hardship through the Tenancy Sustainment Service.

Opportunities:

Continued improvement in performance will create savings in officer time and reduced arrears. It also offers an opportunity to reduce property turnover and increase tenancy sustainment void loss on properties.

Risks:

Continued failure will mean increasing arrears and a higher probability of tenancy failure, leading to increased homelessness, void occurrence and associated costs.



150

Increase attendance at 'eUREKA', a mix of music, art, sport and food.

Target - >300

Theme – Place.

Action – PL5.1 Promote participation in cultural activities.

Target: Increase attendance (300 in 2017) at 'eUREKA' (sic), a mix of music, art, sport and food, for 11 to 19-year-olds at Eureka Park in Swadlincote.

Performance: Around 150 young people attended on May 30.

Background:

Attendance at the event was compromised by very poor weather, despite a good spread of activities and wide-ranging promotion.

Key actions underway:

Although poor weather cannot be controlled for outside events, increased contingency planning for wet weather or under cover activities will be considered as part of the debrief. There is also a wide variety of activities on offer over the coming months at Eureka Park, including the Adventure Mobile, Play Mobile, Sports Mobile and a summer reading challenge.

Opportunities and risks:

The Council's Parklife Project has been developed to get local people more active in parks by offering free and low-cost events and activities. The aim is to encourage more families to use the parks and motivate residents to be fit, healthy and active. It is also an opportunity to educate local people in the rich history of the parks.

Service Delivery DMT Risk Register

Risk Code	Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Strategic Risks							
SD1	Outcomes Maintain Financial Health	Loss of income to the Housing Revenue Account through 1% rent reduction for general needs tenancies until 2020/21.	Low	High	Treat 8	Income policies/processes are being revised. Invested in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty. Increased focus on collection of rent and other housing debt.	Housing Services Manager
SD2	Outcomes Maintain Financial Health	Failure to collect financial contributions or to enforce the delivery of obligations within Section 106 Agreements.	Low	High	Treat 8	Implementation of new software is underway. The Planning Services review sets out the role of Planning Policy in monitoring and administering Section 106 agreements. A full review of roles and working procedures to be completed in 2018.	Planning Services Manager

SD3	<p>People Protect and help support the most vulnerable, including those affected by financial changes.</p>	Failure to comply with basic safety standards in flats/blocks with communal areas.	High	High	Treat 16	<p>Process underway to update safety procedures for Fire, Gas, Electricity, Legionella and Asbestos to ensure the Council has appropriate controls in place to manage risks. Progress made so far includes:</p> <ul style="list-style-type: none"> • Fire Safety contractor appointed • Gas servicing 100% compliant • Electrical testing contractor appointed <ul style="list-style-type: none"> • Legionella - sheltered schemes testing in place, void properties shower heads/deadlegs removed • Asbestos contract in procurement 	Housing Services Manager
SD4	<p>People Protect and help support the most vulnerable, including those affected by financial changes.</p>	Loss of income to the Housing Revenue Account through full roll out of Universal Credit from November 2018.	Medium	High	Treat 12	<p>Welfare Reform Group, including key internal/external partners, meets on a monthly basis to manage roll-out against an agreed action plan.</p> <p>Invested in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty.</p> <p>Allocations Policy review to take place during 2018 will take into account benefit entitlements of different client groups.</p>	Housing Services Manager

SD5	<p>People Protect and help support the most vulnerable, including those affected by financial changes.</p>	<p>Sustainability of the voluntary sector – Recent NHS funding cuts have taken place which will impact on several adult health and wellbeing related support services run by the Council for Voluntary Service.</p>	High	Medium	Treat 12	<p>Council for Voluntary Service (CVS) currently campaigning against cuts and has a short window to evidence the impact of the cuts.</p> <p>Council annually supports CVS through voluntary sector funding.</p> <p>Continue partnership working with CVS and rest of voluntary sector.</p>	Communities Manager
SD6	<p>People Increase levels of participation in sport, health, environmental and physical activities.</p>	<p>Reduction of Council funding into Sport and Health Service Unable to source external funding to service.</p> <p>Reserve fund being depleted for sources other than Sport and Health service delivery.</p>	Medium	Medium	Treat 9	<p>Forward budget planning over a number of years.</p> <p>Lobby to maintain current funding contribution that the Council makes towards the service and for an increased contribution if Elected Members want the current levels of service to be maintained.</p> <p>Continually seek external funding opportunities.</p>	Sport and Health Partnership Manager
SD7	<p>Place Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.</p>	<p>Not achieving the maximum delivery of affordable homes with the resources/options for delivery available.</p>	Low	Medium	Treat 6	<p>Homes and Communities Agency (HCA) grant programme 2017-21 through the Shared Ownership and Affordable Homes Programme (SOAHP).</p> <p>Negotiation of 30% affordable homes on all new sites.</p> <p>Enable deliver of 100% affordable sites in conjunction with Registered Providers.</p> <p>Support Registered Providers through bidding process.</p>	Strategic Housing Manager/ Planning Services Manager

						<p>Utilise Commuted Sums/Right to Buy receipts where possible and Housing Revenue Account (HRA) reserves and headroom.</p> <p>New build Council Housing.</p>	
SD8	<p>Place Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.</p>	<p>Insufficient supply of affordable homes to meet Council needs relating to allocations and homelessness.</p>	Low	Medium	Treat 6	<p>Up-to-date housing needs data.</p> <p>Ensure delivery of affordable units through Section 106 and planning conditions.</p> <p>Work with Homes England to deliver Council new builds.</p> <p>Review Allocations Policy to reflect need and available stock.</p> <p>Acquisition of on-site affordable homes directly from developer.</p>	Strategic Housing Manager
SD9	<p>Place Support provision of cultural facilities and activities.</p>	<p>Failing Infrastructure at Rosliston Forestry Centre.</p>	Medium	Medium	Treat 9	<p>Review condition survey as part of strategic planning.</p> <p>Make invest to save business cases.</p> <p>Improve Project Portfolio Management (PPM).</p> <p>Engage tenants.</p> <p>Keep senior management team informed.</p> <p>Six monthly review of risk.</p>	Cultural Services Manager

SD10	Place Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Failure to meet Housing Delivery targets set out in the five year supply.	Low	High	Treat 8	Monitoring/review of performance carried out in quarter one. Active pursuit of schemes and opportunities. Develop action plan.	Planning Services Manager
SD11	Place Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Failure of IT infrastructure that supports Planning Systems, LLPG and Land Charges.	High	High	Treat 16	Working with IT Services to ensure the most fit for purpose solution is selected. Procurement of a new software system underway. Business Case considered and approved by Corporate Change Management Group (CCMG) and by Finance and Management Committee on July 26. This will provide the funding to support the implementation of a new system as quickly as possible.	Planning Services Manager
NEW SD12	People Protect and help support the most vulnerable, including those affected by financial changes.	Potential funding shortfall for the Community Safety Partnership. The Safer South Derbyshire Partnership currently obtains annual funding totalling £60,000 from the Derbyshire Police and Crime Commissioner and Derbyshire Police.	Low	Medium	Treat 6	There is no long term commitment to continue this funding. The Council is in the second year of a three year funding agreement with the Police and Crime Commissioner (PCC) for £25,000 per year Community Safety Funding. The Council receives £35,000 per year Basic Command Unit funding from the Chief Superintendent. This is received annually with no long-term commitment.	Communities Manager

						If the funding finished alternative ways of funding schemes such as the Safer Homes Scheme and the Safer Neighbourhoods Grant scheme would need to be sought.	
NEW SD13	<p>Place Support provision of cultural facilities and activities throughout the District.</p> <p>People Increase levels of participation in sport, health, environmental and physical activities.</p>	Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP) - particularly in relation to the sink fund for the artificial grass pitch/ongoing drainage issues.	High	High	Treat 16	<p>Regular Steering Group meetings. MSP Board has acknowledged issue and sought Council support.</p> <p>Monitoring and evaluation meeting with key funder scheduled.</p> <p>Specialist consultants have been engaged and have identified optimum drainage solution.</p> <p>Melbourne Sporting Partnership and Melbourne Rugby Club engaged in partnership work about requirements and solutions.</p> <p>Committee report outlining issues and requesting investment to resolve prepared.</p>	Cultural Services Manager/ Sport and Health Partnership Manager
NEW SD14	<p>People Reduce the amount of waste sent to landfill.</p>	Impact on delivery rounds of diverting all residual waste to Sinfin Waste Plant.	High	Medium	Treat 12	<p>Ongoing discussions with Derbyshire County Council (DCC) to allow for some waste deliveries to continue into current site.</p> <p>Amendments to collection rounds to minimise impact on costs, with no effect on residents.</p>	Direct Services Manager

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	23rd AUGUST 2018	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (SERVICE DELIVERY)	OPEN
MEMBERS' CONTACT POINT:	ROOPY PABLA / CHRIS TYLER	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

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

2.0 Purpose of Report

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

3.0 Detail

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

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

Housing and Community Services Committee – 23rd August 2018 Work Programme

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
Reports Previously Considered By Last 3 Committees		
Adoption of Affordable Housing Supplementary Planning Document	1 st February 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Corporate Plan 2016-21: Performance Report (1 October – 31 December 2017)	8 th March 2018	Keith Bull Head of Communications (01283 228705)
Community Partnership Grant Scheme: Criteria and Procedures	8 th March 2018	Ian Hey Community Partnership Officer (01283) 228741
Civil Penalties under the Housing and Planning Act 2016	8 th March 2018	Matt Holford Environmental Health Manager (01283) 595856
Housemark Core Benchmarking 2018/19	26 th April 2018	Martin Guest Business Support Manager (01283) 595940
Service Policies	26 th April 2018	Adrian Lowery Direct Services Manager (01283) 595674

Corporate Plan 2016-21: Performance Report Q4	7 th June 2018	Keith Bull Head of Communications (01283 228705)
Service Plans	7 th June 2018	Keith Bull Head of Communications (01283 228705)
Better Care Funding Allocation 2018-19	7 th June 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Consultation on Powers for Dealing with Unauthorised Development and Encampments	7 th June 2018	Matt Holford Environmental Health Manager (01283) 595856
Provisional Programme of Reports To Be Considered by Committee		
Corporate Plan 2016-21: Performance Report Q1	23 rd August 2018	Keith Bull Head of Communications (01283 228705)
Shopmobility Service in Swadlincote	4 th October 2018	Ian Hey Community Partnership Officer (01283) 228741
South Derbyshire Playing Pitch Strategy	4 th October 2018	Hannah Peate Sport and Health Partnership Manager (01283) 595973

Allocations Policy and Choice-Based Lettings	4 th October 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Review of the Disabled Facilities Grant Policy	4 th October 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Corporate Plan 2016-21: Performance Report Q2	22 nd November 2018	Keith Bull Head of Communications (01283 228705)
STAR Survey Results	22 nd November 2018	Martin Guest Business Support Manager (01283) 595940
Review of Leaseholder Policy	22 nd November 2018	Martin Guest Business Support Manager (01283) 595940
Enhancements to the Housing Management System	TBC 2018/19	Martin Guest Business Support Manager (01283) 595940
Review of Housing Complaints Procedure	TBC 2018/19	Martin Guest Business Support Manager (01283) 595940
Swadlincote Woodlands Management Plan	TBC 2018/19	Malcolm Roseburgh Cultural Services Manager (01283) 5955774

Improvements to Midway Community Centre	TBC 2018/19	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
Corporate Plan 2016-21: Performance Report Q3	7 th March 2019	Keith Bull Head of Communications (01283 228705)