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Our Ref: DS  
Your Ref:

Date: 30 May 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, 07 June 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 Coe, Mrs Coyle, Ford, Grant, MacPherson & Watson

**Labour Group**

Councillors Rhind, Richards, Shepherd and Wilkins

**Independent / Non-Grouped Member**

Councillor 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 26th April 2018 Open Minutes **4 - 6**
- 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 2017-18 **7 - 28**
- 8** SERVICE PLANS 2018-19 **29 - 81**
- 9** BETTER CARE FUNDING ALLOCATION 2018-19 **82 - 90**
- 10** CONSULTATION – POWERS FOR DEALING WITH UNAUTHORISED DEVELOPMENT AND ENCAMPMENTS **91 - 99**
- 11** COMMITTEE WORK PROGRAMME **100 - 104**

**Exclusion of the Public and Press:**

**12** 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.

**13** To receive the Exempt Minutes of the following Meeting:

Housing and Community Services Committee 26th April 2018 Exempt Minutes

**14** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.

**15** COMMUNITY SPORT ACTIVATION OFFICER

**16** STENSON FIELDS COMMUNITY FACILITY

HOUSING AND COMMUNITY SERVICES COMMITTEE

26<sup>th</sup> April 2018

**PRESENT:-**

**Conservative Group**

Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman), and Councillors Grant, Mrs Plenderleith (substituting for Councillor Mrs Coyle), Wheeler (substituting for Councillor MacPherson) and Mrs Wyatt

**Labour Group**

Councillors Rhind, Richards, Shepherd and Taylor

**Independent / Non-Grouped Member**

Councillor Tipping

HCS/98 **APOLOGIES**

Apologies for absence were received from Councillors Coe, Mrs Coyle, MacPherson and Murray (Conservative Group).

HCS/99 **MINUTES**

The Open Minutes of the Meeting held on 8<sup>th</sup> March 2018 were noted and approved as a true record and signed by the Chairman.

Councillor Richards made reference to Minute No.HCS/89 and queried progress on the letter to the Member of Parliament regarding Universal Credit. The Strategic Director (Service Delivery) confirmed that the Chief Executive had a meeting booked with the Leader to agree the draft.

HCS/100 **DECLARATIONS OF INTEREST**

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

HCS/101 **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/102 **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/103 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no Overview and Scrutiny Reports to be submitted.

**MATTERS DELEGATED TO COMMITTEE**

HCS/104 **HOUSEMARK CORE BENCHMARKING REPORT 2016/17**

The Business Support Manager presented the report to Committee.

Councillor Richards favourably noted the use of Liability Orders as a primary means of debt recovery, rather than eviction action, as he felt the latter reduced the chances of collection.

**RESOLVED:-**

***Members noted the findings of the recent Housemark report into performance across Housing Services for 2016/17.***

HCS/105 **SERVICE POLICIES**

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

Councillor Richards queried the number of grass cuts quoted in the report, asking if 16 cuts were feasible, as well as clearance action after the first cut, as cuttings left on paths and pavements could represent a safety issue, especially when wet. The Director confirmed that the 16 cuts figure was an existing standard and that, given the recent investment in additional equipment and staffing, improvements in path clearance should be achievable.

Councillor Wheeler raised the issue of how the service policies information would be communicated to the public. The Director stated that the Communications Team were already engaged in promoting these policies more visibly.

Councillor Rhind commended the information, stating that it would be a useful information tool for Members to refer to when dealing with resident's queries or complaints.

**RESOLVED:-**

- 1.1 Members endorsed the service policies set out in the appendices to the report.***
- 1.2 Members noted that a similar report was considered by the Environmental & Development Services Committee on the 19<sup>th</sup> April 2018 in respect of services falling within its terms of reference.***

**1.3 Members noted that work is ongoing to develop a range of quality standards and benchmarks which will enhance monitoring of performance and enable comparison with other local authorities, for which a further report will be brought to Committee later in the year.**

Councillor Taylor left the Chamber at 6.15pm.

HCS/106 **COMMITTEE WORK PROGRAMME**

**RESOLVED:-**

**Members considered and approved the updated work programme.**

HCS/107 **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 8<sup>th</sup> March 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.**

Councillor Taylor returned to the Chamber at 6.20pm.

**STAR SURVEY 2018 (Paragraph 3)**

**Members approved the recommendations in the report.**

**PROPERTY IN CASTLE GRESLEY (Paragraph 3)**

**Members approved the recommendation in the report.**

The Meeting terminated at 6.35pm.

COUNCILLOR J HEWLETT

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES</b>	<b>AGENDA ITEM: 7</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>LEADERSHIP TEAM</b>	<b>OPEN DOC:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>ALLISON THOMAS (EXT. 5775)</b>	
<b>SUBJECT:</b>	<b>CORPORATE PLAN 2016-21: PERFORMANCE REPORT (2017 - 18)</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE:</b>

## 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 quarter four and year end under the themes of People, Place, Progress and Outcomes.

## 3.0 Detail

3.1 The Corporate Plan 2016 – 2021 was approved following consultation into South Derbyshire's needs, categorising them under four key themes: People, Place, Progress and Outcomes. The Corporate Plan is central to our work – it sets out our values and vision for South Derbyshire and defines our 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*

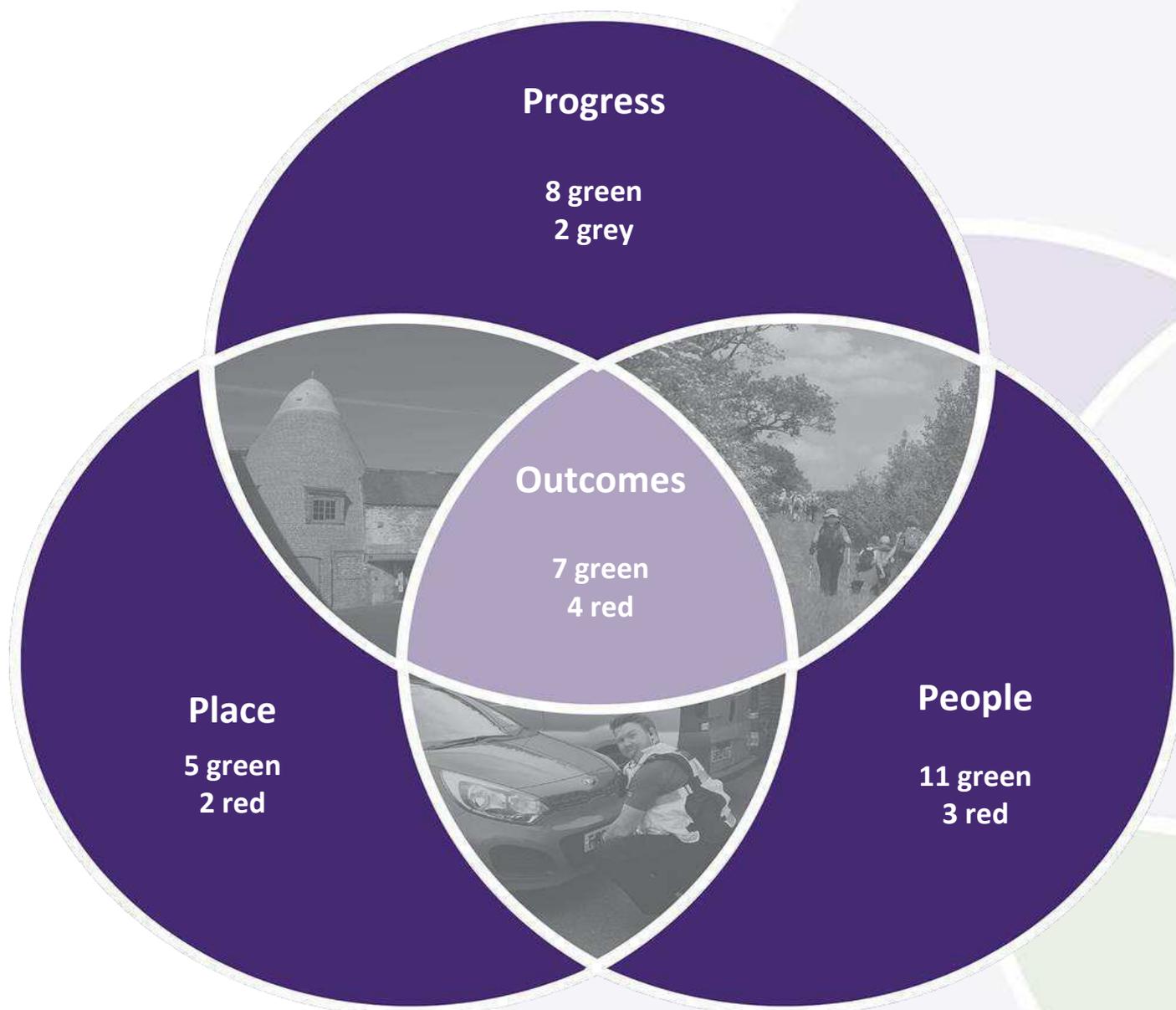
These aims are underpinned by outcomes including financial health, improved customer focus, good governance, enhanced environmental standards and maintaining a skilled workforce.

3.3 Of the 13 measures and projects under the jurisdiction of the Housing and Community Services Committee, eight are green, four are red and one is grey for quarter four. Ten are showing green and three are red for year end.

3.4 The difference in reds between quarter four and year end is due to throughput at Rosliston Forestry Centre being lower than target for quarter four. However, the visitor attraction exceeded its target for 2017/18 and is green for the year as a whole. Further detail is available in the Performance Board and Action Plan documents.

3.5 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 Action Plan documents (**Appendices B and C respectively**), while associated risks are contained in the risk registers in **Appendices D and E**.

#### 4.0 Overall Council performance – 2017-18



Of the 42 strategic projects and measures for the Council, 27 are showing green, seven are red and eight are grey for quarter four. There are 31 green, two grey and nine red projects and measures for the year end.

#### 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 service expectations to local communities. This report demonstrates how priorities under the People, Place, 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: Action Plan
- Appendix D – Housing and Environmental Risk Register
- Appendix E – Community and Planning Risk Register

Theme	Aim	Project	Q3 progress	Q4 target	Q4 performance	2017/18 target	2017/18 performance	Detail
Outcomes.	Maintain financial health.	Generate ongoing revenue budget savings in the General Fund.	Budget savings and additional income achieved - totals of £690k to-date. Effect of 100% Business Rates Pilot being assessed.	O1.1 Annual target of £850,000, as per the Medium Term Financial Plan. <b>F&amp;M</b>	Annual target.	£850,000	Achieved.	Budget 2017 showed a projected deficit of £852k in 2018/19. This had reduced to £161k by Budget 2018, a reduction of £691k. This was mainly due to budget savings in Corporate Services and additional New Homes Bonus. In addition, savings from the transfer of Building Control to the South Staffordshire Shared Service will save £54k per year (subject to approval by the Finance and Management Committee on May 3). The final £105k will be drawn down from the General Reserve from savings made in 2017/18, as shown in the MTFP.
Outcomes.	Maintain proper Corporate Governance.	Compile and publish an Annual Governance Statement in accordance with statutory requirements.	Annual target was reported and dealt with in quarter two. No further reporting this year.	O2.1 An unqualified value for money opinion in the Annual Audit Letter. <b>F&amp;M</b>	Annual target was reported and dealt with in quarter two. No further reporting this year.	Unqualified value for money opinion.	See Action Plan.	See Action Plan.
Outcomes.	Enhance environmental standards.	Demonstrate high environmental standards. Ensure continual compliance with ISO 14001 standard.	Date of external reaccreditation programmed.	O3.1 Ensure continual compliance with ISO 14001 standard. Reflect process outcomes into corporate and service plan action setting. <b>E&amp;DS</b>	On track.	Maintain ISO14001 certification.	Achieved.	External audit complete. Four minor non-conformances identified plus 10 improvement opportunities. ISO14001 reaccreditation approved for the 10th year.
Outcomes.	Maintain a skilled workforce.	Ensure ongoing training and development for individuals and groups of employees where applicable.	35% of staff had completed all mandatory training.	O4.1 95% of all employees to complete mandatory training (annual target). <b>F&amp;M</b>	Annual target.	95%.	31%.	See Action Plan.
			N/A.	O4.2 95% of all employees to have an annual performance appraisal (annual target). <b>F&amp;M</b>	Annual target.	95%.	17%.	See Action Plan.
Outcomes.	Maintain customer focus.	Develop a new website and provide functionality for greater transactional processing online.	Mobile phone - 49.6% Desktop - 33% Tablet - 17.4%.	O5.1 Number of people viewing website on a mobile phone is >43% <b>F&amp;M</b>	43.1% mobile; 41% desktop; 15.8% tablet.	>43%.	46% mobile; 38.5 desktop; 15.5% tablet.	Encouraging start for website, with patterns/trends for sessions, users, visits, bounce rate, online form take up and transactions all positive. We will use 2018/19 to create a baseline for figures to report against. Work is also ongoing to improve financial transactions.
		Develop a Social Media Strategy to provide easy and innovative options for residents to engage with the Council.	Extensive evidence base complete, enabling work to start on the strategy. Elected Members, departments and social media users all consulted. Action plan also being devised.	O5.2 Report to committee and adopt strategy. <b>F&amp;M</b>	See Action Plan.	Social Media Strategy adopted.	See Action Plan.	See Action Plan.
		Expand services in Customer Contact Centre and maintain facilities for face to face enquiries where required.	83.8%.	O5.3 80% of telephone calls answered within 20 seconds. <b>F&amp;M</b>	85.4%.	80%.	81.8%.	Annual target exceeded. The number of options available to callers has been reduced and the messages shorter. It now takes an average of 32 seconds from entry to the system to reach Customer Services compared to the one minute 20 seconds previously.
			4.2%.	O5.4 Call abandonment rate of <10%. (Number of visitors to Civic Offices to be recorded). <b>F&amp;M</b>	3.7% (Visitors to Civic Offices 9,278).	<10%.	6.8%.	Annual target exceeded. This is particularly impressive for quarter four when Council Tax and end of year enquiries amounted to 2,672 calls. Further upgrades to our IVR system are to be considered in June 2018.

		Deliver Equalities and Safeguarding action plan to demonstrate principles are embedded in service delivery.	Dementia Friendly Community Status achieved.	<b>O5.5</b> Undertake a Workforce Profile and consider any issues to be addressed. <b>F&amp;M</b>	Workforce Profile produced and actions to be included as part of action plan arising from statutory gender pay report.	Deliver Equalities and Safeguarding action plan.	Achieved	All actions within the Equalities and Safeguarding Action Plan have been delivered. This has included accreditation to the Safe Place Scheme and achieving Dementia Friendly Community status. The Equalities Annual Report for 2017/18 will be reported to the Finance and Management Committee in June.
<b>Outcomes.</b>	<b>Continue to strengthen the ICT platform and ensure that ICT is able to support change and minimise business risks.</b>	Three year review of ICT Strategy and adoption of action plan to 2020.	First (stabilisation) phase of the strategy on-going.	<b>O6.1</b> N/A. <b>F&amp;M</b>	N/A.	Adoption of ICT Strategy and action plan.	Achieved.	Approved by Finance and Management Committee in October 2017.
<b>People.</b>	<b>Enable people to live independently.</b>	Provide an efficient and well-targeted adaptation service (including Disabled Facilities Grants) and make better use of previously adapted dwellings.	83%.	<b>PE1.1</b> Percentage of adapted properties allocated on a needs basis is >90%. <b>H&amp;CS</b>	100%.	>90%.	92%.	Excellent performance and an increase from 16/17. Five out of 63 adapted properties were let to those without a medical need. Four of these were due to homeless duty and one was advertised three times.
			96%.	<b>PE1.2</b> Percentage of residents satisfied with the quality of their new home is >88%. <b>H&amp;CS</b>	100%.	>88%.	97%.	Out of the 102 surveys returned, only three negative comments were received around the overall quality.
<b>People</b>		Maintain regular contact with tenants, with a focus on those identified as vulnerable.	286	<b>PE2.1</b> Total number of tenancy audits completed (250 target). <b>H&amp;CS</b>	251	1,000	1,077.00	2,132 of our tenants have received a visit and full audit by their housing officer over the last two years. Our aim by the end of 2018/19 is for all 2,974 of our tenants to receive a visit from their Housing Officer.
			89%.	<b>PE2.2</b> Number of successful introductory tenancies (target of 97%). <b>H&amp;CS</b>	92.5%.	97%.	91.58%.	See Action Plan.
<b>People.</b>	<b>Protect and help support the most vulnerable, including those affected by financial challenges.</b>	Process Benefit claims efficiently	16.4 days.	<b>PE2.3</b> Average time for processing new Benefit claims is <18 days. <b>F&amp;M</b>	16.7.	<18 days	15.8.	Performance was considerably better than the national average which, when last published for the third quarter of 2017/18, was 22 days.
			6.8 days.	<b>PE2.4</b> Average time for processing notifications of changes in circumstances is <8 days. <b>F&amp;M</b>	4.0	<8 days	5.1.	Performance was considerably better than national average, which when last published for the third quarter of 2017/8, was nine days.
			0.3%.	<b>PE2.5</b> Meet Housing Benefit Subsidy Local Authority error target threshold set by DWP (<0.48%). <b>F&amp;M</b>	0.33%	<0.48%	0.33%.	Annual target met, meaning that the Council did not incur any penalties and received full subsidy in all incentivised areas.
		Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'. Attain NPSS Bronze Standard for Homelessness by March 31, 2018.	Focus went into preparing for key legislative changes and the introduction of Personal Housing Plans.	<b>PE2.6</b> Submit file to NPSS for review. Attain NPSS bronze standard. <b>H&amp;CS</b>	See Action Plan.	Attain NPSS Bronze Standard for Homelessness by March 31, 2018.	See Action Plan.	See Action Plan.
<b>People.</b>	<b>Use existing tools and powers to take appropriate enforcement action.</b>	Bring empty homes back into use.	Six completed.	<b>PE3.1</b> Number of empty home intervention plans for dwellings known to be empty for more than two years (target is three). <b>H&amp;CS</b>	Three completed (64 Bernard Street, Woodville, 81 South Drive, Newhall, 57 Main Street, Newhall).	10	12 completed.	Annual target met. Based on experience from this year's interventions we've revised our processes to improve effectiveness.

People.	Increase levels of participation in sport, health, environmental and physical activities.	Delivery of sport, health, physical activity and play scheme participations.	Rosliston 36,987. Leisure centres 249,667.	PE4.1 Throughput at Etwall Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre. Target for Rosliston = 45,000. Target for leisure centres = 170,404. H&CS	Rosliston = 41,612. Leisure centres = 268,881.	Rosliston = 195,000 Leisure centres = 681,616.	Rosliston 197,737 (1% above target), leisure centres 1,029,121 (34% above target).	Excellent performance for the leisure centres, which surpassed the anticipated footfall. Despite Rosliston having below expected visitor numbers for quarters three and four, annual visitor numbers were at the highest on record. See Action Plan for quarter four overview.
		Tackle physical inactivity and develop/implement a Sport, Health and Physical Activity Strategy.	Examples of targeted work includes carpet Nordic walking and a dementia walk at Oakland Village, Walking for Health across the District, the Street Games project at Midway Community Centre and Hilton Youth Club.	PE4.2 Review strategy progress. H&CS	Achieved.	Implement a Sport, Health and Physical Activity Strategy.	Achieved.	Sport, Health and Physical Activity Strategy adopted in quarter one. Targeted programme of work undertaken throughout the year. Strategy reviewed in quarter four to ensure it remains fit for purpose.
People.	Reduce the amount of waste sent to landfill.	Minimise waste sent to landfill.	93 kgs (target - <120kgs).	PE5.1 Household waste collected per head of population is <110kgs. E&DS	93 kgs (target - <120kgs). Estimated figure.	<480kgs.	402 kgs. Estimated figure.	Kgs per head of population continue to reduce year on year.
			43% (target - 47%).	PE5.2 >45% of collected waste recycled and composted. E&DS	43% (target - 47%). Estimated figure.	>50%.	48%. Estimated figure	See Action Plan.
People.	Develop the workforce of South Derbyshire to support growth.	Increase Council engagement to raise aspirations. Provide opportunities for young people to reach their potential.	Ongoing relationship management with schools continued. Marketing campaign developed.	PE6.1 Deliver renewed action plan. H&CS	Achieved.	Provide opportunities for young people to reach their potential through the RISE project.	Achieved.	Action plan finalised and underway. The plan now encompasses marketing, communication and overall delivery. RISE to become even more prevalent next year, with award-winning director Deborah Haywood to become ambassador for the project and an awards evening in the pipeline.
Place.	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range for all affordable housing provision.	124 units delivered (year to date)	PL1.1 Increased supply of affordable homes. Annual target of >150. H&CS/E&DS	176 units delivered (year to date)	>150	176 units delivered (year to date)	The target for 2017/18 has been exceeded. This has been achieved by working collaboratively with all of our Registered Providers and has meant we have successfully delivered 33 Shared Ownership properties in the District and provided more than 140 affordable rented homes.
		Deliver an adopted South Derbyshire Local Plan, parts 1 and 2, and key supplementary documents.	Local Plan Part 2 adopted on November 2. Design Guide Supplementary Planning Document (SPD) and Affordable Housing SPD adopted on November 16.	PL1.2 Report to Council. Adopt Local Plan Part 2, Development Plan and supplementary planning documents. E&DS	Achieved.	Deliver an adopted South Derbyshire Local Plan, parts 1 and 2.	Achieved.	Local Plan Part 2 adopted on November 2 and Supplementary Planning Documents on November 16, 2018.
		Facilitate and deliver sustainable infrastructure.	N/A	PL1.3 Consider the introduction of a Community Infrastructure Levy. E&DS	See Action Plan.	Consider the introduction of a Community Infrastructure Levy.	See Action Plan.	See Action Plan.
		Deliver a programme of proactive interventions to reduce environmental crime such as fly-tipping.	150 (target - <180)	PL3.1 Downward trend in fly-tipping incidents. Quarterly target is <180. E&DS	177	<720	688	The year end figure represents a 9% reduction in fly-tipping compared to last year. A new power to deal with fly-tipping was adopted and focus on the issue was maintained.

Place.	Help maintain low crime and antisocial behaviour levels in the District.	Review, publish and deliver the Safer South Derbyshire Community Safety Partnership Plan.	Hate crime campaign delivered via social media.	PL3.2 Review and refresh Partnership plan for 2018/19. H&CS	Achieved.	Deliver the Safer South Derbyshire Community Safety Partnership Plan.	Achieved	Partnership Plan reviewed, refreshed and approved at Strategic Group. Only minor amendments made to the three year plan, including introduction from new chair and updates on action taken over the last 12 months. Highlights of the year include: 100+ young people attended the Friday Night Project every week and 1,175 young people came to the 20 summer play scheme sessions held in Swadlincote and Newhall Parks during the summer.
Place.	Support provision of cultural facilities and activities throughout the District.	Implement and manage the leisure facility capital build programme.	Significant work done to produce a development plan for Etwall Leisure Centre, but not fully completed.	PL5.1 Update play area audit and prioritise sites. H&CS	See Action Plan.	Implement and manage the leisure facility capital build programme.	See Action Plan.	See Action Plan.
Place.	Deliver services that keep the District clean and healthy.	Reduce contamination risk rating of land in South Derbyshire.	1	PL6.1 Complete one contaminated land assessment. E&DS	1 (Blakelow Farm, Hilton).	4	4	The assessments have been completed on four sites considered to have the highest risk of contamination due to their historical use.
Progress.	Work to attract further inward investment.	Showcase development and investor opportunities in South Derbyshire.	Investor prospectus designed, printed and published.	PR1.1 Publish vacant commercial property bulletin. E&DS	Achieved.	Showcase development and investor opportunities in South Derbyshire.	Achieved.	Spring 2018 edition of Vacant Commercial Property Bulletin published. Inward investments during the year included TopHat Industries attracted to Dove Valley Park to manufacture modular homes, Snap Fitness opening at The Pipeworks and construction of The Piazza at Mercia Marina.
Progress.	Unlock development potential and ensure the continuing growth of vibrant town centres.	Delivery of Swadlincote Townscape project, including Princess Diana Memorial Garden.	Many elements of the memorial garden complete, with finishing touches still to be made.	PR2.1 Tree planting at Diana Memorial Garden. All grants to be promoted. E&DS	Achieved.	Delivery of Swadlincote Townscape project, including Princess Diana Memorial Garden.	Achieved.	Required tree works undertaken in Quarter four. The memorial garden is now complete and officially opened on Sunday, April 29. The new-look light, colourful and attractive space has been enhanced by landscape architects with new paths, a landscaped seating area, spring bulbs, architectural lighting and timeline of key milestones.
		Increase attendance and participation at town centre events.	Seven events delivered and supported, including Swadlincote International Food and Drink Festival	PR2.2 One event, including Swadlincote Pancake Races. E&DS	Achieved.	10 events delivered and/or supported.	Achieved.	Swadlincote Pancake Races delivered in quarter four, with 50 organisations participating. Other events delivered during the year include the Christmas Lights Switch On, the Jobs and Skills Fair and Swadlincote Wedding Fair.
		Ensure the continuing growth of vibrant communities and town centres.	10 vacant units in Swadlincote Town Centre.	PR2.3 Vacant premises in Swadlincote town centre, Hilton and Melbourne (proxy). To be reported twice a year. E&DS	In February 2018 there were: 11 vacant units in Swadlincote Town Centre, three in Melbourne and none in Hilton. NB: this is the first time Hilton and Melbourne have been reported.	Proxy.	Proxy.	The Hilton and Melbourne local centres were surveyed for the first time in February 2018, an exercise which is to be repeated at six monthly intervals, providing time series data which will enable the Council to discern any trends in vacancy rates.
Progress.	Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists.	Support the operation and development of the tourism sector.	Monitoring data not available.	PR3.1 Number of queries handled by Swadlincote Tourist Information Centre. Target is 5,000. E&DS	*Monitoring data not available for quarters three and four due to fundamental change in methodology statement caused by the introduction of new website and interruption in electronic publisher operation. Figures would not offer a like for like comparison.	26,000 queries	*Monitoring data not available for quarters three and four due to fundamental change in methodology statement caused by the introduction of new website and interruption in electronic publisher operation. Figures would not offer a like for like comparison.	Spring 2018 edition of What's On events guide published. Tourism and Rural Business Advice event held at Swadlincote Tourist Information Centre as part of National Tourism Week initiative with representatives of business support providers. Public promotion of the sector held with tourism operators in the town centre.
		Review and procure new management for Rosliston Forestry Centre.	Bids received and evaluated, with a final decision still to be made.	PR3.2 Sign new management contract. H&CS	Achieved.	Procure new management for Rosliston Forestry Centre.	Achieved.	Further to procurement exercise, the decision was taken to bring management of the site back in house. Staff have been transferred and the site is now being operated directly by the Council.

		Work with Swadlincote TIC to attract evening visitors to the District's leisure, food and drink and retail offer.	Second feature published in What's On guide. Late night shopping event held with Swadlincote Victorian Christmas Market and Carols Evening.	<b>PR3.3</b> Publish promotional materials to attract visitors. <b>E&amp;DS</b>	Achieved.	Attract evening visitors to the District's leisure, food and drink and retail offer.	Achieved.	Nightlife feature published as leaflet and distributed through Swadlincote Tourist Information Centre and website in quarter four. Late night shopping event held with Swadlincote Victorian Christmas Market and Carols Evening in quarter two.
Progress.	Provide business support and promote innovation and access to finance, including in rural areas.	Food businesses with the top hygiene rating of five.	84.5%.	<b>PR5.1</b> >81% food businesses which have a Food Hygiene Rating score of five. <b>E&amp;DS</b>	83.4%.	>81%.	83.4%.	Improvements in food performance are indicative of the continuous work we do with our local food business community to support new businesses and provide support and guidance on hygiene conformance.
		Registered food businesses active in the District.	829	<b>PR5.2</b> >810 registered food businesses active in the District. <b>E&amp;DS</b>	831	>810.	831	Improvements in food performance are indicative of the continuous work we do with our local food business community to support new businesses and provide support and guidance on hygiene conformance.
		Guidance offered to businesses or people thinking of starting a business.	61 (target - 25).	<b>PR5.3</b> Guidance offered to businesses or people thinking of starting a business (through the Business Advice Service). Target is 25. <b>E&amp;DS</b>	51	100	221	Business breakfast held at Calke Abbey with a theme of 'Improving Productivity'. 'Thinking of Starting a Business?' workshop held at Sharpe's Pottery Museum for those contemplating self-employment

# Housing and Community Services Strategic and Service Success Areas 2017/18

## Appendix B



**176 units**

Target - >150

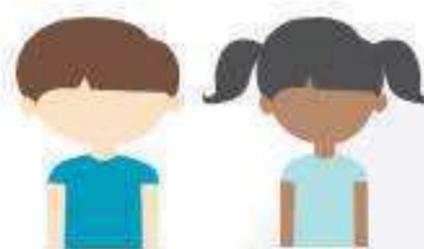
Affordable homes delivered by working closely with Registered Providers.



**RISE**

Raising aspirations

Award winning film director named as ambassador for project.



**1,175**

Play scheme

1,175 young people came to 20 summer play scheme sessions in urban parks.



**15**

Community

Community Protection Notices issued to help prevent unreasonable behaviour.



**92%**

Target - >90%

% of adapted properties allocated on a needs basis.



**97%**

Target - >88%

% of residents satisfied with the quality of their new home.

## H+CS Year End Performance Overview



Red (23.08%) Green (76.92%)



**1,077**

Target - 1,000

Tenancy audits complete, taking the total to 2,132 over the last two years.



**12**

Target - 10

Intervention plans for empty homes. Processes have been revised to further enhance total.



**Strategy**

Adopted

Sport, Health and Physical Activity strategy, as well as action plan, adopted.



**1,029,121**

Target - 681,616

Visits to Etwall and Green Bank Leisure Centres - smashing the target.

# Housing and Community Services Performance Action Plan - Quarter Four and Year End, 2017/18

## Appendix C



**91.58%**

Tenancies sustained after the introductory period

**Target - 97%**

Theme - People. Action – PE2.2 Tenancies sustained after the introductory period.

Quarter four and annual target: 97%.  
Quarter four performance - 92.5%.  
Annual performance: 91.58%.

Background – Over the year, 194 tenancies have successfully transferred from an introductory tenancy to a secure tenancy. Seven tenancies have been held at introductory status due to rent arrears and two introductory tenancies have been issued with a notice of intention to seek possession due to rent arrears. Unfortunately, one tenancy was terminated due to rent arrears.

There have, however, been a handful of tenancies over the last year that have terminated for reasons outside of the Council's immediate control. For example, moving in with a partner or with family. Despite this outcome being a positive for the individuals, this has impacted negatively on our performance against this indicator.

Key actions underway - The reasons for termination have been revised to give a more accurate reflection of performance and the methodology for 2018/19 has been updated to reflect this. Tenancies not sustained after the introductory period are split into the relevant management areas and discussed with the relevant Housing Officer.

A high risk area for tenancy failure is where allocations are made to homeless applicants and for this reason a new process of case handover has been introduced. This means that the Housing Officer is fully briefed as to any potential risk of tenancy failure, in order that more regular monitoring can be put in place.

Opportunities/risks: Opportunities include continued improvement to this performance indicator, savings in officer time and reduced arrears. Risks of continued failure include increased arrears and higher probability of tenancy failure leading to increased homelessness, voids and associated costs.



**0**

Attain NPSS Bronze Standard for Homelessness

**Target - 1**

Theme - People.  
Action – PE2.6 Attain NPSS Bronze Standard for Homelessness.

Quarter four and annual target: Attain standard by March 31, 2018.  
Quarter four and annual performance: Unable to submit application due to external factors.

Background – The National Practitioner Support Service (NPSS) application was prepared and ready for submission on March 27. However, the Council was advised by the NPSS, at the end of March, that the accreditation has now ceased.

Due to the accreditation ceasing, the NPSS was unable to accept any new submissions. However, due to the work that had gone into the preparation of the submission and the services provided, the NPSS agreed to review and provide the Council with accreditation against the quality of our homelessness service in South Derbyshire.

Key actions underway - The submission will be considered by NPSS during quarter one of 2018/19 with a view to the Council receiving the appropriate accreditation during quarter two.

Opportunities/risks: This accreditation provides a mark of quality assurance for the Homelessness Service in South Derbyshire.



**41,612**

Throughput at  
Rosliston  
Forestry  
Centre

**Target - 45,000**

Theme - People. Action – PE4.1 Throughput at Etwall Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre.

Quarter four target: Rosliston = 45,000. Leisure centres = 170,404.  
Quarter four performance: Rosliston = 41,612. Leisure centres = 268,881.

*Year end targets for Rosliston and the leisure centres were achieved.*

Trend - Quarter three performance saw 36,987 visitors to Rosliston Forestry Centre (target 40,000) and 249,667 to our leisure centres (target 170,404).

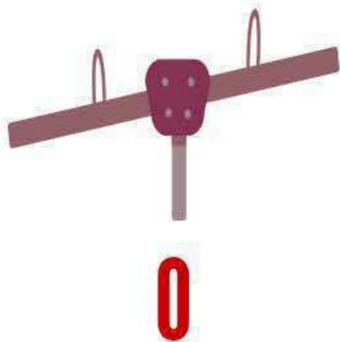
Background – Poor weather, particularly torrential rain and flooding conditions, adversely affected the number of visitors to Rosliston Forestry Centre during quarter four.

Despite below expected visitor numbers for quarters three and four, it should be noted that annual visitor numbers (197,737) were at the highest on record so far.

Excellent performance was achieved at the leisure centres, surpassing the anticipated footfall for the year.

Key actions underway - A capital investment programme for Rosliston Forestry Centre has been agreed with the Forestry Commission. A strategy for the long term management of the site is being developed.

Opportunities/risks: Monthly performance meetings are held to identify opportunities and address risks. The development and implementation of a new strategy will also be crucial in ensuring the site continues to go from strength to strength.



Update play  
area audit and  
prioritise sites

**Target - 1**

Theme - Place.  
Action – PL5.1 Implement and manage the leisure facility capital build programme.

Quarter four target: Update play area audit and prioritise sites.  
Quarter four performance: Audit not started.  
Year end performance - Due in part to the above, the leisure facility capital build programme hasn't been fully implemented.

Background – The play area audit, designed to ascertain the condition of sites in order to prioritise and aid future investment, has not yet begun. The audit is to be undertaken by external specialists.

Key actions underway - The scoping of a procurement exercise is currently underway.

Opportunities/risks: Risk is that playground standards fall and opportunities for investment are missed. Opportunity is to improve and add to existing stock within the District in a planned and prioritised manner.

**There are three actions jointly relating to year end and quarter four for Housing and Community Services. There is one action solely relating to quarter four.**

# Housing and Environmental Services Risk Register

Risk Code	Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
HES1	Maintain Financial Health	Loss of income to the Housing Revenue Account through 1% rent reduction for general needs tenancies until 2021	Low	Major	Treat	<p>Revise all income policies and procedures to ensure they are fit for purpose</p> <p>Invest in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty</p> <p>Look at opportunities to raise income through service charges and other charges</p> <p>Review rents/HRA viability and produce plan to mitigate</p>	Housing Services Manager
HES2	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Loss of income to the Housing Revenue Account through roll out of Universal Credit	High	Major	Treat	<p>Increase % of direct debits.</p> <p>Direct named contact with DWP to address NSP issues.</p> <p>Invest in I.T. solutions to maximise opportunities to collect income and support those in financial difficulty</p> <p>Review Allocations Policy to take into account benefit entitlements to different client groups</p>	Housing Services Manager

HES3	Keep residents happy, healthy and safe	Loss of Supporting People funding for the supported housing service	Low	Severe	Treat	<p>Undertaken a full review of supported housing service to ensure financial viability</p> <p>Increase service delivery to private customers</p> <p>Utilise BCF funding to on spend to save initiatives that prevent health problems &amp; hospital admissions</p> <p>Establish new protocol arrangements with existing accommodation based support providers and utilise prevention budget / second homes funding to secure bed spaces</p> <p>Explore new income streams working in collaboration with healthcare partners</p>	Strategic Housing Manager
HES4	Enable people to live Independently	Loss of Supporting People funding for the sheltered housing service	Low	Severe	Treat	<p>Undertaken a full review of supported housing service to ensure financial viability</p> <p>Increase service delivery to private customers</p> <p>Explore new income streams working in collaboration with healthcare partners</p>	Strategic Housing Manager
HES5	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Increase in homeless applications / presentations as Universal Credit rolls out	High	Significant	Treat	<p>Review staffing requirements in light of the implementation of the Homelessness Reduction Act 2017</p> <p>Attain National Practitioner Support Service (NPSS) standard for Homeless Service</p> <p>Increase capacity within Housing Options service. More Housing related support to prevent tenancy failure.</p>	Strategic Housing Manager

HES6	To protect the most vulnerable including those affected by anti-social behaviour and domestic abuse.	Failure to fulfil our requirements relating to the statutory homeless duty	Low	Significant	Tolerate	Ensure policies and procedures are compliant with statute Ensure staff are well trained and briefed on changes to the Council's statutory obligations Review staffing requirements in light of the implementation of the Homelessness Reduction Act 2017	Strategic Housing Manager
HES7	Maintain Financial Health	Failure to follow Council procedures / policies leading to Ombudsman finding of 'maladministration'	Low	Significant	Tolerate	Ensure procedures are reviewed regularly and staff are well trained	Housing Services Manager
HES8	Achieve proper Corporate Governance	Failure to fulfil Resident Scrutiny statutory duty	Very Low	Significant	Treat	Ensure Resident Scrutiny Panel in place and undertakes regular reviews of services	Housing Services Manager
HES9	Achieve proper Corporate Governance	Failure to meet statutory deadlines when reporting performance and statutory information to Government agencies	Very Low	Significant	Treat	Ensure deadlines are met and that ownership for each reporting deadline is identified and project managed	Business Support Manager
HES10	Maintain a skilled workforce	Loss of IT Systems and lack of specialist IT knowledge in department	Very Low	Significant	Treat	Corporate IT disaster recovery plan is in place The Council has alternative options available with suppliers	Business Support Manager
HES11	Maintain financial health	Failure to deliver the planned maintenance	Medium	Significant	Treat	Ensure that skilled officers are in place to manage the contracts and contractors delivering this programme.	Repairs and Improvement Team Leader –

						Undertaking a review of the stock condition survey to inform the future capital programme	
HES11	Maintain financial health	Failure to deliver the new build programme	Medium	Significant	Treat	Ensure that skilled officers are in place to manage the contracts and contractors delivering this programme.  Undertaking a review of the stock condition survey to inform the future central programme.	Repairs and Improvement Team Leader
HES12	Maintain financial health	Increase in the cost of contracts	Medium	Significant	Treat	Ensure procurement of goods and services deliver on the Council's objectives to deliver value for money.  Evaluate the range of contract letting options to deliver good value for money. Consider efficiencies that can be achieved through better management of supply chains.	Repairs and Improvement Team Leader
HES13	Maintain a skilled workforce	Failure to recruit and retain staff	High	Significant	Treat	Ensure pay and conditions appropriately remunerates staff and ensure training and development opportunities are maximised  Ensure existing staff are motivated and working within their remit.	Housing DMT
HES14	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Achieving the maximum delivery of affordable homes with the resources/options for delivery available	Low	Significant	Treat	HCA grant programme 2017-21 (SOAHP)  Negotiation of s106 on all new sites  Support RP's through bidding process  Acquisitions / delivery options report to Members  Utilise Commuted Sums / RTB receipts	Strategic Housing Manager

						where possible and HRA reserves & headroom	
HES15	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Insufficient supply of affordable homes to meet Council needs relating to allocations and homelessness	Medium	Significant	Treat	Up-to-date housing needs data. Ensure delivery of affordable units through planning gain. Work with HCA to deliver LA new builds in the future. Review Allocations Policy to reflect need and available stock.	Strategic Housing Manager
HES16	Deliver services that keep the District clean and healthy	Major incident (disease outbreak, pollution, severe weather)	Low	Significant	Tolerate	Backfill the staff resources with agency staff	Env Health Manager/ Direct Services Manager
HES17	Maintain financial health	Loss of revenue to the Food Safety Business/ Environmental permitting	Low	Severe	Tolerate	Main income streams are from export certificates. Volumes are entirely outside our control. Continue to support local exporting businesses	Env Health Manager
HES18	Achieve proper Corporate Governance	Legal challenge over statutory function in Environmental Health	Medium	Significant	Treat	Effective governance and review of officer decisions	Env Health Manager
HES19	Deliver services that keep the District clean and healthy	Failure to deliver minimum statutory service duties in Food Safety and Pollution Control	Low	Minor	Tolerate	Continuously keep under review and deploy available resources based on areas of highest potential failure	Env Health Manager
HES20	Deliver services that keep the District clean	Temporary loss of fuel supply at depot	Medium	Minor	Treat	Contingency suppliers in place	Direct Services Manager

HES21	Deliver services that keep the District clean and healthy	National loss of fuel supply	Low	Significant	Treat	Business continuity plan, comply with emergency planning guidance	Direct Services Manager
HES22	Deliver services that keep the District clean and healthy	Loss of vehicle fleet through theft or fire	Low	Significant	Treat	Local and national vehicle hire companies on list of suppliers	Direct Services Manager
HES23	Deliver services that keep the District clean and healthy	Loss of service delivery from contractors	Medium	Significant	Treat	Contingency plans in place to deliver service internally or back-up contractors available	Direct Services Manager
HES24	Maintain financial health	Loss of revenue	Low	Severe	Tolerate	Main income from commercial waste collections cannot compel customers to use our service	Direct Services Manager

## Community and Planning Risk Register 2017-2018

Theme/aim	Risk description	Likelihood	Impact	Risk treatment	Mitigating action	Responsible officer
Outcomes/ Maintain Financial Health	Planning fees – income reduces to below set targets (DM1)	Low	High	Tolerate	Careful attention to forecasts/setting budgets and budget monitoring	Tony Sylvester
Outcomes/ Maintain Financial Health	Judicial review of Planning decisions (DM2)	Low	High	Treat	Weekly case review with all case officers for early identification of high-risk cases, legal opinion sought when necessary.  Ongoing review of new statutory procedures, continued advice from Legal when required.  Service review planned for 2017/18	Tony Sylvester
Outcomes/ Maintain Financial Health	Maladministration leading to injustice via LGO (DM3/BC4/PP2)	Very low	Low	Tolerate	Documented process of procedures  Process training  Close monitoring of report recommendations	Tony Sylvester
Outcomes/ Maintain Financial Health	Judicial Review of Building Control Decision (BC1)	Low	Low	Tolerate	Ongoing review of new statutory procedures, continued advice from counsel when required.	Tony Sylvester

Outcomes/ Maintain Financial Health	Loss of market share below sustainable level (BC2)	High	High	Transfer risk	Review marketing strategy. Investigate potential outsourcing of activity to a third party.	Tony Sylvester
Outcomes/ Maintain Financial Health	Negligence resulting in loss to personal property (BC3/DM4)	Low	High	Tolerate	Insurance  Professional training  Maintain sound procedures and act speedily to recover ground when mistakes are made.	Tony Sylvester
Outcomes/ Maintain Financial Health	Failure to collect financial contributions or to enforce the delivery of obligations within Section Agreements (DM5)	High	Very High	Treat	Implementation of new software and process review 2017/18.	Helen Frazer
Outcomes/ Maintain Financial Health	Poor application performance (DM7)	Medium	High	Treat	New planning officer structure in place, giving better capacity to monitor cases = optimum use of resources  Quarterly monitoring of application performance	Tony Sylvester
Outcomes/ Maintain Financial Health	Lack of knowledge in department relating to specialist: IT solutions, Planning (DM8)	Medium	High	Treat	Specialist knowledge outside of service e.g. specialist knowledge within IT/corporately	Tony Sylvester
People/ Increase levels of participation in sport, health,	Reduction of council funding into Sport and Health service. Unable to source external funding to	High	High	Treat	Forward budget planning over a number of years. Lobby to maintain current funding contribution that	Hannah Peate

environmental and physical activities	service reserve fund being depleted for sources other than the sport and health service delivery. (SP1)					the Council makes towards the service and for an increased contribution if Elected Members want the current levels of service to be maintained.  Continually seek external funding options	
Place/ Support provision of cultural facilities and activities throughout the District	Managing large capital projects (CS1)	Low	High	Treat		Ongoing dialogue with funders  Support from internal and external specialists re legal, technical and financial issues  Financial monitoring/attendance of CPAM meetings	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Failure of contracts e.g. leisure centres (CS2)	Medium	High	Treat		Contracts in place or held over. Regular (monthly) contract monitoring meetings for main contracts  Project Officer employed (RFC)	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Memorial monuments falling causing injury (CS3)	Low	Medium	Treat		Informal checks undertaken and rolling programme of rolling checks reintroduced	Malcolm Roseburgh
Outcomes/ Maintain Financial Health	Accidents at play areas (CS4)	Low	High	Treat		Inspections carried out by staff.  Insurance company inspect annually  Park keepers on some sites	Malcolm Roseburgh

Place/ Support provision of cultural facilities and activities throughout the District	Dilapidation of Leisure/Community Facilities (CS5)	Low	Medium	Treat	Control measure in place: securing internal and external funding, supporting VCS and parish councils with funding, improving planned preventative maintenance, transferring assets where possible, improved monitoring	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Failure of business plan for Rosliston Forestry Centre (CS6)	Medium	Medium	Treat	Monthly performance meetings  Annual review of business plan  Development and implementation of new strategy  Increase involvement of Forestry Commission in business planning  Contract transition arrangements underway	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Urban core cemetery space running out (CS7)	High	Medium	Treat	Continued internal meetings with Planning and Property Services to identify land opportunities	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities	Failing Infrastructure at Rosliston Forestry Centre. (CS8)	High	High	Treat	Condition survey has identified extent of problem.  Responsibility planned to pass to incoming contractor but cost likely to be expressed through value of management sum.	Malcolm Roseburgh

People/Protect and help support the most vulnerable, including those affected by financial challenges	Sustainability of the voluntary sector (CM1)	Very high	Medium	Treat	Service development proposal to continue community partnership scheme in future years. Continue partnership working with CVS.	Chris Smith
Place/Support provision of cultural facilities and activities throughout the District	Failure of Sharpe's Pottery Museum (CM2)	Medium	Medium	Treat	Councillor representation on board  Attendance on board meetings by officers	Mike Roylance

<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 8</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>LEADERSHIP TEAM</b>	<b>OPEN DOC:</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>ALLISON THOMAS (EXT. 5775)</b>	
<b>SUBJECT:</b>	<b>SERVICE PLANS 2018/19</b>	
<b>WARD (S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

## 1.0 Recommendations

1.1 That the Service Plan for the Service Delivery directorate be approved for the period 1 April 2018 to 31 March 2019.

## 2.0 Purpose of Report

2.1 To consider the Service Plan for Service Delivery, attached at **Appendix A**.

## 3.0 Detail

3.1 Service Plans are a key part of our Performance Management Framework, acting as an important link between high-level plans and strategies, such as the Corporate Plan and Sustainable Community Strategy, as well as performance objectives established for employees.

3.2 Each Service Plan contains information about:

- The Directorate
- Its workforce and budget
- Service performance, including key measures and projects
- Partnerships
- Aims and aspirations

3.3 Service Plans reflect the current priority themes and outcomes within the Corporate Plan 2016-21 and Sustainable Community Strategy 2009-29.

3.4 The Service Plans cover a one-year period and will be reviewed in March 2019 to link in with the Corporate Plan and Sustainable Community Strategy.

3.5 Progress reports on Service Plans will be made to Elected Members as part of the Performance Management Framework monitoring process.

## 5.0 Financial and Corporate Implications

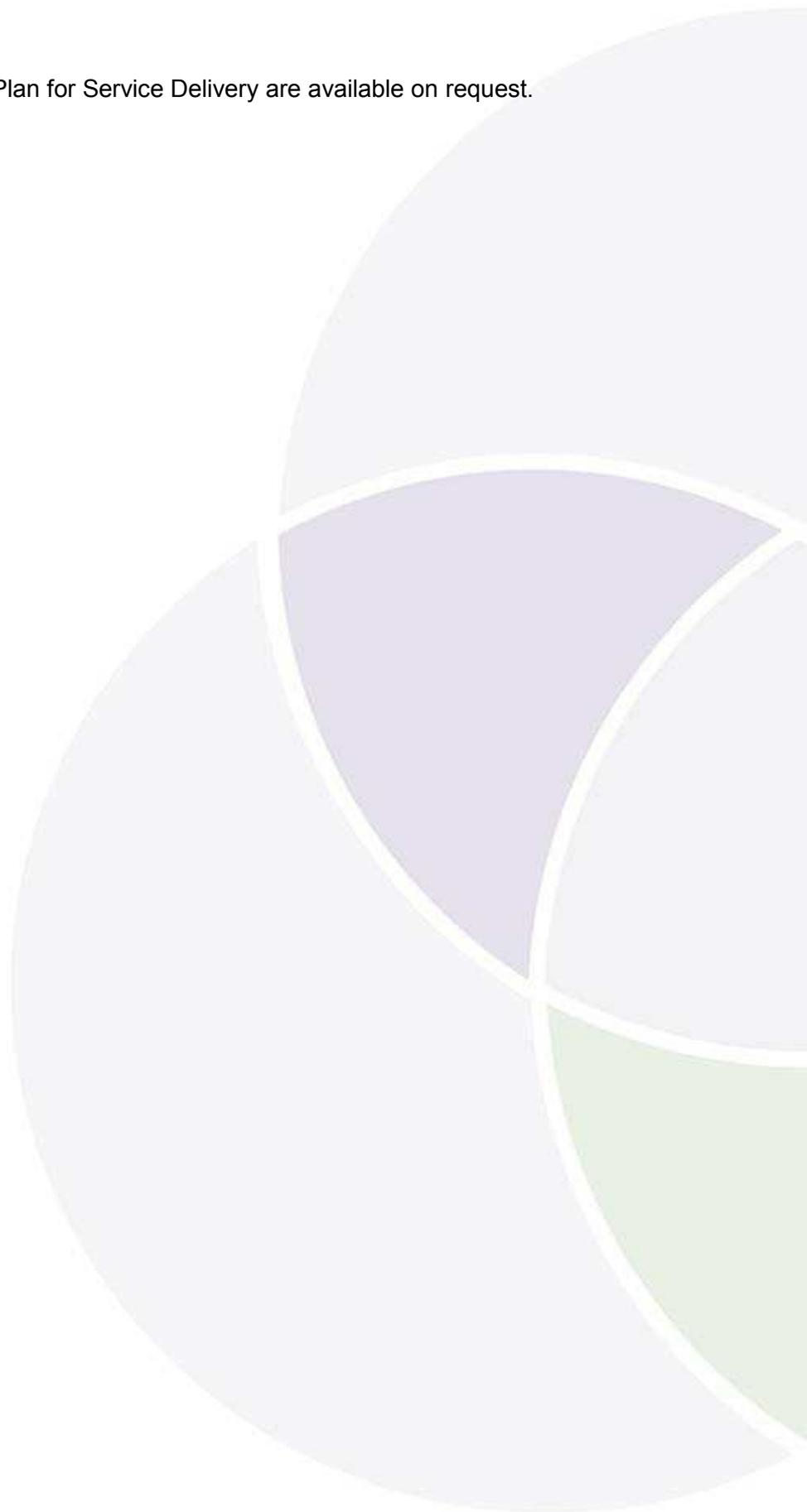
5.1 All implications are detailed in the Service Plan.

## **6.0 Community Implications**

6.1 All implications are detailed in the Service Plan.

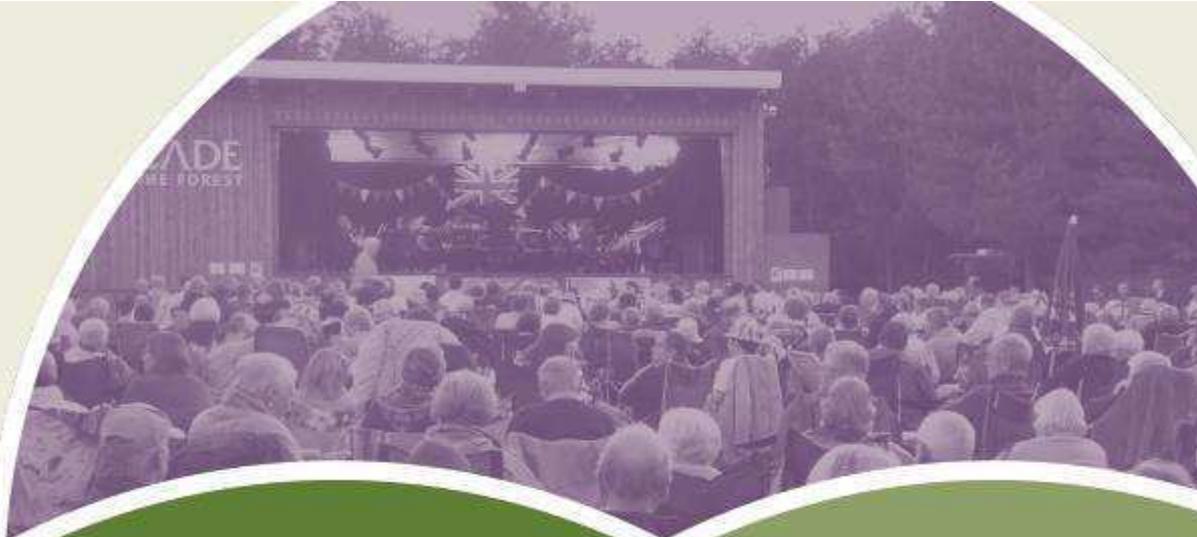
## **7.0 Background papers**

7.1 Electronic copies of the Service Plan for Service Delivery are available on request.





**South  
Derbyshire**  
District Council



# Service Plan 2018/2019

Service Delivery

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

# Introduction

The Corporate Plan 2016-2021 forms an important part of planning for the future and leads our performance management. As well as enabling effective monitoring, it links strategic priorities and objectives directly to the activities of service areas.

As part of this, Service Plans are created for our three directorates - Corporate Resources, Service Delivery and the Chief Executive's department.

Covering the 2018-2019 financial year, the Service Plans (updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

## The importance of service planning

Delivery of public services occurs in an increasingly dynamic environment, with high community expectations, Government priorities and technological advances.

While the budgetary setting is constrained, there are ever-increasing pressures and demands to do more with less.

In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

This allows us to identify requirements and associated enabling services such as technology, workforce, funding, capital infrastructure and information management.

## Performance Management Framework

The Performance Management Framework sets out what needs to be achieved, what is measured and managed and what progress we are making.

Our resources must be aligned, focusing effort in the right places and delivering maximum value for people, partners and businesses. We must proactively identify and manage any risks that might affect delivery, regularly reviewing performance and taking action where required to stay on target and inform decision-making.

The Performance Management Framework consists of three levels. The Corporate Plan sits at the top and sets out how we make South Derbyshire a better place to live, work and visit. Objectives and measures to deliver against the key aims of the Corporate Plan are defined in Service Plans and shape the objectives of all employees.

Everyone, from Officers to Managers to Elected Members, has a responsibility for delivery of the Corporate Plan. The Performance Board details our key projects for the year. Milestones for these are broken into quarters to help us monitor and manage our performance effectively and on an on-going basis.

All actions are essential if the Council is going to achieve its ambitions and aspirations. These are complemented by a set of performance measures which will help us to gauge whether we are meeting outcomes and providing excellent services.

## Key aims

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

Through the Service Plan, all corporate projects and performance measures for the Directorate contribute to our corporate themes of:

- People - keeping our residents happy, healthy and safe.*
- Place - creating vibrant communities to meet residents' needs.*
- Progress - encouraging inward investment and tourism opportunities.*
- Outcomes - work that underpins all of the Council's activities.*

We have a strong understanding of our customers' needs and the Directorate performs well across a range of key measures. However, we, through our employees, constantly strive to look to develop and improve our services for the benefit of our customers.

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

### Overview of the Service Delivery Directorate

The Service Delivery Directorate was formed towards the end of 2017 and is led by a new Strategic Director - Service Delivery. It brings together a large number of highly visible customer-facing services, including:

- Housing Services - Providing affordable housing for tenants to rent;
- Strategic Housing - Delivery of affordable housing;
- Planning Services - Determining planning applications;
- Environmental Health - Protecting the health of our communities by controlling aspects of the natural and built environment that may affect human health;
- Communities - Working in partnership with the Police and Community and Voluntary sector to keep the residents of South Derbyshire safe and to help develop and support local community initiatives;
- Cultural Services - Delivering public events across the District;
- Direct Services - Waste collection and recycling;
- Sport and Health - Delivering sport and health activities;
- Business Systems and Information - Maintaining the Local Land and Property Gazetteer

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

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

# Service Operations

A significant part of the work undertaken by the Directorate is statutory. Non-statutory duties also contribute significantly to ensure the Council operates within its statutory and regulatory powers.

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

## Statutory

- Asbestos Regulations (Housing Services)
- Building Control (Planning Services)
- Crime Reduction and Anti-Social Behaviour (Communities)
- Dangerous Structures (Planning Services)
- Development Management (Planning Services)
- Designated Waste Collection Authority (Direct Services)
- Disabled Facilities Grant (Housing Services)
- Dog control services (Environmental Health)
- Eviction of illegal encampments on SDDC owned land (Environmental Health)
- Fire Safety Regulations (Housing Services)
- Food hygiene compliance in local food businesses (Environmental Health)
- Gas Safety Checks (Housing Services)
- Homelessness Duty (Housing Services)
- Infectious disease outbreak control (Environmental Health)
- Investigation and control of environmental crime - fly tipping, litter, anti-social behaviour, dog fouling (Environmental Health)
- Investigation and resolution of public health, noise and pollution complaints (Environmental Health)
- Legionella Regulations (Housing Services)
- Maintain Council's Housing Register (Housing Services)
- Maintenance of the Local Land and Property Gazetteer (LLPG) under the Public Sector Mapping Agreement (Business Systems & Information)
- Maintenance of Vehicle Operations Licence (Direct Services)
- Monitoring and management of air quality and land contamination (Environmental Health)
- Planning Enforcement (Planning Services)
- Planning Policy (Planning Services)
- Principal Litter Authority (Direct Services)
- Regulation of health and safety legislation in lower risk businesses (Environmental Health)
- Regulation of pollution from industrial sites (Environmental Health)
- Submission of Government Returns (Strategic Housing)
- Taxi Testing (Direct Services)

## Non-Statutory

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

Further details of the work undertaken by service areas can be found from pages eight to 41 of the Service Plan.



## **Business Systems and Information**

The unit maintains the definitive source of address data within the authority. The functions of street naming and numbering, Local Land and Property Gazetteer (LLPG) Custodian and Geographical Information Systems (GIS) all operate within this team.

Spatial Data and GIS Technology will support service delivery and underpin Corporate Plan outcomes through:

**Bringing key datasets together** - GIS has the capability to bring the organisation's data into one place. Spatial analysis enables users to work with data stored across the organisation as well as external data that has been purchased or collected. The LLPG unifies spatial data by giving each location a unique reference, which acts a 'golden thread', linking data sets together.

**Exposing hidden relationships** - Mapping and analytics platforms allow GIS users to work with layers of data. Users can instantly visualise their data sets on a map and compare against other datasets.

**Sharing of Business Intelligence** - GIS technology will empower staff to access real-time information, with everyone working off one version of 'truth'. Teams will be much better equipped to make informed decisions as well as respond to customer queries quickly and with accurate information. Key datasets can be published to allow customers to access data directly and facilitating channel shift.

## Key aims for Business Systems and Information

Using performance management and business improvement methodologies, the unit will develop a spatial data road map setting out the long-term aims for geographical and address-based data across the Council, promoting the use of this central 'hub' of location-based data to drive efficiency and enhance customer service across all service areas.

**Make Data Discoverable;** enabling the sharing of information through open data channels. Including the ability to make data discoverable, by creating standard metadata and publishing this through the Government's discovery service.

**Promote Data Quality;** Maintain and develop an accurate Local Land and Property Gazetteer (LLPG) that provides the basis for key business intelligence used for decision making and strategic service delivery. Provide a central 'hub' of spatial data that is accurate and managed efficiently and effectively.

**Enhance Business Intelligence;** and embed a culture of working spatially throughout service areas to promote working collaboratively, flexibly and remotely using GIS as the single point of reference to increase efficiency.

**Enhance the customer experience** through use of spatial data. Ability to record, track and manage customer activities which support modern joined-up service delivery.



# Communities

## Community Safety:

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

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

- Anti-Social Behaviour (ASB)
- Acquisitive Crime and Offender Management
- Domestic Abuse and Serious Sexual Violence
- Creating Stronger Communities
- Protecting those most at risk
- Alcohol-Related Harm and Substance Misuse

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

## Community Development and Support:

Provide revenue support for communities: more than £298,000 is granted to eight local organisations across the voluntary and community sector. The grants are managed through a rolling three-year service level agreement.

The Community Partnership Officer provides support and advice to the voluntary and community sectors in relation to funding (e.g. funding sources, bid writing and funding strategy) and project development. During 2018/19 there is a £250,000 Community Partnership Grant scheme open for local groups and organisations to bid into to support local capital projects.

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

## Key Aims for Communities

The key aims of the Communities team for the coming year are:

- Enhance neighbourhoods by supporting local community projects and by working with key partners to increase service provision for local people.
- Work with statutory partners, voluntary sector organisations and local communities to tackle crime and disorder in the District.

## Performance

### Place

Aim	Project	Outcomes
<p>Help maintain low crime and anti-social behaviour (ASB) levels</p>	<p><b>PL3.2</b> Number of ASB incidents in Swadlincote Centre (reported as a rolling figure).</p>	<p>&lt;400 incidents per quarter.</p>
<p>Connect with our communities helping them feel safe and secure.</p>	<p><b>PL4.1</b> Review and update existing plan. Develop and deliver action plan.</p>	<p>Q1 Work with schools to develop delivery plan for community safety input in schools in 2019/20.</p> <p>Q2 Support delivery of summer activities in urban core hot spot areas for young people to participate in.</p> <p>Q3 Hold Neighbourhood Watch Co-ordinators meeting. Deliver hate crime awareness campaign.</p> <p>Q4 Deliver online safety campaign as part of Safer Internet Day 2018. Review Partnership Plan and develop action plan for 2019/20.</p>

## Progress

Aim	Project	Outcomes
<p>Provide support to businesses and the not for profit sector and promote innovation and access to finance including rural areas</p>	<p><b>PR5.4</b> Deliver the Community Partnership Scheme and award capital funding totalling £250k to meet local need.</p>	<p>Q1 Public launch. Workshop held to support organisations with applications.</p> <p>Q2 Hold first grants panel and further workshop. Successful applications to be reported back to committee.</p> <p>Q3 Hold second grants panel. Successful applications to be reported back to committee.</p> <p>Q4 Hold third grant panel. Successful applications to be reported back to committee.</p>



# Cultural Services

**Parks, open space and cemeteries:** The division has responsibility for the management of three urban parks covering approximately 15 hectares, the 30 hectare Swadlincote Woodland Forest Park, 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. There is responsibility for the development of 47 equipped play areas.

**Leisure facilities:** Responsibility for the contracts that cover the management of the Green Bank Leisure Centre, Etwall Leisure Centre and Swadlincote Market. Also responsible for the management of Midway Community Centre and Swadlincote Town Hall and with repair responsibilities for two directly managed village halls, several pavilions and Melbourne Assembly Rooms. We will be involved in the development of a new community facility at Stenson and its future management.

**Land drainage:** Responsibility for the Council's statutory and discretionary land drainage functions as the land drainage authority, ancillary services during flooding and for investigation after flooding events.

**Rosliston Forestry Centre** is managed in partnership with the Forestry Commission. It has attracted more than £3 million in external funding over the past 15 years and draws in around 190,000 daytime and overnight visitors per year. Management of the site has recently been taken back in-house and its future strategic direction is under review.

**Events:** The unit leads or supports delivery of major public events, including the Festival of Leisure, which attracts an estimated 10,000 people over a June weekend, the switching on of the Christmas Lights in Swadlincote Town Centre, Liberation Day, South Derbyshire Day, the Swadlincote Pancake Races as well as performances at the Glade, parks and other open spaces. The support for the Council Chairman and civic events is also undertaken by this unit.

**Environmental Education** is based at Rosliston Forestry Centre. The partnership between the Council, Rolls-Royce plc and the National Forest Company aims to develop the knowledge, understanding and respect of the environment by young people and adults. In addition to hosting school and other group visits, the team manages events, co-ordinates the District-wide Environmental Forum and Cultural Forum, leads on the local Forest School initiative and continues to deliver contracts for the Woodland Trust and Sainsbury's.

## Key Aims for Cultural Services

- Ensure a successful transition to an in-house service at Rosliston Forestry Centre
- Determine the longer term future of Rosliston Forestry Centre
- Complete the joint Playing Pitch Strategy with Derby City
- Review and improve the Section 106 process as it relates to Cultural Services
- Deliver new/improved community facilities in parks, Stenson Fields and Swadlincote
- Review and improve the management of the Council's tree stock
- Create and promote Swadlincote Heritage Trail
- Deliver £70k of improvements to environmental education facilities at Rosliston
- Increase participation in outdoor activity and volunteering

## Performance

### People

Aim	Project	Outcomes
<p>Increase levels of participation in sport, health, environmental and physical activities</p>	<p><b>PE4.1</b> Throughput at Etwall Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre.</p>	<p>Rosliston:</p> <p>Q1 50,000 Q2 60,000 Q3 40,000 Q4 45,000</p> <p>Total 195,000</p> <p>Leisure centres:</p> <p>Quarterly target: 172,108, as per contract agreement.</p>

### Place

Aim	Project	Outcomes
<p>Support provision of cultural facilities and activities.</p>	<p><b>PL5.1</b> Promote participation in cultural activities and provide quality facilities to support communities.</p>	<p>Q1 Increase attendance (3,000 in 2017) at 'eUReka' (sic), a mix of music, art, sport and food, for 11 to 19 year olds at Eureka Park in Swadlincote.</p> <p>Q2 Install at least 20 plaques and three lecterns as part of the Swadlincote Heritage Trail.</p> <p>Q3 Deliver an event to mark the centenary of the First World War.</p> <p>Q4 Progress construction of new Stenson Community Facility.</p>



## Direct Services

## Street Scene Team

The Council is a designated Principal Litter Authority and has a statutory duty to keep public open spaces, streets and footpaths free from litter, refuse, fly-tipping, weeds and detritus. In order to achieve this we have a **Street Cleansing** service which enables us to comply with the requirements of the Government's Code of Practice for Litter and Refuse. A team of nine operatives undertakes various cleansing activities, from mechanical sweeping to manual removal of fly-tipping.

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

We undertake **Grounds Maintenance** services as the Council's main contractor. Our primary internal clients are Leisure and Housing Services and our main external clients are Derbyshire County Council and local Parish Councils.

We provide maintenance services on the Council's main parks, one of which currently holds Green Flag status. We work closely with our clients to deliver a wide range of soft landscaping services, including general grass cutting, weed control, sports pitch maintenance, fine turf maintenance, grave digging and cemetery maintenance, playground equipment inspections and repairs, as well as arboriculture services.

We perform our services on public open spaces, highway verges, play areas, parks and recreation grounds, housing open plan areas and sheltered housing schemes.

## Waste and Transport Team

We are a designated **Waste Collection Authority** and have a statutory duty under the Environmental Protection Act 1990 to arrange for the collection of household waste and the collection of commercial waste if requested. Furthermore, statutory duties include the need to provide for the collection of a minimum of four different waste streams for the purposes of recycling, these being paper, glass, metals and plastics. We have a statutory duty to recycle and/or compost >50% of all household waste collected by 2020. It is likely that this figure will be increased to 65% by 2030.

We provide a three bin collection service for most households. This is made up of a green bin for the collection of dry recyclable waste; a brown bin for the collection of garden and food waste and a black bin for the collection of residual waste. We provide a service for the collection of bulky household waste items, for which an extra charge is made, and an additional service for the collection of health care waste for residents being treated at home.

We provide eight sites throughout the District where householders can deliver excess recyclable materials and deposit them in recycling banks.

Our commercial waste service is provided to more than 500 local businesses. We offer a range of bin sizes and a number of recycling options. This is a chargeable service for which we maintain competitive rates.

We are required to maintain an operating licence for all vehicles over 3.5 tonnes. We currently have 15 vehicles. These vehicles are subject to specific operating and maintenance regimes and we must satisfy the Traffic Commissioner that we implement and comply with all requirements of our licence. We have two mechanics that repair, service and maintain the **Transport Fleet** made up of 76 vehicles and 40 items of small plant, used by eight different service areas within the Council.

## Key Aims for Direct Services

Over the next five years, Direct Services will invest time in planning service delivery so that it is able to continue delivering services that people want and use against a backdrop of increased expectations and a fast-growing population. 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.

We will aim to:

- Reduce the amount of waste going to landfill
- Deliver increased recycling and composting of the waste generated
- Provide clean streets and improve the built environment
- Improve the aesthetics of the District through soft landscaping and grounds maintenance

## Performance

### People

Aim	Project	Outcomes
Reduce the amount of waste sent to landfill.	<b>PE5.1</b> Household waste collected per head of population (kg).	Q1 <130kgs Q2 <110kgs Q3 <100kgs Q4 <100kgs  Annual <440kgs
Reduce the amount of waste sent to landfill.	<b>PE5.2</b> % of collected waste recycled and composted.	Q1 >55% Q2 >53% Q3 >47% Q4 >45%  Annual >50%

### Place

Aim	Project	Outcomes
<b>Deliver services that keep the District clean and healthy.</b>	<b>PL6.1</b> Invest additional resources in street scene services and maintain and improve standards as the District grows.	Q1 Adopt policies and gain approval for additional resources.  Q2 Propose and agree enhanced standards and performance measures.  Q3 and Q4 New performance monitoring in place.



# Environmental Health

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

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

The **Safer Neighbourhood Warden Team** is on the front line of making our 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. They also work closely with the Police to directly prevent and intervene in incidents of anti-social behaviour as well as offering a reassuring uniformed presence in parks and open spaces.

The **Private Sector Housing Team** works closely with owner-occupiers and private landlords to raise housing conditions, improve domestic energy efficiency and ensure that legal standards are being met in all private stock. The team uses a mixture of legal interventions, grants and other funds to help home owners make their own houses safe as well as making sure that landlords are keeping rented houses fit to live in.

## Key Aims for Environmental Health

Much of our work in Environmental Health is driven by national and international law and from statutory guidance issued by various Government departments and agencies. Our work over the next five years will, therefore, largely be determined by changes at this level. In addition, based on our knowledge of local demands and need, we have identified aspirational targets and projects which we would like to take forward over the term of this service plan. These will form projects in future revisions of this Service Plan. We will aim to:

- Raise awareness of the nature and extent of regulatory work across the Council;
- Utilise 'behavioural economics' to improve the effectiveness of our regulatory interventions;
- Direct excess food produced at festivals towards local charities rather than disposal;
- Implement compulsory licensing of houses in multiple occupation (HMO);
- Continue to improve the effectiveness of our environmental crime prevention and detection;
- Implement the Energy Efficiency (Private Rented Property) Regulations 2015;
- Minimise the public health impact of exposure to environmental noise;
- Take positive steps to reduce airborne respirable particles;
- Increase income through Primary Authority agreements and other work for third parties;

- Maintain good governance through a full review of procedures, GDPR and data retention practices;
- Seek to promote local economic growth through supporting the D2N2 Local Enterprise Partnership Better Business Regulation three-year plan;
- Enhance economic and environmental conditions by improving our offering through the planning process;
- Improve the services we offer in order to support vulnerable people or prevent residents falling into vulnerability to reduce the cost burden on the NHS.

## Performance

### Outcomes

Aim	Project	Outcomes
<p>Enhance environmental standards.</p>	<p><b>O3.1</b> Uphold strong environmental management standards</p>	<p>Q1. Produce an options appraisal of environmental management systems.</p> <p>Q2. Internal consultation on the environmental management options (e.g. internally managed/ externally inspected/ externally audited). Produce an energy consumption report for 2017/18.</p> <p>Q3. Seek approval for the agreed environmental management option.</p> <p>Q4. Implement the approved environmental management option</p>

## People

Aim	Project	Outcomes
<p>Use existing tools and powers to take appropriate enforcement action</p>	<p><b>PE3.1</b> Number of empty home intervention plans for dwellings known to be empty for more than two years.</p>	<p>Q1 ≥0 Q2 ≥2 Q3 ≥4 Q4 ≥4</p> <p>Total ≥10</p>

Person

## Place

Aim	Project	Outcomes
Help maintain low crime and anti- social behaviour (ASB) levels	<b>PL3.1</b> Downward trend in fly-tipping incidents.	Q1 <172 Q2 <344 Q3 <516 Q4 <688

## Progress

Aim	Project	Outcomes
Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	<b>PR5.1</b> Food businesses which have a Food Hygiene Rating score of five.	<83%
Provide support to businesses and the not for profit sector and promote innovation and access to finance, including in rural areas	<b>PR5.2</b> Registered food businesses active in the District.	≥810



# Housing

## Housing Operations Team

The key aims for the Housing Operations team are to allocate and manage Council-owned properties in a fair and transparent manner, providing landlord services that are both compliant with regulation and offer customers and tenant services that are considered to be best practice in the region.

We will do this by delivering:

- Transparent allocation of Council properties;
- Housing advice and homelessness services that allow greater engagement with our customers;
- Supported housing services for vulnerable people through the Careline and other support services;
- Community engagement services to establish the needs of our customers and to develop community cohesion and resilience;
- Housing management services to help sustain tenancies and make the best use of our stock;
- Maximising our income from rent.

## Housing Services Team (Improvement and Repairs)

The Repair and Improvement Team is responsible for the repair and improvement of Council-owned properties for rent and the provision of services to other residents who require their property to be adapted for their use.

We will do this by:

- Developing a modern day-to-day repairs service that responds to customer needs;
- Developing a long-term evidence-based property improvement plan;
- Ensuring buildings and land are safe, secure and compliant with all safety regulations;
- Maximising our income by minimising the time property is vacant;
- Improving our 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.

## Strategic Housing Team

The Strategic Housing Team is responsible for the delivery of new affordable housing through the planning process, the Council's new-build programme, and the direct acquisition of new-build homes for use as social housing.

The function overarches all tenures (social housing, private housing and private rented sector) within the District and through research and partnership working delivers new schemes and initiatives that raise housing standards and improve the thermal comfort of homes and the quality of life for residents across the District.

Strategic Housing services are summarised below:

- Delivery of affordable housing
- Negotiation of Section 106 agreements and planning conditions to ensure the appropriate mix of new housing is built within the District
- Commissioning of research to inform future investment and policy decisions
- Responsibility for utilising the Better Care Fund allocation to promote independence and prevent hospital admissions
- Establishing schemes that tackle homelessness and its root causes
- Ensuring funding opportunities are maximised to deliver the front-line housing services
- Compiling and co-ordinating the delivery of the Housing Strategy
- Provision of the Council's allocation policy and housing register
- Working with our Registered Provider partners to ensure a consistent approach to the development and management of social housing is maintained across the District.

## Business Support Team

**The Business Support** unit provides administrative support to Housing Services to deliver a high quality of service to our tenants and provides system administration and development skills to enhance our key business systems.

**Performance and Projects** co-ordinates service improvement and performance management by researching best practice, analysing and reporting performance data and driving through change to reach or maintain top quartile performance and improve the service received by our customers. The function also provides support across a range of short and long-term projects aimed at improving services for tenants and maintaining high levels of satisfaction.

Former tenant and sundry debt, such as garages, is collected by our **Income Officer**. This service is critical to maximise the income from tenants. This post also co-ordinates our offer to leaseholders, managing the process of billing and ensuring that all monies owed are collected.

## Key Aims for Housing

Over the next five years, Housing will face a number of challenges including changes brought about by Welfare Reform and other legislative issues coming from the Housing and Planning Act and the Housing Green Paper. To meet housing demand, we need to increase the supply of affordable housing across the District against a backdrop of a reduction in income through rent reduction and lower Government grants. To manage this we need to ensure that we maximise our income through rent collection and that the services we deliver are efficient and effective and meet the increased expectations of our customers. We are also seeing a channel shift towards online delivery of services and need to modernise how we deliver our services to meet expectations.

To address these we aim to:

- Explore methods of delivering new affordable homes, including working in partnership with others;
- Continue our proactive approach to preventing homelessness, extending our advisory services and fulfilling our obligations under the Homelessness Reduction Act;
- Maximise rent collection through the full roll-out of 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 Housing Strategy;
- Deliver against the objectives set out in the Asset Management Strategy;
- Develop a new model for delivering our Supported Housing Services;
- Introduce a range of measures to obtain customer data and gather feedback to inform our future service delivery;
- Work in conjunction with health and social care partners to deliver joined up services that tackle health and housing inequality;
- Deliver more adapted housing, supported housing and extra care housing to meet the needs of the aging population.

## Performance

### Outcomes

Aim	Project	Outcomes
Maintain financial health	<b>01.2</b> Rent arrears as a % of the rent due.	<2.5%.
Maintain customer focus	<b>05.3</b> To gather customer satisfaction data in a cost-effective way and use the data to manage and improve services.	<p><b>Q1</b> Review the method of collection for all satisfaction across Housing Services. Finalise Survey of Tenants and Residents (STAR) Survey.</p> <p><b>Q2</b> Investigate alternative methods of collecting satisfaction across Housing Services. Carry out the Star survey.</p> <p><b>Q3</b> Present satisfaction review findings to Elected Members. Collate Star Survey results and share with the Performance and Scrutiny Panel.</p> <p><b>Q4</b> Implement the new satisfaction data collection method. Submit report to H&amp;CS Committee sharing the Star Survey results and key actions. Incorporate into Corporate Action Plan for 2019/20.</p>

## People

Aim	Project	Outcomes
Enable people to live independently	<b>PE1.1</b> % of residents satisfied with the quality of their new home.	>90%
Enable people to live independently	<b>PE1.2</b> Average time taken to re-let Council homes (excluding major voids).	<21 days
Enable people to live independently	<b>PE1.3</b> Average length of time for current voids.	<21 days
Protect and help support the most vulnerable, including those affected by financial challenges.	<b>PE2.1</b> Total number of tenancy audits completed.	250 Quarterly target
Protect and help support the most vulnerable, including those affected by financial challenges.	<b>PE2.2</b> Number of successful introductory tenancies.	97%
Protect and help support the most vulnerable, including those affected by financial challenges.	<b>PE2.5</b> Successful roll out of Universal Credit in South Derbyshire.	<p>Q1 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.</p> <p>Q2 Commence shared postcode roll out in July. Monitor progress and impact.</p> <p>Q3 Publicise and commence roll out on remaining cases.</p>

		<p>Monitor and maintain tenant engagement in line with initial rollout.</p> <p>Q4 Monitor progress and impact on throughputs, rent arrears and resources.</p>
<p>Protect and help support the most vulnerable, including those affected by financial challenges.</p>	<p><b>PE2.6</b> Deliver the Pilot Hospital Discharge Scheme.</p>	<p>Q1 Identify two units and gain approval for scheme suitability. Gain approval at April Better Care Fund board for use of funding.</p> <p>Q2 Compile and agree service level agreement joint protocol with Adult Social Care and NHS to deliver project. Furnish units in preparation for handover.</p> <p>Q3 Incorporate support delivery and seek approval from Secretary of State to take two units outside Housing Revenue Account (2013 Housing Consents).</p> <p>Q4 Launch Hospital Discharge Scheme in South Derbyshire and sign and seal lease agreements.</p>

## Place

Aim	Project	Outcomes
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	<b>PL1.1</b> Total number of affordable dwellings delivered.	>150 (annual target).
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	<b>PL1.2</b> Number of new homes added to the HRA (this indicator incorporates new builds and also acquired properties into the HRA).	Proxy



# Planning Services

As a result of the population growth, the Planning Service has experienced significant increases in the volume and complexity of planning applications over the last five years. In addition, the planning profession continues to see considerable change as national expectations and customer demand increases. As such, a review of Planning Services is underway to ensure that best and most efficient use of resources is made.

Preparing and monitoring the statutory **Local Plan** sets out the long-term growth strategy for South Derbyshire. This includes identifying how essential infrastructure will be provided and funded. The policy team works closely with adjacent authorities in the wider Derby Housing Market Area (HMA) on strategic issues such as housing, employment, transport and the Green Belt. Specialist advice and support is provided in relation to more than 700 listed buildings and 22 conservation areas and on the quality of design of major proposals to secure design excellence. The Council now has an adopted Local Plan to cover development in the District through to 2028.

The **Development Management** team dealt with more than 1,000 planning applications in 2017/18. The diverse nature of the District means that a wide variety of applications are received. Officers, under the scheme of delegation, determine approximately 90% of applications. The remainder are determined by Elected Members at Planning Committee. Free, informal advice is provided to developers and householders. Development Management also deals with planning appeals, along with Tree Preservation Orders and consent for works to trees.

An average of 300 **Planning Enforcement** complaints regarding potential contravention of planning and associated legislation are investigated each year.

In terms of **Building Control**, officers appraise schemes and monitor building works that require building regulation approval. This work is won in competition with approved inspectors in the private sector. The unit is recently showing a decline in market share and therefore fee income. As such, in the interests of economy, the service will join South Staffordshire Building Control Partnership in the coming year to provide the service for South Derbyshire going forward.

## Key Aims for Planning Services

The key aims of Planning Services for the coming year are:

- Ensure the transfer of Building Control to the SSBC Partnership;
- Implement the recommendations of the Planning Service Review;
- Deliver key supplementary planning and development plan documents;
- Improve the management of Section 106 agreements;
- Increase the proactive monitoring and support of housing delivery;
- Further improve the design quality of development in the District.

## Performance

### Place

Aim	Project	Outcomes
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	<b>PL1.3</b> Relevant supplementary documents to Local Plan delivered and adopted.	Q1 Committee approval of draft Statement of Community Involvement and Local Green Spaces Document for consultation.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	<b>PL1.4</b> Number of planning decisions made in time over number of decisions made.	90%
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	<b>PL1.5</b> Maximise delivery of housing units.	Q1 Housing survey completed.  Q2 Review of progress on all 'major' housing sites. Commence proactive intervention.  Q3 Continuing intervention and formulating action plans where necessary.  Q4 Report to E&DS committee on progress of housing delivery.
Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	<b>PL1.6</b> Proportion of good quality housing development schemes (defined using Build for Life criteria) approved.	90% (annual target)

## Progress

Aim	Project	Outcomes
<p>Work to attract further inward investment.</p>	<p><b>PR1.1</b> Net additional commercial/employment floor space created</p>	<p>Number of square metres. (Proxy).</p> <p>Annual target, to be reported in quarter two.</p>
<p>Unlock development potential and ensure the continuing growth of vibrant town centres.</p>	<p><b>PR2.1</b> Undertake a five-year progress review of Swadlincote Town Centre Vision and Strategy.</p>	<p>Q1 Undertake review of actions/achievements.</p> <p>Q2 Consult with stakeholders.</p> <p>Q3 Update E&amp;DS Committee on current position.</p> <p>Q4 Implement committee decisions.</p>
<p>Unlock development potential and ensure the continuing growth of vibrant town centres.</p>	<p><b>PR2.2</b> Vacant premises in Swadlincote, Hilton and Melbourne (proxy).</p>	<p>Proxy. To be reported twice a year.</p>

# Sport and Health Partnerships

**Active Community Development:** This involves developing an 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 supports capital projects to ensure that site development plans achieve funder outcomes, along with maximising opportunities of new and existing facilities to improve and deliver physical health and wellbeing opportunities.

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

**Public Health Development and Improvement:** This area of work leads on health promotion and further improving the overall wellbeing of residents. It also delivers a range of Public Health Contracts including the Live Life Better Scheme locally and works with Public Health to manage the local Health and Wellbeing Group.

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

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

## Key Aims for Sport and Health Partnerships

The key aims of Sport and Health Partnerships (Active Communities and Health Team) for the coming year are:

- Ensure the team is aligned to our new strategic direction to support the communities of South Derbyshire to lead active and healthy lifestyles
- Continue to deliver the Physical Activity, Sport and Recreation Strategy
- Enable partners of Active South Derbyshire and the South Derbyshire Partnership to maximise opportunities for the residents of South Derbyshire.

## Performance

### People

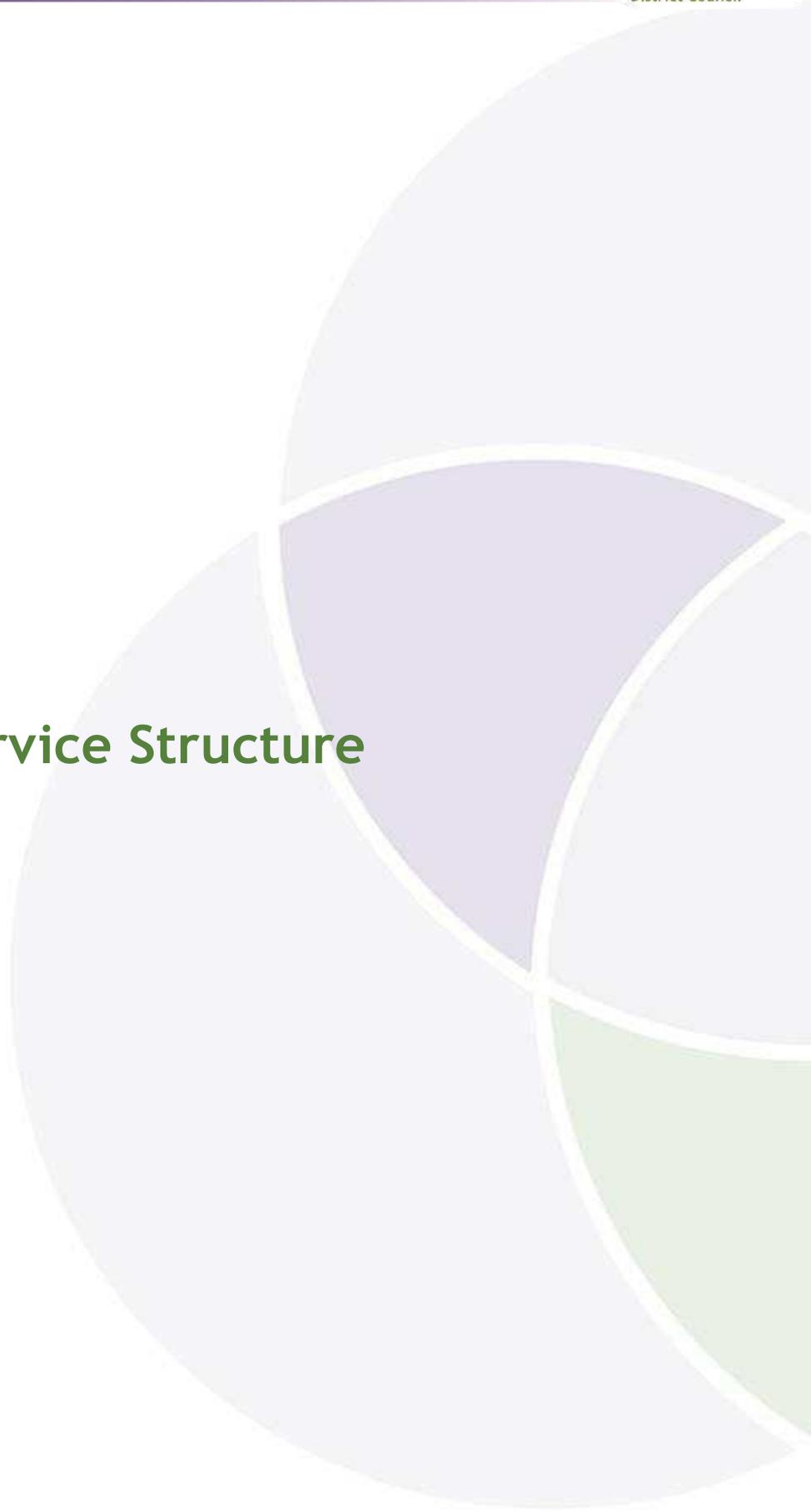
Aim	Project	Outcomes
<p>Increase levels of participation in sport, health, environmental and physical activities</p>	<p><b>PE4.2</b> Delivery of the Physical Activity, Sport and Recreation Strategy.</p>	<p>Q1 Increased participation in the National Forest Walking Festival.</p> <p>Q2 Increased participation in the summer activity programme.</p> <p>Q3 Delivery of awards evening to recognise individual, club and community contributions.</p> <p>Q4 Increase number of volunteers through Active South Derbyshire.</p>
<p>Develop the workforce of South Derbyshire to support growth.</p>	<p><b>PE6.1</b> Deliver the RISE project to help young people to flourish and achieve their potential.</p>	<p>Q1 Officially launch project with ambassador and award-winning film director Deborah Haywood.</p> <p>Q2 Establish internal project board to shape direction and activity for RISE.</p> <p>Q3 Ascertain levels of aspiration via consultation with secondary school pupils in South Derbyshire.</p> <p>Q4 Critically evaluate project and reach. Set action plan for 2018/19.</p>

## Workforce of Service Delivery Directorate

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

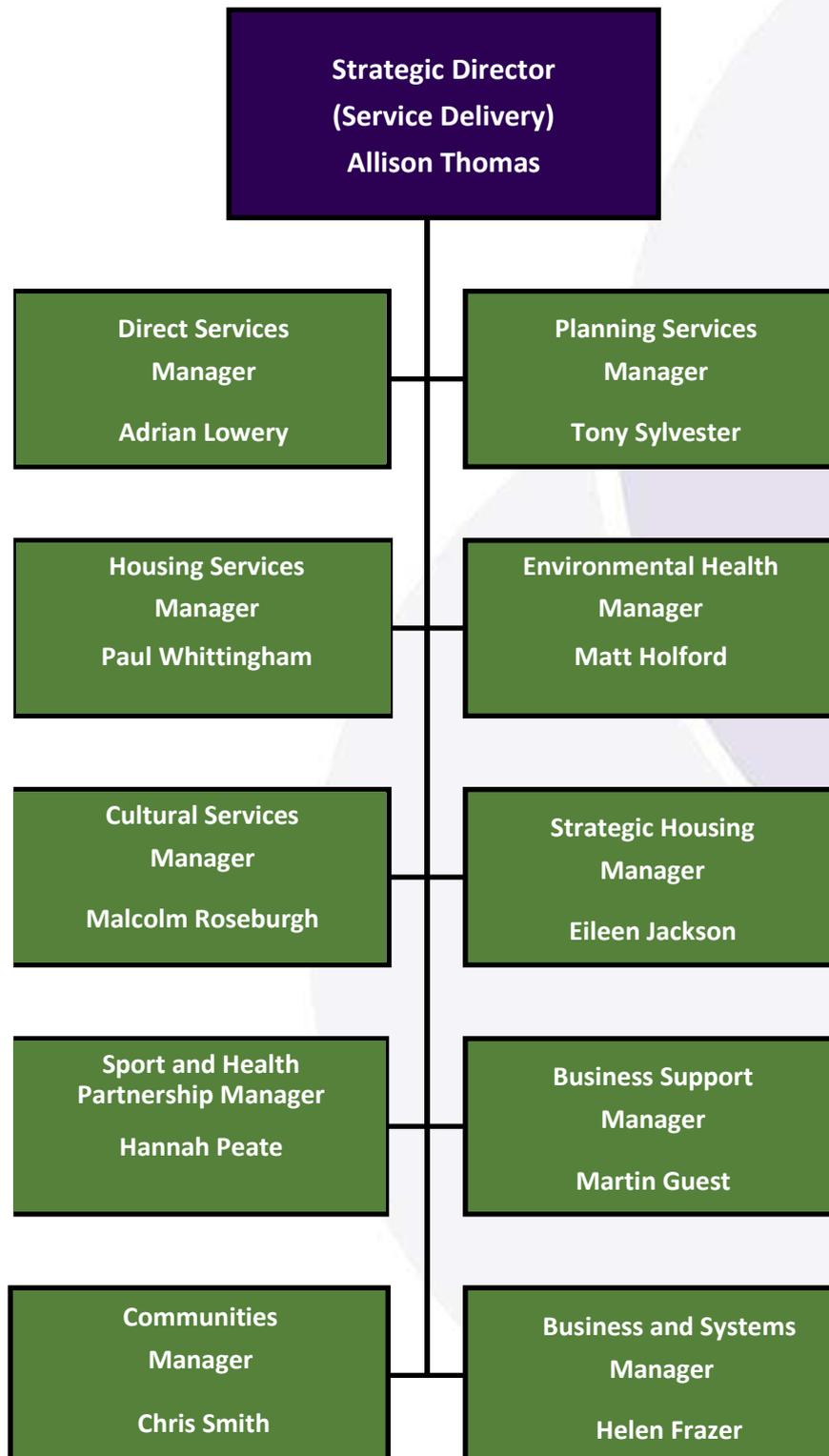
As of March 31, 2018, 216 (FTE) employees work in Service Delivery, including the Director. This can be broken down as follows:

Service area	Employee (FTE)
Business Systems & Information	5.62
Communities	3.81
Cultural Services	16.6
Direct Services	78.6
Environmental Services	14.3
Housing Services	54.1
Housing Business Support	8
Housing Strategy	3
Planning Services	22.9
Sport and Health Partnerships	8.07
Service Delivery Director	1
<b>Total</b>	<b>215</b>



# Service Structure

The structure of the directorate, showing each service area, is detailed below:





# Budgets

## Revenue budget 2018/19

The directorate's budget for 2018/19 is outlined in the following table. The amounts represent the **net revenue cost** to the Council of delivering these services, including staffing, supplies and services etc.

Service Area	Fund	Expenditure	Income	Net Revenue Budget 2018/19
Business Systems & Information	General	231,942	-38,000	193,942
Communities	General	505,397	-88,068	417,329
Cultural Services	General	1,814,105	-728,513	1,085,592
Direct Services	General	5,387,921	-2,082,094	3,305,827
Environmental Health	General	703,368	-169,500	533,868
Housing Services	HRA	4,300,852	-329,362	3,971,490
Housing Services	General	1,205,978	-404,583	801,395
Housing Business Support	HRA	3,221,731	-12,341,351	-9,119,620
Housing Business Support	General	30,908	-7,200	23,708
Housing Strategy	HRA	74,526	0	74,526
Housing Strategy	General	105,187	0	105,187
Planning Services	General	1,413,588	-1,084,848	328,740
Sport and Health	General	534,068	-333,436	200,632
<b>Total</b>		<b>19,529,571</b>	<b>-17,606,955</b>	<b>1,922,617</b>

## Capital budget 2018/19

The directorate's capital budget for 2018/19 is outlined in the following table:

Project	Fund	Capital budget
Major Improvements under Self-financing	HRA	1,743,000
Council New Build Lullington Road	HRA	751,513
Major Disabled Adaptations (Council Houses MRA)	HRA	375,000
Disabled Facility Grants and other Works	General	836,000
Strategic Housing Market Assessment	General	50,000
Private Sector Stock Condition Survey	General	60,000
Swadlincote Woodlands Nature Reserve	General	37,000
Rosliston Forestry Centre - Play Project	General	130,000
Community Partnership Scheme	General	250,000
Swadlincote Heritage Opportunities project	General	268,948
Vehicle Replacements	General	633,040
<b>Total</b>		<b>£5,134,501</b>



# Partnerships

Our 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.
D2N2 Better Business Regulation Partnership	Collaboration of businesses and regulatory authorities to promote economic growth through positive regulatory outcomes.
Derbyshire County Council	Delivery of the Derbyshire Waste Management Strategy
Derbyshire Police	Respond effectively to crime and ASB
Derbyshire Traveller Issues Working Group	Co-ordinating a county wide approach to dealing with Gypsies and Travellers.
East Staffordshire Borough Council	Compostable waste processing contract
Emergency Planning	Shared service delivery with Derbyshire County Council to ensure civil resilience.
Etwall Joint Management Committee	Partnership between SDDC, John Port School and County Council to operate the Leisure Centre.
External contractors	Delivery of planned and responsive service contracts and capital improvements
HIA (Home Improvement Agency)	Provide support to vulnerable households to improve house conditions.
Homes England	SDDC has investment partner status with Homes England to deliver new build council housing across the District
LEAP (Local Energy Area Partnership)	Provide advice and guidance on a range of carbon reduction initiatives.
Melbourne Sporting Partnership	Sports club, Parish and District Council partnership that is developing facilities and opportunities at the Cockshut Lane Recreation Ground.

Nottinghamshire Consortium	Refuse vehicle procurement framework
Out of Hours Dangerous Building Service	A service provided in partnership with East Staffordshire Borough Council.
P3	Provision of homelessness temporary accommodation
Registered providers	Working with housing organisations to develop affordable housing across the District
Rosliston Forestry Centre Executive	Partnership between SDDC and Forestry Commission to operate the Forestry Centre.
Safer South Derbyshire Partnership	Statutory partnership to reduce the level of crime and disorder
South Derbyshire CAB	Debt advice for tenants
South Derbyshire CVS	Support on community projects and welfare reform
South Derbyshire Partnership	Statutory partnership of public, private and voluntary sector to promote the District. The Partnership has theme groups which focus on health, community safety and sustainable development.
Swadlincote Cultural Partnership	Partnership of public, private and voluntary sector organisations that work to promote the heritage and environment of Swadlincote.

## Additional considerations

### Business Change

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

### Environmental impact

By implementing the requirements of ISO 14001 across all significant environmental aspects associated with Community and Planning Directorate, this Service Plan seeks to ensure continual improvement of our environmental performance.

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

### Managing risks

The process set out in our Risk Management Strategy has been adhered to. The risk registers are reported back to committee on a quarterly basis.

### Monitoring and review

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

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 9</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>ALLISON THOMAS - STRATEGIC DIRECTOR (SERVICE DELIVERY)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>EILEEN JACKSON, 01283 595763 <a href="mailto:Eileen.Jackson@south-derbys.gov.uk">Eileen.Jackson@south-derbys.gov.uk</a></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>BETTER CARE FUNDING ALLOCATION 2018-19</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS05</b>

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## **1.0 Recommendations**

- 1.1 That Members approve 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 That this report is also referred to a meeting of the Finance and Management Committee for consideration and approval.
- 1.3 That Members consider the new schemes wider impact on other Council Services.
- 1.4 That Members approve 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

## **2.0 Purpose of report**

- 2.1 This report sets out proposals to spend the current years BCF allocation in addition to the under-spend brought forward from 2016/17. Annually, the Council receives an allocation of funding from the County Council to deliver mandatory Disabled Facilities Grants (DFGs). The sum now incorporates what was previously known as Social Care Grant. A Board, comprising the County Council and other key stakeholder oversees the delivery of this grant and requires each local authority to produce a quarterly Assurance Plan to ensure they are satisfying the funding requirements.
- 2.2 South Derbyshire District Council's Assurance Plan was submitted to the BCF Board for ratification on 21<sup>st</sup> May 2018. Following approval of the plan at this meeting, the Council is now in a position to establish six new schemes set out within this report, continue its funding of the additional temporary Technical Officer (EH73) in the DFG team and contribute to the countywide stock modelling study that will inform future investment. Approval of the above recommendations by this Committee will enable the funds to be utilised as set out in Assurance Plan.

### **3.0 Executive Summary**

- 3.1 At the meeting of the Housing and Community Services Committee on 5<sup>th</sup> October 2017, it was agreed to review the use of the BCF allocation and the existing DFG policy and bring proposed revisions and amendments back for Member consideration and approval. The BCF allocation has been underspent for the last two years during which time the Council has been utilising the fund for the delivery of mandatory DFGs. Proposals contained within this report would enable the Council to work in partnership with Adult Social Care, NHS England and the County Council to make a significant impact on the health outcomes of residents across the District. Housing has an important role to play in tackling health inequality.
- 3.2 This report sets out how the BCF allocation can be spent to improve residents' health by investing in housing.

### **4.0 Detail**

- 4.1 Residents in the poorest housing conditions in the District are living in the private or private rented sector. These properties require remedial works outside the scope of the DFG scheme or need works to be carried out in default before any adaptations can be provided in their homes. Two of the schemes proposed (Preventative Works and the Healthy Homes Project) would meet the needs of private sector homeowners and private tenants who are living in unsuitable housing due to disrepair or excess cold and by mitigating these hazards through intervention, both the living environment and health of the occupants will be improved.
- 4.2 South Derbyshire has an aging population that will significantly increase within the next 5-10 years. The District's housing stock is aging and whilst all social housing stock (homes owned by the Council or a Housing Association) meets the required decent homes standard, many homeowners and people living in the private rented sector live in the poorest housing conditions, in pre-war terraced houses, built without a cavity that are difficult to heat with minimal outside space. Around 8% of private sector homes (over 3000 dwellings) have at least 1 category 1 hazard that could cause serious harm to the occupants (as defined in the Housing Act 2004). The majority of these category 1 hazards are caused by excess cold or falls between levels, the schemes outlined below therefore focus on mitigating these two hazards
- 4.3 The surplus of BCF brought forward from 2017/18 amounts to £792,552. The allocation for this financial year is £734,320 so in total, the Council has available funds of £1,526,872 to spend on DFGs and other initiatives that promote independence and prevent hospital admissions.
- 4.4 The proposed expenditure and new initiatives set out in the Assurance Plan contained in Appendix 1 are all linked to these aims and can demonstrate a return on investment for other service areas.
- 4.5 The Council will also use £3k of the funding to contribute towards the countywide research being undertaken into health and housing which is being co-ordinated by Derby City Council. There may be additional spend from existing budgets to support the hospital to home scheme as it will incur higher void costs and there may be a future requirement to subsidise the Mental Health Support Worker if the role expands to cover Council Tenants in the future (as will initially be wholly funded through the BCF to support homeless households and Council tenants).

## **5.0 Financial Implications**

- 5.1 All funding required to support the proposed schemes and additional posts of temporary Technical Officer (EH73), Mental Health Support worker and any additional hours and/or payments required to deliver the Hospital to Home scheme will be met through the BCF. Approval of the recommendations contained within this report will not impact on the Housing Revenue Account or General Fund directly. Additional minor indirect costs relating to void turnover and expansion of services to meet identified needs may be incurred but at this stage cannot be predicted or quantified.
- 5.2 Assurance Plans are required to be presented to BCF Programme Board every quarter and any concerns raised at the meeting will be brought back for the attention of Members
- 5.3 The BCF allocation received by the Council for the last two years has been utilised in part to fund DFGs. Derbyshire County Council is able to ask for reimbursement of any underutilised funds to redistribute across other areas of Derbyshire. The Assurance Plan presented to this Committee manages the risk of the Council's funds being reallocated.
- 5.4 Below is a summary of the total grant income generated from County Council and Ministry of Housing, Communities and Local Government (MHCLG) for Adult Social Care and DFG plus the expenditure incurred over the past 2 years:

	<b>2016/17</b>	<b>2017/18</b>
B/fwd underspend	85,112	468,957
Second Homes Funding	124,000	0
DCLG additional funding	0	71,885
BCF Allocation	615,337	674,829
Expenditure on DFG	-355,492	-423,119
<b>Carry forward</b>	<b>468,957</b>	<b>792,552</b>

## **6.0 Corporate Implications**

- 6.1 The proposals contained within this report will have a direct positive links to the following actions contained in the Corporate Plan;
- Place – to facilitate and deliver a range of integrated housing and community infrastructure
  - People – to enable people to live independently
- 6.2 Legal implications – Appointment of the mental health worker will be recruited through the successful contractor. Any new contractual arrangements will be approved by legal prior to sign off. The Hospital to Home scheme will require the creation of a Service Level Agreement, lease agreement and joint protocol working arrangements to be established with Adult Social Care.

## **6.3 Employment Implications**

The provision of the mental health worker will be undertaken by the support provider appointed through the procurement process. This post will not be added to the Council's establishment.

The £32k allocated to fund the temporary Technical Officer (EH73) post has already been approved by Members back in October 2017.

The establishment of the Hospital to Home scheme would require additional duties and or hours to be added into an existing role within the Housing Options team. This would cover the cost of staff visiting the respite units, liaising with the discharge teams at the hospital and coordinating the void turnover and housing advice service to patients in the respite units . This increase in hours / uplift in salary cost would not exceed 10 hours per week and £5k per annum and would be met within the £100k allocated to the scheme. It is proposed that this opportunity is offered to existing staff within the Housing Options Team and that in line with the local scheme up to two increments be awarded to the employee that undertakes the additional duties.

- 6.4 Communication - Updates and progress relating to the development of the new schemes will be communicated back to Health and Wellbeing Board and the Homeless Forum. Progress relating to the delivery of mandatory DFGs will be reported through DFG Core Strategy Group and at BCF Programme Board. Outcomes from the Healthy Homes Scheme will be monitored by the Local Authority Energy Partnership (LAEP) and reported back to the Council on a quarterly basis. Details of all new schemes will be promoted on the Council's website.

## **7.0 Community and Equality Implications**

- 7.1 The approval of above the recommendations and associated schemes established from this report will have a direct impact on the Council's priority for Healthier Communities within the Sustainable Communities Strategy 2009 – 2029. The proposed new schemes to be delivered alongside the mandatory DFGs will reduce health inequalities for people living in poor condition homes in the private sector and improve health outcomes for tenants and owner occupiers across the district. Four of the proposed schemes will also improve health status scores of people aged over 65 as a direct result of the improvements and adaptations to their homes.

## **8.0 Conclusions**

- 8.1 There are widely recognised links between poor housing and ill health. The new schemes proposed within this report will bring positive health impacts and prevent the need for costly crisis intervention and acute care. The Council is making significant progress in terms of promoting the health and housing agenda and the pilot schemes (hospital to home and integrated adaptations) will be monitored and replicated by other local authorities if successful.
- 8.2 The Clinical Commissioning Group and Adult Social Care recognise the important role for housing in tackling health inequality and are keen to work in partnership with the Council to keep people in their homes for longer and prevent hospital admissions where possible. The BCF will now be used to pay for a range of services in addition to the DFG that will focus on the needs of the household, these schemes in turn will generate a substantial return on investment that will be recorded and presented back to Members when the schemes are evaluated.

## **9.0 Background Papers**

- 9.1 APPENDIX 1 - South Derbyshire BCF Assurance Plan (approved by BCF Programme Board on 21.5.2018)

## South Derbyshire District Council and Derbyshire County Council

### Joint Plan for 2018/19

#### Introduction

This Plan provides an outline of the previous year's spend from the Better Care Fund (BCF) and sets out the proposals for utilisation of the fund during 2018/19. During 2017/18 South Derbyshire District Council spent £419,766 on the allocation of mandatory Disabled Facility Grants (DFGs) and a further £3,353 on the appointment of a new Technical Officer to administer the grants and speed up the delivery of the service (total spend £423,119)

At the end of 2016/17 SDDC carried over an underspend of £468,957 from the BCF. As the 2017/18 spend amounts to £423,119, the total amount to be carried forward to this financial year is £792,552. Added to this year's BCF allocation the total available funding for 2018/19 is £1,526,872.

This plan will therefore provide the required assurances that the District Council is committed to spending the available funds over the next two years through the introduction of new initiatives and schemes that will both enhance the DFG function and establish new services that focus on preventing hospital admissions and promoting independence.

#### Financial position at 1.4.2018

BCF total allocation for 2017/18 (inc carry forward from 16/17) & additional £71,885 (DCLG)	Total spend during 2017/18 (including payments pending)	Surplus to carry over to 2018/19
£1,215,671	£423,119	£792,552

New BCF allocation for 2018/19	Predicted spend for 2018/19	Predicted spend against total budget for 2018/19
£734,320	£980,000	+ £1,526,872 - £980,000 = £546,872 surplus

During 2017/18 the Council has recognised the need for wider services to be delivered both in conjunction with the mandatory grants delivery and also for stand-alone services that prevent the need for costly intervention at the point of crisis / hospital admission. In the last 6 months the Council has increased capacity within the DFG team to speed up the administration of grants and has looked at alternative solutions to grant provision to meet the long term health needs of residents. The DFG team is working strategically with Housing Services so that Housing Options staff can make contact with applicants who require and request re-housing as an alternative to adaptation. This has made a significant impact on the Council's in house adaptations budget which has reduced considerably. The actions contained within the previous action plan submitted in October 2017 have either been completed or superseded by the proposals outlined below.

### **Plans for 2018/19**

The following schemes and initiatives are planned for commencement during this financial year in addition to the allowance made for the delivery of mandatory DFGs totalling £440k (£419,108 DFG + £20,892 Architect)

#### **Discretionary top up grants for under 18s - £75k**

Currently funded through Children's Services, these discretionary payments will be made to families with disabled children who require extensive adaptations in excess of the £30k mandatory grant. This will also speed up delivery of the works as there will be no delay whilst the funds are applied for (funds can be drawn down from the £75k and used wherever necessary works exceed the limit). This fund will be available for 2018/19 only due to the requirement to utilise the current underspend and cannot be guaranteed or mainstreamed in future years.

#### **Healthy Homes Project - £80k**

This payment would be top sliced from the BCF allocation and used to fund the Healthy Homes Project delivered by Nottinghamshire and Derbyshire Local Authority Energy Partnership (LAEP). The £80k would be spent on a range of measures to assist vulnerable households living with long term health conditions in the private sector. The scheme has already delivered many positive outcomes for people living in South Derbyshire who have benefited from new heating systems, cavity wall insulation, energy advice and a range of services that tackle fuel poverty. The interventions would be recorded and monitored by the LAEP, who are responsible for the delivery of the scheme, so that future funding can be justified

**DFG associated preventative works - £100k**

This would be used to fund additional works that fall outside the scope of the DFG but are required either during the completion of the works or to enable the works to commence. The identified works would have to mitigate a hazard (as defined within the Housing Health and Safety Rating System (HHSRS). This ability would prevent home owners having to have a notice served to carry out works in default and would allow remedial works and the associated adaptation to be delivered much quicker than waiting for Environmental Health to serve notice against the homeowner if their home was not fit for habitation. These works would also incur a recharge and require the Council to place a charge on their home. An appropriate policy would need to be compiled and approved.

**Establishing a Hospital to Home scheme - £100k**

The £100k funding will be used to establish a pilot project in South Derbyshire that would enable the hospital based discharge teams to reduce Delayed Transfers of Care (DTOCs) through the provision of respite units that can house patients whose delayed discharge is a direct result of their unsuitable housing. Care packages are provided where required and housing staff provide housing related support to patients in the units.

The project will be measured by the number of bed days saved / days the units are occupied and reported back each quarter. A longer term scheme can then be costed based on actual return on investment and positive health outcomes achieved. The scheme will be established in conjunction with Adult Social Care, the discharge teams and the Council for Voluntary Services (CVS) which is currently providing services for people discharged from hospital who need additional support when they return home. A Service Level Agreement will be developed and agreed and individual lease agreements will be compiled for sign off for the respite units with the intention of x 2 units being handed over initially and a further x 2 units when the scheme has been established.

**Appointment of a dedicated Mental Health Worker - £30k**

This funding would be used to pay P3 for a 12 month contract for a full time worker to provide intensive support for homeless households and to prevent people from losing their homes – P3 (People, Potential, Possibilities) is an expert in the delivery of mental health support and the Council already has a contract in place to deliver supported housing through P3, the £30k would be used to pay for a dedicated resource for the Council, the worker would be based at the Council offices and have a caseload referred from the housing options team, the clients would be homeless

households from across all tenures and people who are rehoused in either social housing or the private rented sector. Additions to the existing SLA are required to incorporate the new role and the £30k spend.

#### **Ongoing cost of Funding the additional Technical Officer - £32k**

This is the amount of capital grant from the BCF that was approved in November 2017 for revenue purposes to fund the additional Technical Officer for an 18 month contract. The new Officer started on 21.2.2018 and so far £3,353 has been spent on salary cost and a further £32k will be spent during this financial year to fund the post. The creation of this post has increased capacity within the team and reduced waiting times for adaptations and the administration of grants.

#### **Integrated adaptations of new build social housing – £120K**

This funding will be used to subsidise the cost of providing adapted affordable homes that have been acquired through s106 and planning conditions. The Council will work with the acquiring Registered Provider so that works ranging from wet rooms, widened doorways, waist height electrics and worktops etc to track hoists and ramped access can be installed at build stage through a contribution dependent on construction type and what type of homes are required in the area (i.e. not specifically tailored adaptations). This will be a pilot project funded initially for 12 months, monitored and evaluated and will be required to demonstrate wider savings.

#### **Contribution to Countywide Stock Modelling report - £3k**

This funding will be paid to Derby City Council who is co-ordinating the year-long research project that will inform future investment into housing stock across all tenures within the District. The research findings will enable better targeting of resources and justification for schemes that enhance thermal comfort and improve energy efficiency ratings of homes. The total cost to the Council is likely to be around £3k.

### **Summary**

Throughout 2018/19 SDDC will provide quarterly updates to the County Council in addition to the DFG performance outturn information. Progress relating to the new schemes will be monitored throughout the year and related outcome monitoring information will be brought back to BCF Board for consideration. The Council is

committed to spend the available resources on improving the health outcomes of residents across the District and through the provision of pro-active services that focus on promoting independence, the Council can demonstrate a considerable return on investment through a reduction in DTOC and the mitigation of Cat 1 Hazards.

Based on there being a predicted underspend at the end of March 2019 of £546,782 and the cost of maintaining the above proposed services during 2019/20, the Council would need around £246k of that underspend to top up the BCF allocation next year (if the BCF allocation remains the same in 2019/20) to continue to fund the schemes, services and additional staffing costs. This would leave unallocated funds of £300,782 to be carried forward into 2019/20. The Council will monitor and evaluate all of the pilot projects and where there is capacity and a demonstrated need to increase the scope of the projects, additional funding will be allocated to expand the successful pilot schemes utilising the underspend in 2019/20.

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: RECOMMENDED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR SERVICE DELIVERY</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>MATT HOLFORD – ENVIRONMENTAL HEALTH MANAGER</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>CONSULTATION – POWERS FOR DEALING WITH UNAUTHORISED DEVELOPMENT AND ENCAMPMENTS</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: HCS12</b>

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## **1. Recommendations**

- 1.1 That Members note the content of the current consultation on powers for dealing with unauthorised development and encampments.
- 1.2 That Members authorise 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.

## **2. Purpose of Report**

- 2.1 To seek members approval for the proposed response to the national consultation on powers for dealing with unauthorised development and encampment.

## **3. Background**

- 3.1 Recent debates in Parliament have addressed the topic of unauthorised traveller encampments, and Members of Parliament have expressed their constituents' concerns regarding the impact on both settled and nomadic populations.
- 3.2 Unauthorised encampments can cause settled communities significant distress and they can perpetuate a negative view of the travelling community, the vast majority of whom are law abiding citizens. This is an issue which has also generated a lot of local interest over recent years.
- 3.3 The consultation is seeking to understand more about the nature of the issue, the effectiveness of enforcement powers, whether these can be strengthened and whether existing measures can be used more effectively.
- 3.4 The consultation document seeks responses to specific questions relating to unauthorised encampments. Officers have extensive experience in the practicalities

of applying the existing law and guidance to managing unlawful encampments. Relevant responses to the questions in the consultation have been collated from front line staff in the environmental health, planning and legal service teams. The collated responses to the relevant questions are contained in Appendix A to this report.

- 3.5 The scope of our response does not cover comments on matters which are outside the jurisdiction or experience of officers of this authority. For example questions 6, 7 and 8 of the consultation relate to the use of Police powers. Any opinions on questions which are outside the jurisdiction of the Council will be expressed as individual responses to the consultation and not as part of the Council's corporate response.

#### **4. Summary of the Response**

- 4.1 The key issues which form the detail of the proposed Council consultation response are;

- *Incidents of unauthorised encampments have reduced over the last decade in South Derbyshire due to the Council's investment in protecting land.*
- *Improved statutory guidance given to Councils on the use of enforcement powers, in order to reduce the uncertainty within the legal process, speed up the process and reduce the potential of legal challenge, would be welcomed.*
- *The Council has started using new Community Protection Notice powers to mitigate the impact of unauthorised encampments, but it does not currently have enough evidence to suggest whether the use of these powers offer a useful remedy.*
- *The Council would like to see the introduction of a more streamlined process to more quickly determine planning appeals against some types of enforcement action.*
- *The use of a more intelligent method to calculate the local number of allocated traveller sites per authority would be welcomed.*

#### **5. Financial Implications**

- 5.1 Nil.

#### **6. Corporate Implications**

- 6.1 The proposals align with the "People" Corporate Plan theme and specifically with aim PE3 "Use existing tools and powers to take appropriate enforcement action".

#### **7. Community Implications**

- 7.1 Neutral.

#### **8. References**

- 8.1 "Consultation – Powers for Dealing with Unauthorised Development and Encampments", 2018, MCLG.
- 8.2 "Guide to effective use of enforcement powers: Part 1: Unauthorised encampments", 2006, ODPM

- 8.3 “Guidance on Managing Unauthorised Camping”, 2006, ODPM.
- 8.4 “Supplement to ‘Managing Unauthorised Camping: A Good Practice Guide”, 2005, ODPM
- 8.5 “Dealing with illegal and unauthorised encampments: A summary of available powers”, 2015, DCLG

**Item: Consultation – Powers for Dealing with Unauthorised Development and Encampments**

**Appendix A – Proposed Response to Consultation Questions**

**Q.1 - What evidence is there of unauthorised development and encampments in your community, and what issues does this raise for the local community?**

Table 1 below summarises the numbers of unauthorised encampments recorded by year in South Derbyshire over the past decade.

We believe that the numbers of unauthorised encampments recorded since 2011 have reduced because the Council invested significantly at this time in landscaping and fencing measures to protect our own land. However, over this timescale we have also noted a progressive increase in the number of public complaints per encampment. We have not explored the underlying reasons why encampments generate more complaints, but would suggest that this could be down to factors such as the limited availability of unprotected land (thus meaning that encampments are more visible) and reduced toleration by the public.

The main causes of complaint relate to anti-social behaviour, intimidation, theft, criminal damage, noise, dangerous dogs, waste and excrement on land.

**Table 1 – Illegal Encampment Data, South Derbyshire 2008 – 2017**

Year	Number of Illegal encampments	Number of mobile vehicles involved	Complaints	Complaints per encampment
2008	23	80	12	0.5
2009	31	143	42	1.4
2010	37	280	87	2.4
2011	30	74	54	1.8
2012	13	57	6	0.5
2013	11	45	27	2.5
2014	10	68	23	2.3
2015	19	112	40	2.1
2016	14	54	49	3.5
2017	14	55	38	2.7

**Q.2 We would like to invite evidence of unauthorised encampments which have occurred in the last 2 years, as follows:**

***a. the number of instances where trespassers have occupied land without authorisation, including the location and scale of the encampment.***

***b. whether the land in a) required cleaning or repair once the encampment had left, and if so, what was the cost?***

***c. how was each unauthorised encampment encouraged to leave, how long did it take, and was the local authority able to move them on; or did the police become involved?***

Over the last two years we have been made aware of 28 illegal encampments. 24 of these contained 5 vans or fewer. The other four encampments consisted of between 6 and 30 vans. 11 of the encampments were on parks and open spaces owned by the District Council, 13 were on land owned by the County Council and 4 were on private land.

We do not keep specific records of the cost of repair or clean-up following encampments. However our best estimates are as follows;

- The officer time spent investigating and managing the eviction process can vary substantially from just a couple of hours to many tens of hours. The estimated average officer time taken to process the eviction of encampments is 25 hrs which equates to a cost of £945.
- The estimated average cost of repairs and waste removal following evictions can again vary significantly from nil to thousands of pounds. On average we estimate that the average cost is £500.
- Two of the 11 cases relating to encampments on land owned by the District Council involved the suspicion of some form of criminal damage being caused to facilitate access onto the land.

The Council follows the following process to secure evictions of unauthorised encampments:

1. All vehicles and their occupiers are served with a Toleration Policy;
2. Health (and, where relevant, education) checks are requested from relevant agencies;
3. Where no health or education needs are established, a Direction Order is served;
4. After non-compliance with the Direction Order we apply to court for an Order for the Removal of Persons or Vehicles;
5. When we receive a court date to hear the application for the Order we issue a summons;
6. If the application to the court is successful we issue the final Direction Order;
7. Where the compliance date of the final Direction Order is breached we instruct bailiffs to remove.

Of the 11 cases handled by the District Council over the past two years;

- All 11 resulted in the service of a Toleration Policy;
- All 11 resulted in a request for a health and / or education check to the relevant third party agency;
- 5 resulted in the service of a Direction Order;
- 3 resulted in the application to court for an Order for the Removal of Persons or Vehicles;
- 2 resulted in summons being issued to the occupiers;
- 1 resulted in the service of a final Direction Order;

- 1 resulted in the instruction to bailiffs.

In total the 11 encampments occupied land for a total of 121 days. The duration of the encampments were in the range 2 to 21 days.

**Q.3 Do you think that the existing powers made available to local authorities to remove unauthorised campers from land are effective?**

Overall we consider the specific powers offered in law around removing unauthorised encampments do have the capability to be relatively effective, subject to the comments to the Q4.

Powers to deal with the various associated forms of anti-social behaviour we describe in our response to Q1 are, in our opinion, relatively ineffective whilst the encampments are in situ. There is no realistic likelihood of conviction if we try pursue the occupiers for potential criminal offences under these forms of anti-social behaviour once the occupiers have been evicted from the land in question. The occupiers are aware of this and the minority who behave in an intentionally anti-social manner therefore have no compulsion to moderate their behaviour until the eviction process is complete.

**Q.4 Do you think local authorities could improve their use of existing powers?**

We are aware of significant variations in the way that different Councils across the UK use the powers available. This appears to be down to differences in the way that the existing statute and statutory guidance is interpreted by different authorities. We are of the opinion that there are sections of the existing statutory guidance which are too widely open to interpretation. These differences in approach between different Councils no doubt create confusion amongst the travelling community, as well as causing frustrations within the settled communities affected by encampments and enforcement officers. Our opinion is that the detail within the statutory guidance should be made more explicit in order to remove the residual uncertainty and to ensure that there is a more consistent national approach.

For example; the ODPM Guidance "Guide to effective use of enforcement powers Part 1: Unauthorised encampments" dated 2006 provides the most detailed guidance to local authorities on their use of powers under sections 77 and 78 of the Criminal Justice and Public Order Act 1994. Paragraph 31 of the Guidance states: *"Before commencing any action to evict an unauthorised encampment, local authorities have an obligation to carry out welfare assessments of the unauthorised campers. This may necessitate the involvement of local NHS bodies, where health issues are apparent."*

The interpretation of the Guidance by this Council is that all unauthorised encampments must be the subject of a health welfare assessment by a qualified practitioner acting on behalf of the local Clinical Commissioning Group; and all unauthorised encampments with school age children must be the subject of an education assessment by a qualified professional acting on behalf of the local education authority.

It is our experience that on average the CCG and local education service require 7 days to undertake these assessments and this creates a significant delay in the issuing of Direction Orders under these Sections of the Criminal Justice and Public Order Act 1994. Based on our experience, relevant health

or educational needs are only identified in approximately 5% of encampments and therefore this step in the process adds significant delay for relatively minor benefit to the travellers.

We are aware of other local authorities who have taken a different interpretation of this guidance and who take the occupiers of the unauthorised encampment through a structured set of questions to establish health and educational needs when the Toleration Policy is issued. Any potential significant needs which are identified are then referred to the health and education agencies for further action. Where this screening process identifies no health or educational needs then these Councils are able to take a much more rapid route to the issuing of a Direction Order.

***We would request that the Ministry issue clearer and more explicit guidance to support para 31 of the 2006 Guidance to state in more specific terms who can undertake health and educational checks and what form these checks should take.***

**Q.5 What other powers may help local authorities deal with unauthorised encampments?**

We have recently started using Community Protection Notice (CPN) powers under sections 43 to 58 of the Anti-Social Behaviour, Crime and Policing Act 2014 to address specific forms of anti-social behaviour associated with individual encampments. We have adopted this approach due to the potential arrest powers associated with the breach of a CPN which offers some form of immediate punitive action and therefore offers an incentive to moderate behaviour. Initial experience suggests that this may be a relatively effective tool, although we do not have a sufficiently extensive portfolio of cases as yet to draw any firm conclusions.

**Q.9 What barriers are there to the greater use of injunctions by local authorities, where appropriate, and how might they be overcome?**

The main barrier to our use of Injunctions is the weight of evidence necessary to demonstrate to the court that the adverse impact of encampments is proportionate to the granting of an Injunction. We have never considered that either the individual or cumulative impact of encampments has been sufficiently serious to offer a realistic likelihood of successfully applying for an Injunction.

We would suggest that specific guidance on the weight of evidence and the relative impacts on communities of unauthorised encampments would help both local councils and the courts better understand the tests necessary to bring into play consideration of civil Injunctions.

**Q.10 Do you have any suggestions or examples of how local authorities, the police, the courts and communities can work together more successfully to improve community relations and address issues raised by unauthorised encampments?**

The establishment of a properly formed and constituted Traveller Liaison Group in Derbyshire has provided a valuable bridge between the traveller community and enforcement agencies to help shape interventions. Guidance produced by the Group has directly influenced the enforcement processes of all partner agencies.

**Q.11 Are there ways in which court processes might be modified in a proportionate way to ensure unauthorised encampments can be addressed more quickly?**

We are satisfied with the court processes as they currently operate.

**Q.12 In your view, what would the advantages and disadvantages be of extending the Interim Possession Order (IPO) process to open land?**

The advantage of extending the IPO process would be the criminalisation of the offence and therefore the provision of power of arrest. It would also enable proceedings to be issued immediately. The disadvantage is that it would still only offer an interim solution, would be more expensive than alternative options and is still ultimately dependant of the capacity of the Police to carry out the enforcement.

Overall we do not consider that extending the IPO process to open land is likely to offer us any significant new benefits.

**Q.13 Are you aware of any specific barriers which prevent the effective use of current planning enforcement powers?**

We are generally satisfied with the existing range of powers available to planning enforcement authorities.

However, the most significant barrier to the effective use of these powers are the protracted lengths of time which result from appeals against enforcement notices and which can take up to 12 months to conclude. We feel that these delays in appeal proceedings are unfair on all parties in that it enables the perception of a lack of action to ferment within local settled communities and creates uncertainty and an inability to plan and invest within the traveller community.

**Q.14 If you are aware of any specific barriers to effective enforcement, are there any resourcing or administrative arrangements that can help overcome them?**

PINs has recently implemented changes to their appeals administration to enable fast tracking of householder planning appeals. We would welcome a similar dedicated fast track resource for unauthorised encampment appeals.

**Q.15 Are you aware of any specific barriers which prevent the effective use of temporary stop notices? If so, do you have a view on how these barriers can be overcome?**

No.

**Q.16 How do you think the existing enforcement notice appeals process can be improved or streamlined?**

Please refer to our response to Q.14 in which we propose the provision of a streamlined appeals process similar to that currently used for householder planning appeals.

**Q.17 How can Government make existing guidance more effective in informing and changing behaviour?**

Please refer to our response to Q.4 above

**Q.18 If future guidance was issued as statutory guidance, would this help in taking action against unauthorised development and encampments?**

Yes

**Q.19 Are there any specific barriers to the provision of more authorised permanent and transit sites? If so, is there any action that the Government could take to help overcome those barriers?**

The calculation for every local authority five year requirement for the delivery of traveller sites is based on Gypsy Traveller Accommodation Assessment (GTAA). In our experience these assessments are based on a fairly rudimentary calculation which is entirely predicated on the assumption that demand for sites is directly correlated to historical traveller population counts. Therefore areas with historically high traveller counts are required to deliver high volumes of additional authorised encampments whilst areas with low or nil counts are required to support low or nil growth. This imposes the highest burdens on local authority areas with the highest recorded traveller populations. In these areas the most viable sites have already been developed. It also inherently limits the impetus to look for development opportunities for potential new sites in areas of existing low traveller population counts.

As a result, the current process for establishing targets for authorised developments from the GTAA limits the opportunity to develop the 'low hanging fruit' of sites which are suitable for use for authorised development but in local authority areas with low or nil GTAA development targets. This inherently limits the choices and opportunities available to the traveling community.

We would recommend a national standard calculation methodology for GTAA.

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<b>REPORT TO:</b>	<b>HOUSING AND COMMUNITY SERVICES COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>	<b>7<sup>th</sup> JUNE 2018</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (SERVICE DELIVERY)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>ROOPY PABLA / CHRIS TYLER</b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>COMMITTEE WORK PROGRAMME</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: G</b>

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### **1.0 Recommendations**

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

### **2.0 Purpose of Report**

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

### **3.0 Detail**

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

### **4.0 Financial Implications**

4.1 None arising directly from this report.

### **5.0 Background Papers**

5.1 Work Programme.

## Housing and Community Services Committee – 7<sup>th</sup> June 2018 Work Programme

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

<b>Provisional Programme of Reports To Be Considered by Committee</b>		
Corporate Plan 2016-21: Performance Report Q4	7 <sup>th</sup> June 2018	Keith Bull Head of Communications (01283 228705)
Service Plans	7 <sup>th</sup> June 2018	Keith Bull Head of Communications (01283 228705)
Better Care Funding Allocation 2018-19	7 <sup>th</sup> June 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Enhancements to the Housing Management System	7 <sup>th</sup> June 2018	Martin Guest Business Support Manager (01283) 595940
Consultation on Powers for Dealing with Unauthorised Development and Encampments	7 <sup>th</sup> June 2018	Matt Holford Environmental Health Manager (01283) 595856
Stenson Community Facility	7 <sup>th</sup> June 2018	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
Corporate Plan 2016-21: Performance Report Q1	23 <sup>rd</sup> August 2018	Keith Bull Head of Communications (01283 228705)

South Derbyshire Playing Pitch Strategy	23 <sup>rd</sup> August 2018	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Allocations Policy and Choice-Based Lettings	23 <sup>rd</sup> August 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Review of the Disabled Facilities Grant Policy	23 <sup>rd</sup> August 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Review of Leaseholder Policy	23 <sup>rd</sup> August 2018	Martin Guest Business Support Manager (01283) 595940
Review of Housing Complaints Procedure	4 <sup>th</sup> October 2018	Martin Guest Interim Housing Services Manager (01283) 595940
Corporate Plan 2016-21: Performance Report Q2	22 <sup>nd</sup> November 2018	Keith Bull Head of Communications (01283 228705)
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 <sup>th</sup> March 2019	Keith Bull Head of Communications (01283 228705)
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