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Date: 29 May 2024

Dear Councillor,

Housing and Community Services Committee

A Meeting of the **Housing and Community Services Committee** will be held at **Council Chamber**, Civic Offices, Civic Way, Swadlincote on **Thursday, 06 June 2024 at 18:00**. You are requested to attend.

Yours faithfully,

A handwritten signature in black ink, appearing to read "A. Sandhu".

Executive Director – Law and People (Monitoring Officer)

To: **Labour Group**

Councillor G Rhind (Chair), Councillor M Mulgrew (Vice-Chair)
Councillors J Carroll, S Harrison, A Haynes, L Mulgrew, R Pearson, D Pegg and
D Shepherd

Conservative Group

Councillors D Corbin, M Gotheridge and J Lowe.

Liberal Democrats

Councillor J Davies.

AGENDA

Open to Public and Press

- 1** Apologies and to note any substitutes appointed for the Meeting.
- 2** To note any declarations of interest arising from any items on the Agenda
- 3** To receive any questions by members of the public pursuant to Council Procedure Rule No. 10.
- 4** To receive any questions by Members of the Council pursuant to Council Procedure Rule No. 11.
- 5** CORPORATE PLAN 2020-24 PERFORMANCE REPORT (2023-2024 QUARTER 4 – (1 APRIL TO 31 MARCH) **3 - 47**
- 6** COMMITTEE WORK PROGRAMME **48 - 54**

Exclusion of the Public and Press:

- 7** 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.
- 8** To receive any exempt questions by Members of the Council pursuant to Council Procedure Rule No. 11.
Details
- 9** REPAIRS AND MAINTENANCE CONTRACT
- 10** HOUSING - COMMUNITY ENGAGEMENT TEAM - STAFFING

REPORT TO:	HOUSING AND COMMUNITY SERVICES	AGENDA ITEM: 5
DATE OF MEETING:	06 JUNE 2024	CATEGORY: DELEGATED
REPORT FROM:	LEADERSHIP TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	DR JUSTIN IVES (EXT. 5700) HEIDI MCDOUGALL (EXT. 5775)	
SUBJECT:	CORPORATE PLAN 2020-24: PERFORMANCE REPORT (2023- 2024 QUARTER 4 – (1 APRIL TO 31 MARCH)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

- 1.1 That the Committee approves progress against performance targets set out in the Corporate Plan 2020 - 2024.
- 1.2 That the Risk Register for the Committee's services are reviewed.
- 1.3 That elected members note the proposed changes to the approach to reporting Council Plan performance and risks to the Council in sections 4.8 and 6.5.

2.0 Purpose of the Report

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

3.0 Executive summary

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

Our Environment

- *Enhance the attractiveness of South Derbyshire.*

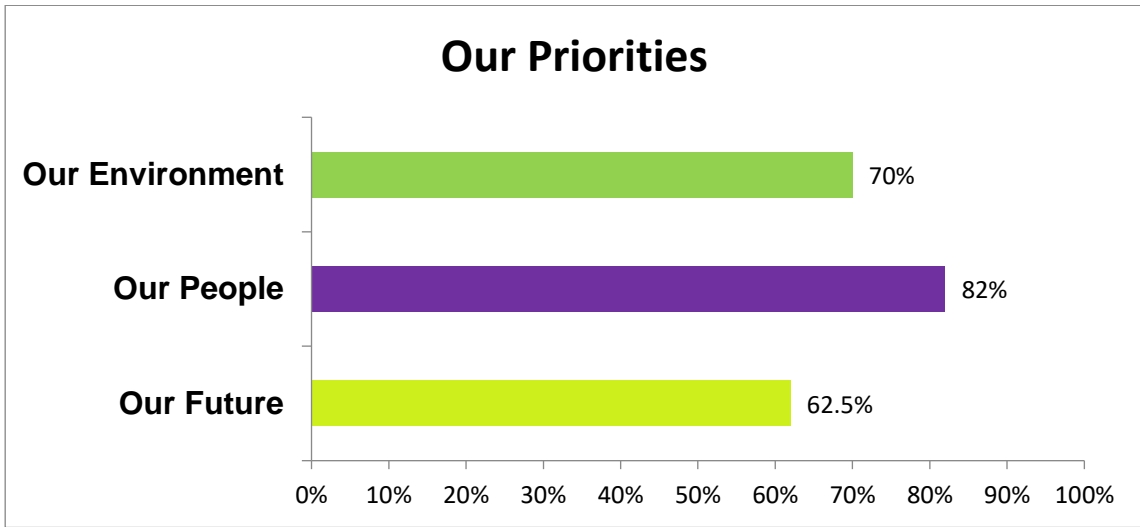
Our People

- *Engage with our communities.*
- *Supporting and safeguarding the most vulnerable.*

4.0 Performance Detail

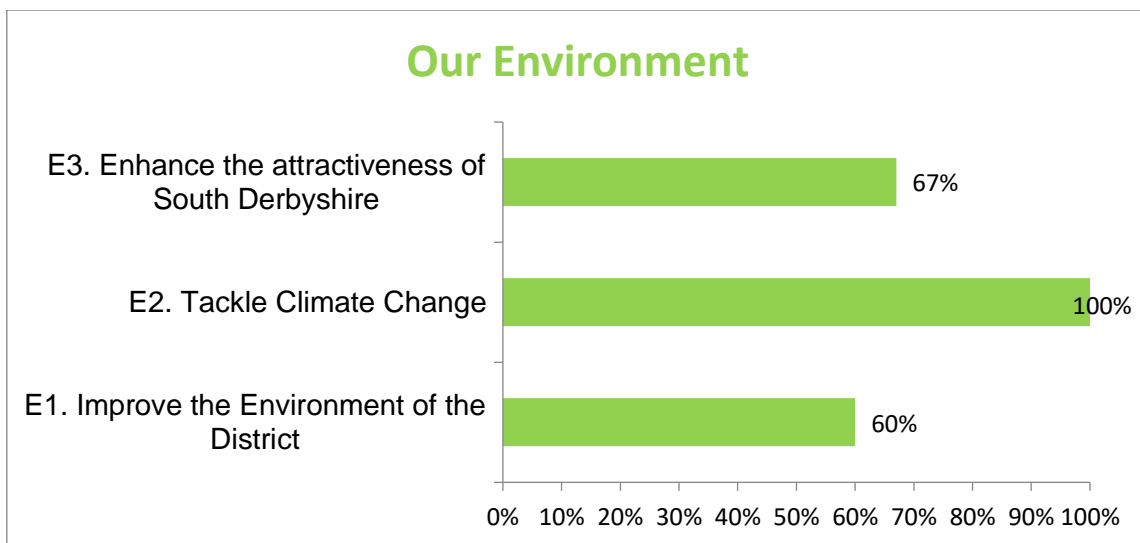
4.1 Overall Council performance against the priorities– Quarter four 2023-2024.

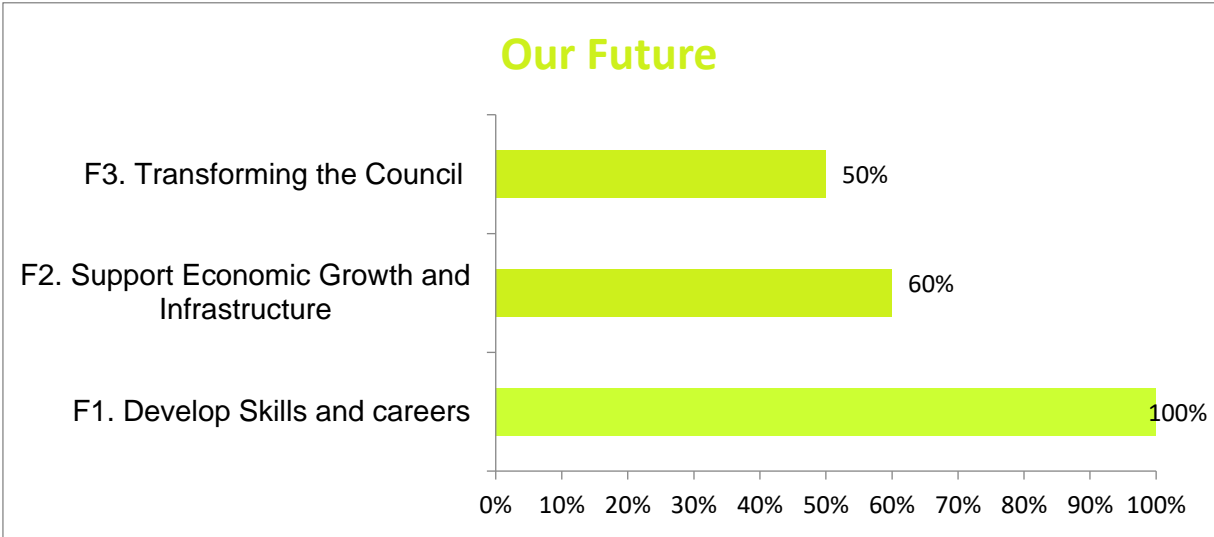
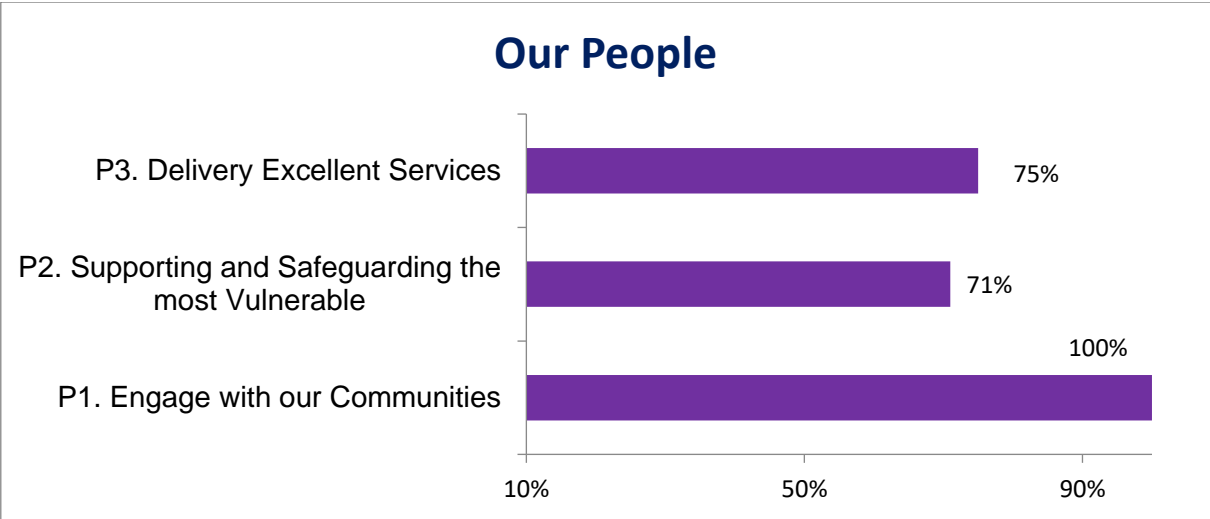
The below chart provides an overview for the percentage of measures that achieved the annual target.



4.2 Overall Council performance against key aims – Quarter four 2023-2024.

The below charts provide an overview for the percentage of measures that achieved the annual target within each key aim of the Corporate Plan.





4.3 Of the 35 measures which support the progress of the Corporate Plan 20-24, 25 are green, 0 are amber, 9 are red and 1 is grey.

Overall, 74% of the key aims within the Corporate Plan achieved the four-year target. As at quarter four, 70% of indicators achieved the target for Our Environment, 82% achieved the target for Our People and 62.5% achieved the target for Our Future.

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

Below outlines the five (45%) measures for this Committee that achieved the target for the quarter:

- The number of Green Flag Awards for South Derbyshire parks.
- Number of new and existing Community Groups supported.
- Number of Anti-Social Behaviour (ASB) interventions by type.
- Number of households prevented from Homelessness.

- Deliver the objectives identified in the South Derbyshire Health and Wellbeing Group.

4.5 Below outlines the two (28%) measures for this Committee that is not on track (red) for the quarter:

- Average time taken to re-let Council homes.
- Deliver the Planned Maintenance Housing programme over four years.

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

There have been many successes over the past year, and these should be recognised. Below outlines the key successes linked to the priorities, aims and outcomes this Committee is responsible for overseeing:

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

Outcome: E3.2 Improve public spaces to create an environment for people to enjoy

- The Council retained the 3 Green Flag Awards for Maurice Lea Memorial Park, Swadlincote Woods and Eureka Park and gained an additional one for Cadley Park. The Orchard in Overseal retained its Green Flag Community Award
- Delivered a programme of public events in parks including Festival of Leisure, Music in the Park Events, Liberation Day and Memorial and Remembrance events.
- Delivered the free tree scheme with over 400 packs being distributed.
- Developed the new community woods at Oversetts and Woodhouse Recreation grounds in partnership with the National Forest.
- Launched the Purple Emperor Butterfly Project.
- Undertook public consultation exercises for improvements to Oversetts Recreation Ground, Rosliston Forestry Centre and play area refurbishments.
- Irrigation system installed at Eureka Park Bowling Green.
- Supported Love Parks Week.
- Supported No Mow May.
- Created a wildflower meadow in Church Gresley Cemetery.
- Installed new signage at Swadlincote Woodlands and a number of other parks.

Outcome: E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.

- Delivered Christmas lights switch on event and assisted with the delivery of the Christmas Market event.

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

Outcome: P1.1 Support and celebrate volunteering, community groups and the voluntary sector

- The number of Community Groups that are supported by the Services within the District Council has significantly increased year on year. In 2023/24 there were a total of 232 groups supported which is an increase on the previous three years and is significantly above the target of >157 groups supported over the year.
- Allocated £94,465 of £100,000 available SPF & REPF Community Grant money in year one (94% allocated) 7 Projects received funding, these were: Barrow on Trent Village Hall, towards Solar Panels, Laptops for Volunteer Advisors at Citizens Advice, a new Kitchen, windows and doors at St Matthews Community Centre Overseal, a partial new roof at Melbourne United Reformed Church Hall, storage space for CVS for food bank, new mower for Aston and Weston Bowls club and new cricket nets for Etwall Cricket Club.
- 11x Safer Neighbourhood Projects funded in 23/24 (£11,725 allocated), these include supporting Speed Watch Groups, CCTV Cameras for fly tipping and to combat ASB and damage, help to set up the Youth Hub in Swadlincote and solar powered lighting at a Strawberry Lane Rosliston.

Outcome: P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action.

- The number of incidents of anti-social behaviour reported to the Police and South Derbyshire District Council reduced by 17% in 2023/34 compared to 2019/20.
- During 2023/24 a new Public Spaces Protection Order in Swadlincote town centre has enabled action by the Police and the Council to have a tangible impact on preventing town centre ASB. In particular, this has focused over the summer months in constructively and assertively dealing with the behaviour of youths in the town centre.
- A new Community Safety Enforcement Officer has been appointed on a 2-year contract to continue to combat anti-social behaviour in Swadlincote town centre using funding from the successful Shared Prosperity Fund bid.
- A new 3-year Public Space Protection Order established for Eureka Park to give Police and authorised Council Officers additional powers to deal with ASB on the park.
- x 38 Community Protection Notice Warnings (CPNW) issued by Council Officers for persistent ASB, 7x Community Protection Notices (CPN) issued for breach of CPNW, and 2 fixed penalty notices issued for breach of CPN
- x 55 ASB Warning letters issued to young people for causing ASB in Swadlincote Town Centre. 6x Acceptable Behaviour Contracts also issued to those who continued to commit ASB after receiving warning letters.

Aim P2. Supporting and safeguarding the most vulnerable

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

- 359 Safer Homes visits undertaken by CVS to Victims and Crime and Vulnerable people.
- Streetwyzze commissioned to carry out knife crime education in 3 secondary schools and Swadlincote Pupil Support centre. Provision includes 1-2-1 sessions for high-risk individuals and group work for lower risk individuals.
- Safe and Sound (Child Exploitation Charity) commissioned to carry out outreach engagement work with young people in the parks and open spaces within the Urban Core.

Homelessness:

- Distribution of the Household Support Fund via Homelessness Prevention Fund & New Homes Furnishing Fund.
- P3 Preventing mental health contract extended for a further 12 months.
- Homelessness & Rough Sleeper Working Group ongoing.

Housing Allocations:

- Reducing the turnaround time for relet properties.
- Ongoing support for Ukrainian and other refugees in place.

Outcome: P2.2 Promote health and wellbeing across the District

- Leisure Contract Tender - Successful appointment of the new leisure operator, Everyone Active.
- Summer Play Scheme 2023 - 90+ Playscheme sessions, six outreach Skateboard Coaching sessions, five Project Park Sessions Youth Engagement evening, 5,606 participations.
- Youth Diversionary Activities (weekly term time session) Wednesday Night Project - 21 sessions - 584 participations, Friday Night Project - 31 sessions 424 participations, Hilton Youth Group - 30 sessions supported.
- Talent Academy - 43 local athletes supported through the project, all athletes given free access to Gym memberships at two locations, access to a programme of 10 specialist workshop delivered by Derbyshire Institute of Sport.
- Walk Derbyshire - Inclusion in Walk Derbyshire as lead applicant for the £20k Walk Derbyshire Pilot.

Outcome: P2.3 Improve the condition of housing stock and public buildings.

- Completion and sign off on Wave 1 of the Social Housing Decarbonisation Fund to over 80 properties.
- Commencement of Wave 2 of the Social Housing Decarbonisation Fund.
- % Compliance with Gas and electrical safety increasing.
- Support for tenants with pre-paid utility meters.

- Tenant Satisfaction Survey carried out and awaiting results.
- Void rent loss profit is currently up by £55k as the number of voids reduce and the void rent loss as a % of the rent debit has reduced to 2.88%.

4.6 An overview of performance can be found in the Performance Dashboard in **Appendix A**. A detailed update of the quarterly outturn of each performance measure including actions to sustain or improve performance is included in the detailed Performance Measure Report Index in **Appendix B**.

4.7 Questions regarding performance are welcomed from the Committee in relation to the Corporate performance measures that fall under its responsibility and are referenced in the detailed Performance Measure Report Index in **Appendix B**.

4.8 The reporting format for the Council Plan 2024-2028, will be focused on reporting performance measures and projects by exception. Projects and key performance measures reported as 'at risk of failing the target' or 'target not met', will be detailed in the *Council Performance Report: Reporting by Exception* in the appendices to the Committee report.

5.0 Financial and Implications

None directly.

6.0 Corporate Implications

6.1 Employment Implications

None directly.

6.2 Legal Implications

None directly.

6.3 Corporate Plan Implications

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

6.4 Risk Impact

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

The following risks have been updated for quarter four in the Service Delivery Risk Register:

- SD1 – Loss of income to the Housing Revenue Account. The mitigating actions have been updated to confirm rent arrears of current tenants as a % of the annual rent due have increased from 2.91% in quarter 3 to 3.44% in quarter 4. Void rent loss profit is currently up by £55k as the number of voids reduce and the void rent loss as a % of the rent debit has reduced from 2.99% to 2.88%. The options for the Construction Design Management (CDM) of the inhouse team were pursued to allow void and other works to be done “in house”. 6 London Road, Shardlow was completed by the DLO and completed within 30 days.
- SD3 – Safety Standards. Further actions required has been updated to confirm the Council made a self-referral to RSH on 12 April regarding failure to meet Consumer Standards. The self- assessment has been completed and an action plan produced outlining the areas of improvement needed to meet the consumer standards. Resources have been secured and authorised by Finance and Management Committee to extend IESE’s time until the end of July and additional interim support has been secured for a further 6-12 months. A Housing Services Working Group has been established to monitor delivery of the action plan. Stock Condition Survey has been procured and awarded. The Tenancy Management Survey has been undertaken by Housemark and we are awaiting results. The risk rating has been amended to, ‘significant risk’ and will be kept under review whilst the actions are implemented, and data is collated.
- SD6 – The RFC consultation is now complete, findings were reported to H&CS committee on 1st February 2024. A further business case report will be presented to H&CS Committee later in the year.
- SD11 - Tree Management. Mitigating actions have been updated to confirm the tree budget for 2023/24 has been approved but the request for an additional Tree Officer post was declined.

6.5 The Council’s risk management and risk registers were reviewed by the external auditor earlier this year, the findings from the review were submitted to the Audit Sub Committee on the 6th March 2024. The Strategic Director, Corporate Resources, is currently undertaking a review of the Council’s Risk Management process and the approach to reporting the Council’s strategic risks to elected members in the future.

7.0 Community Impact

7.1 Consultation

None required.

7.2 Equality and Diversity Impact

Not applicable in the context of the report.

7.3 Social Value Impact

Not applicable in the context of the report.

7.4 Environmental Sustainability

Not applicable in the context of the report.

8.0 Appendices

Appendix A – Performance Dashboard 2020-2024

Appendix B – Performance Measure Report

Appendix C – Service Delivery Risk Register

Priority	Key Aim	Outcome	Ref	How success will be measured	2019-2020 (baseline) Outturn	Q4 2020-2021: Apr - Mar	Q4 2021-2022: Apr - Mar	Q4 2022-2023: Apr - Mar	Q4 2023-2024: Apr-Dec	Plan Target 2020-2024	Head of Service	Strategic Lead	Committee	
OUR ENVIRONMENT	E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling	E1.1A	Household waste collected per head of population	Cumulative (Apr-Mar) 404 kgs Q4 (Dec-Mar) 90kgs	460kgs	416kgs	395kgs	410kgs	Sustain during Y1 and Y2. See a downward trend in Yrs. 3 and 4	Gary Charlton, Head of Operational Services	Heidi McDougall, Executive Director Environment and Communities	E&DS	
			E1.1B	% of collected waste recycled and composted	Cumulative (Apr-Mar) 45% Q4 (Jan-Mar)39%	47%	46%	43%	45%	Sustain during Y1 and Y2. See an upward trend in Y3 and Y4	Gary Charlton, Head of Operational Services	Heidi McDougall, Executive Director Environment and Communities	E&DS	
		E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate	E1.2A	Number of fly tipping incidents	714 (total figure for 2019/20)	1003	604	590	562	Downward trend over four years	Matt Holford, Head of Environmental Services	Heidi McDougall, Executive Director Environment and Communities	E&DS	
			E1.2B	Improve the quality of the District through the Local Environmental Quality Survey	The first survey was completed in January 2020 the result was 89.67% above grade C+. Committee report being prepared. Some service PIs developed to assist overall performance.	Report in Q1 21/22	93.79% of streets meet grade B or higher	96.65% Grade B or above	97.9% (Grade B or above)	>95% (Grade B or above)	Gary Charlton, Head of Operational Services	Heidi McDougall, Executive Director Environment and Communities	E&DS	
		E1.3 Enhance biodiversity across the District	E1.3A	% of eligible new homes and commercial developments to achieve net gain in Biodiversity by a minimum of 10% compared to the sites pre development baseline.	Not possible to provide as outputs not held in software until April 2020. Monitoring underway and baseline data to be provided Q1 and Q2.	66.7%	66.7%	0	0	85%	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Executive Director Environment and Communities	E&DS	
	E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030	E2.1A	Reduce South Derbyshire District Council carbon emissions	No update required for Q4. First update to be provided Q1 2020-21.	Achieved	Achieved	Achieved	>90% of actions in the C&EAP to be RAG rated 'Green' - Achieved	Reduce CO2 emissions (from baseline) through the achievement of actions in the South Derbyshire Climate and Environment Action Plan 2020-24 (C&EAP)	Matt Holford, Head of Environmental Services	Heidi McDougall, Executive Director Environment and Communities	E&DS	
			E2.2 Work with residents, businesses and partners to reduce their carbon footprint	E2.2A	% of new homes to meet water efficiency targets as set out in the Part G optional standard of 110 litres of potable water usage per person per day	Baseline figure of 50% based on 18 qualifying decisions in Q4.	100%	75.6%	86%	92%	85%	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Executive Director Environment and Communities	E&DS
	E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit	E3.1A	Increase Swadlincote Town Centre visitor satisfaction	49% of respondents would recommend Swadlincote Town Centre - May 2019. No update required for Q4. First update to be provided Q2 2020-21	55%	60%	66%	50%	National small towns average 72%. Target to be above the National average by 2023/24	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS	
			E3.2 Improve public spaces to create an environment for people to enjoy	E3.2A	The number of Green Flag Awards for South Derbyshire parks	2	Achieved	3	3	4	Increase from two green flag park awards to four by 2024	Sean McBurney, Head of Cultural and Community Services	Heidi McDougall, Executive Director Environment and Communities	H&CS
		E3.2B	Proportion of good quality housing development schemes	92%	Out turn unavailable	Out turn unavailable	Out turn unavailable	100%	90% of schemes which score high	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Executive Director Environment and Communities	E&DS		
	OUR THE FUTURE NEEDS OF THE DISTRICT	P1. Engage with our communities	P1.1 Support and celebrate volunteering, community groups and the voluntary sector	P1.1A	Number of new and existing Community Groups supported	36	153 groups	160 groups	216	232	Year 1 -2(Proxy)- collate baseline data. Year 3-4 we will show an increase on the average over two years (>157)	Sean McBurney, Head of Cultural and Community Services	Heidi McDougall, Executive Director Environment and Communities	H&CS
				P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action	P1.2A	Number of ASB interventions by type	2,893 ASB reports	Minimal	Moderate	Moderate	Moderate	Performance to be rated as 'High' or 'Moderate'	Matt Holford, Head of Environmental Services	Heidi McDougall, Executive Director Environment and Communities
		P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	P2.1A	Number of households prevented from Homelessness	103 cases	265 cases	261 cases	182 cases	254 cases	Proxy Measure to show service activity	John Comber, Interim Head of Housing	Heidi McDougall, Executive Director Environment and Communities	H&CS
				P2.1B	Continue to undertake interventions per year to keep families out of fuel poverty	Numbers of interventions in 2019/20 were not recorded	276	210	198	203	>160 interventions during 2023-2024 640 interventions over the four-year Plan	Matt Holford, Head of Environmental Services	Heidi McDougall, Executive Director Environment and Communities	E&DS
P2.2 Promote health and wellbeing across the District			P2.2A	Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group	Not applicable for Q4	Ongoing delivery of plan	Delivery of the Health and Wellbeing Action Plan over 2021-22	Delivery of the Health and Wellbeing Action Plan over 2022-23	Delivery of the Health and Wellbeing Action Plan over 2023- 24	100% of actions identified delivered	Sean McBurney, Head of Cultural and Community Services	Heidi McDougall, Executive Director Environment and Communities	H&CS	
P2.3 Improve the condition of housing stock and public buildings.			P2.3A	Deliver the Planned Maintenance Housing programme over four years	£2,717,193.80	114.10% (E 2,377,625)	89.1% (E2,116,365.65)	89.29% (E1,721,162.30)	87.63% (E1,825,418)	100% spend against the planned maintenance budget	John Comber, Interim Head of Housing	Heidi McDougall, Executive Director Environment and Communities	H&CS	
			P2.3B	Develop and deliver the Public Buildings programme over four years	Project Plan for 2020-21 developed	29 surveys	44 surveys	38 surveys	38 surveys - 100% surveyed undertake on public buildings portfolio.n	100% of surveys undertaken	Steve Baker, Head of Corporate Property	Tracy Bingham, Executive Director Resources and Transformation	F&M	
P2.3C			Average time taken to re-let Council homes	Q4 157 days YTD 122 days	200 days	156 days	169 days	157 days	Median Quartile Performance (Benchmark via Housemark)	John Comber, Interim Head of Housing	Heidi McDougall, Executive Director Environment and Communities	H&CS		
P2.4 Support social mobility to ensure people have the opportunity to access skilled jobs, higher and further education.	P2.4A	Deliver the objectives identified in the Supporting Aspirations Plan	Ranked >311 in the Social Mobility Commission's Social Mobility Index	Research and data analysis	Supporting Aspirations Action Plan adopted.	Achieved	Achieved	Deliver the objectives identified in the Supporting Aspirations Plan	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS			

Priority	Key Aim	Outcome	Ref	How success will be measured	2019-2020 (baseline) Outturn	Q4 2020-2021: Apr - Mar	Q4 2021-2022: Apr - Mar	Q4 2022-2023: Apr - Mar	Q4 2023-2024: Apr-Dec	Plan Target 2020-2024	Head of Service	Strategic Lead	Committee				
People	Working with communities and meeting	P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users	P3.1A	Increase the number of customers who interact digitally as a first choice	During 2019/20 there were 1,282 council tax and digital forms submitted, 13,912 general website forms via the website and 287 social media enquiries. Total 15,481.	23,461	24,405	25,856	27,732	2023-2024 - Upward Trend on 2019/20 baseline data	Catherine Grimley, Head of Customer Services	Tracy Bingham, Executive Director Resources and Transformation	F&M			
			P3.2 Have in place methods of communication that enables customers to provide and receive information.	P3.2A	Reduce face-to-face contact to allow more time to support those customers who need additional support	2,463 enquiries dealt with at Customer Services Desk. Visitors to office 4,490. Please note this was up to 20 March 2020, when offices closed due to Covid 19. Quarter 4 figures.	0	859	8,253	8,747	Downward trend <8253	Catherine Grimley, Head of Customer Services	Tracy Bingham, Executive Director Resources and Transformation	F&M			
			P3.3 Ensuring technology enables us to effectively connect with our communities.	P3.3A	Number of customer telephone calls answered by Customer Service	Total Calls 26,280 (21,350 calls handled & 4,930 automated call payments). Quarter 4 figures.	98,099	99,165	85,197	84,889	Downward Trend <85,197	Catherine Grimley, Head of Customer Services	Tracy Bingham, Executive Director Resources and Transformation	F&M			
				P3.3B	Increase digital engagement (Twitter, Instagram, Facebook)	Total FACEBOOK fans: 22,440, total TWITTER followers: 11,448, No Instagram account yet, total ALL SOCIAL MEDIA fans: 33,888. Social Media queries: 287	43,850	49,181	52,682	60,689	Upward Trend	Fiona Pittam, Head of Organisational Development	Tracy Bingham, Executive Director Resources and Transformation	F&M			
				P3.4A	Increase the level of staff engagement	No Q4 Update. First Staff survey to take place in 20/21.	Survey postponed until 21-22	Target not achieved		Annual figure of employee survey - 266 responses	Q4 - Collate baseline data (proxy measure Q1 to Q3)	Fiona Pittam, Head of Organisational Development	Tracy Bingham, Executive Director Resources and Transformation	F&M			
				P3.4B	Number of apprenticeships	4 (1.2% of head count)	5 (1.5% of head count)	6 (1.84% of head count)	9 (2.47% of workforce)	10 (2.6% workforce)	>2.3% of head count	Fiona Pittam, Head of Organisational Development	Tracy Bingham, Executive Director Resources and Transformation	F&M			
				P3.4C	Average number of staff days lost due to sickness	3.58	12.93	10.28	9.64	9.54	Downward Trend	Fiona Pittam, Head of Organisational Development	Tracy Bingham, Executive Director Resources and Transformation	F&M			
				P3.4D	The Council has a positive health and safety culture	No Q4 update for 19/20. First Staff survey to take place in 20/21.	Postponed until early 22/23	Postponed until early 22-23	81%	86% of mandatory H&S training delivered. The Health & Safety Policy was approved by H&S committee in January 2024.	Mandatory H&S training >81% and up to date Health & Safety Policy	Fiona Pittam, Head of Organisational Development	Tracy Bingham, Executive Director Resources and Transformation	F&M			
			Our Future	Growing our District and our skills base	F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District	F1.1A	Increase the number of employee jobs in South Derbyshire	32,000	32,000 Impacted by Covid-19	31,000 Impacted by Covid-19	34,000	Publication of 2023 data from the ONS Business Register and Employment Survey is awaited	Upward Trend	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS
						F1.2 Support unemployed residents back into work	F1.2A										
F2. Support economic growth and infrastructure	F2.1 Encourage and support business development and new investment in the District	F2.1A			Annual net growth in new commercial floorspace (sqm)	2,885 sqm	4,140 sqm	1,665 sqm	28,174 sqm net growth	82,792.5 sqm.	Net annual growth in commercial floorspace over the four year plan -49,078 sqm net growth	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS			
		F2.1B			Total Rateable Value of businesses in the District	£67,486,786	£67,341,926	£67,234,722	£67,120,292	£75,182,696	Upward trend >£75,132,472	Mike Roylance, Head of Economic Development and Growth	Dr Justin Ives, Chief Executive	E&DS			
	F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets	F2.2A			Speed of decision on discharging conditions on housing applications	80%	100%	60.9%	78%	65%	90% within 8-13 weeks or as agreed with the applicant	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Executive Director Environment and Communities	E&DS			
	F2.2B	% of planning applications determined within the statutory period			93%	98%	90.50%	83%	77%	>90%	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Executive Director Environment and Communities	E&DS				
	F2.3A	Secure new facilities and contributions through Section106 to mitigate impacts of development. Achieve all necessary highway, education, healthcare, and recreation contributions			No Q4 update for 19/20. New indicator, data will be collected from April 2020 onwards as retrospective data is not possible to collect.	94%	100%	90%	100%	90%	Steffan Saunders, Head of Planning and Strategic Housing	Heidi McDougall, Executive Director Environment and Communities	E&DS				
F3. Transforming the Council	F3.1 Provide modern ways of working that support the Council to deliver services to meet changing needs.	F3.1A			Deliver against the Transformation Action Plan	No Q4 update for 19/20. Transformation plan to report from Q1 onwards	On target	85%	On target	97%	Deliver 100% against action plan	Anthony Baxter, Head of Business Change and ICT	Tracy Bingham, Executive Director Resources and Transformation	F&M			
	F3.2 Source appropriate commercial investment opportunities for the Council	F3.2A			Develop our approach towards the commercialisation of services which include grants, sponsorship, fees and charges and operating models and increase the income generated from these activities	Preliminary discussion between Operational Services and Finance have taken place, working group and action plan not yet established					An Operational Services Commercialisation Plan will be produced which will set out the aims and objectives of the commercialisation of the service for the next three years.	Gary Charlton, Head of Operational Services	Heidi McDougall, Executive Director Environment and Communities	F&M			

Corporate Plan 2020-2024

Performance Measure Report

Housing and Community Services Committee

Team: Organisational Development and Performance

Date: May 2024

Quarter 4, 2023-24

Performance Measure Report Index

Corporate Plan 2020-2024

Summary

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

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

Environmental and Development Services Committee (E&DS) are responsible for 17 Corporate measures under the key aims:

- E1. Improve the environment of the District.
- E2. Tackle climate change.
- E3 Enhance the attractiveness of South Derbyshire.
- P2. Supporting and safeguarding the most vulnerable.
- F1. Develop skills and careers.
- F2. Support economic growth and infrastructure.

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

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

Finance and Management Committee (F&M) are responsible for 11 corporate measures under the key aims:

- P2. Supporting and safeguarding the most vulnerable.
- P3. Deliver Excellent Services.
- F3. Transforming the Council.

Housing and Community Services Committee (H&CS) are responsible for the following seven corporate measures.

Our Environment

Measure

- The number of Green Flag Awards for South Derbyshire parks

Our People

Measure

- Number of new and existing community groups supported
- Number of Anti-social behaviour (ASB) interventions by type
- % of households prevented from homelessness
- Deliver the objectives identified in the South Derbyshire Health and Wellbeing Group
- Deliver the Planned Maintenance Housing programme over four years
- Average time taken to re-let Council homes

E3.2 Improve public spaces to create an environment for people to enjoy					
Measure and Reference		E3.2A The number of Green Flag Awards for South Derbyshire parks		Committee	H&CS
Definition		To measure the outcome of Green Flag inspections on parks or other green spaces within South Derbyshire.		Why this is Important	To ensure that everybody has access to attractive, green and open spaces which are appropriately managed and meet the needs of the community they serve.
What Good Looks Like		Increase the Green Flag Awards for South Derbyshire green spaces by two so that there are four Green Flag Awards in South Derbyshire by 2024			
History of this Indicator		At present there are two Green Flag green spaces in South Derbyshire, Eureka Park and Maurice Lea Memorial Park.			
2019/20 Baseline Data		Two Green Flag Parks in 2019			
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	4 Green Flag Awards by 2024	Achieved	Achieved	Achieved	Achieved
2021/22	Four Green Flag Awards by 2024	Achieved	Achieved	Achieved	3
2022/23	Four Green Flag Awards by 2024	3	3	3	3
2023/24	Four Green Flag Awards by 2024	3	4	4	4
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
This is an annual measure which has been achieved.			Work will continue to retain the existing Green Flag awards through following the approved management plans. Going forward we are looking at other sites to become accredited in future years to increase this number further.		

Priority: Our People

P1.1 Support and celebrate volunteering, community groups and the voluntary sector

Measure and Reference	P1.1A Number of new and existing Community Groups supported	Committee	H&CS		
Definition	The number of Community Groups (including Parish Councils) that are supported by the Services within the District Council.	Why this is Important	The Service offers support to Community Groups; however, this is not always recorded to gauge the level of impact on the Community		
What Good Looks Like	First year will be benchmarking and then see an increase in the numbers of groups supported.				
History of this Indicator	No historical monitoring of this indicator				
2019/20 Baseline Data	None				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Proxy	28	66	113	153
2021/22	Proxy	24	65	112	160
2022/23	Upward Trend on two-year average (>157)	33	87	151	216
2023/24	Upward trend on the average over two years >157	65	135	191	232
Performance Overview - Quarterly Update		Actions to sustain or improve performance			
<p>Groups supported included:</p> <ul style="list-style-type: none"> 1st Newhall Scout Group Aston Well Dressing Birding for beginners Burton RFC Wheelchair Rugby Club Butterfly Conservation (and all their partner voluntary organisations in South Derbyshire) Coton in the Elms PC Derbyshire Wildlife Trust Elvaston Cricket Club Eureka Park Bowls Club Findern Annual Fete Findern Parish Council Foston & Scropton PC 		<p>The Q4 figure 232 is an increase on the previous three years and is above the target of >157 groups supported over the year.</p>			

Gresley Old Hall Hartshorne Cricket Club Hatton PC Hilton Youth Group Lullington Park Cricket Club Melbourne Assembly Rooms Melbourne Carnival Melbourne Royal British Legion Club Melbourne Sporting Partnership Milton Village Hall Netherseal Almshouses Netherseal Village Hall Newhall Social Club Overseal Gala P3 People Express Princes Trust-Burton on Trent Recreation in Aston REMEDI Rosliston Forestry Centre Community Group Rosliston PC Sharpes Pottery & Heritage Arts Trust South Derbyshire CVS Swad and Burton Table Tennis Club Swadlincote Festival of Transport Swadlincote Festival of Words group Swarkestone Cricket Club The Old Post Community Centre Ticknall Cricket Club	
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Priority: Our People

P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action

Measure and Reference	P1.2A Number of ASB interventions by type	Committee	H&CS
Definition	The effectiveness of the delivery of the services will be assessed as High, Moderate, Minor or Minimal based on a comparison of the changes in numbers of anti-social behaviour complaints and relevant interventions	Why this is Important	This is intended to show the service activity around interventions and the result of the interventions.
What Good Looks Like	The assessment will be based on the matrix shown and calculated in accordance with the separate published methodology		
History of this Indicator	No historical monitoring of this indicator		
2019/20 Baseline Data	In 2019/20 there were 2893 reports of relevant forms of Anti-social behaviour (ASB) which were received by Derbyshire Constabulary and South Derbyshire District Council and 95 formal legal interventions of the type described in the detailed methodology		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	'Moderate' or 'High'	Minimal	Minimal	Minimal	Minimal
2021/22	'Moderate' or 'High'	Moderate	Moderate	Moderate	Moderate
2022/23	'Moderate' or 'High'	Moderate	Moderate	Moderate	Moderate
2023/24	Performance to be rated as 'High' or 'Moderate'	Moderate	Moderate	Moderate	Moderate

Performance Overview - Quarterly Update	Actions to sustain or improve performance
<p>Final Police data for March 2024 is pending.</p> <p>ASB reports to the Police in 2023/24 are 26% lower than in the same period in 2019/20. ASB reports to the Council in 2023/24 are 41% higher than in the same period in 2019/20. Overall, the number of ASB reports to both the Police and the</p>	<p>A recruitment process has started to appoint a temporary Community Safety Enforcement Officer funded by the Police and Crime Commissioner for Derbyshire</p>

Council in 2023/24 are approximately 20% lower in 2023/24 than they were in 2019/20.	
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Priority: Our People

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

Measure and Reference	P2.1A Number of households prevented from Homelessness	Committee	H&CS
Definition	The purpose of the performance indicator is to measure the total number of homeless cases whereby homelessness was prevented or relieved.	Why this is Important	To demonstrate the effectiveness of the Councils services in preventing homelessness from occurring.
What Good Looks Like	Good performance would be to increase the level of prevention work to prevent households from becoming homeless and have a reduced level of relief work which focuses on supporting households in secure accommodation after they have become homeless.		
History of this Indicator	This is a new performance indicator which is guided by the Homeless Reduction Act 2017.		
2019/20 Baseline Data	During Q4 a total of 103 cases were either prevented or relieved.		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Proxy	64	127	203	265
2021/22	Proxy	85	164	233	261
2022/23	Proxy	52	79	137	182
2023/24	Proxy	47	106	205	254

Performance Overview - Quarterly Update	Actions to sustain or improve performance
<p>Quarter 4 Prevention V Relief Commentary:</p> <p>Of the 68 homeless cases that were closed during Quarter 4: 74.24% were closed with the positive outcome of the client being housed.</p> <p>2023-2024 Prevention V Relief Commentary:</p> <p>The ratio of prevention to relief cases for Q1 to Q4: 46.77% cases were prevented (households prevented from becoming homeless) v 54.84% cases were relieved (supporting</p>	<ul style="list-style-type: none"> • Homeless forum to be conducted for Q1. • Additional post has been approved at committee 'Housing Options & Housing Register' to aid the solutions team. • Temporary Accommodation and Prevention Officer post has been extended for a further 18 months. • Re-procurement of services to potentially maximise efficiency for Q1. • P3 Preventing mental health contract extended for a further 12 months. • Additional 'SHIP' post being sent to committee for approval, as an additional resource.

households into secure accommodation after they have become homeless.)

Whilst relief cases (54.84%) are higher than the prevented cases (46.77%), work undertaken/measures put in place to address this are detailed below.

The Household Support Fund 4 has been used (homelessness prevention payments for arrears, deposits and rent in advance) and (new homes furnishing fund for furniture to set up home).

Continued use of the Flexible Fund (domestic abuse monies administered by New Horizon's on behalf of the Council to support survivors of domestic abuse to rebuild their lives).

Continued use of the P3 Preventing Homelessness by Supporting Mental Health Officers to support those suffering with mental health who are threatened with homelessness or with move on.

Whole team training was attended via Shelter along with individual training.

Priority: Our People

P2.2 Promote health and wellbeing across the District

Measure and Reference	P2.2A Deliver the objectives identified in the South Derbyshire Health & Wellbeing Group	Committee	H&CS		
Definition	Delivery against the key themes identified in the Health and Wellbeing Group Action Plan as appropriate to the Council.	Why this is Important	To support the overall health and wellbeing of South Derbyshire residents.		
What Good Looks Like	<p>Achieve project milestones: The current key themes are:</p> <ul style="list-style-type: none"> • Health inequalities between different communities are reduced. • People are supported to improve both their physical and mental wellbeing. • Older people, people with dementia and other long-term conditions and their carers have a good quality of life, retain their independence. for as long as possible, and receive the support they need at the end of their lives. • Social Connectedness – reducing social isolation and loneliness. • Supporting communities to respond to and recover from the impact of the Covid 19 pandemic. 				
History of this Indicator	No historical monitoring of this indicator				
2019/20 Baseline Data	Not applicable				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	100% of actions delivered	Action plan developed and adopted	Ongoing delivery of the action plan by partners	Ongoing delivery of the action plan by partners	Ongoing delivery of plan
2021/22	100% of actions delivered	Draft action plan to be ratified	Action Plan adopted at SDP Co ordinating Group and Board Meeting	100% of actions delivered	Delivery of Health and Wellbeing Action Plan over 2021-22
2022/23	100% of actions delivered	Action plan developed and adopted	Achieved	Ongoing delivery of the action plan by partners	100% of actions delivered.

2023/24	100% of actions identified delivered	Action plan for 2023/24 in development to be adopted.	On Track - Delivery against the 5 Keys priorities is underway. all 5 of the priorities are being addressed and intervention is assigned accordingly.	On Track - Delivery against the 5 key priorities is ongoing	
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
<p>All five of the priorities are being addressed and intervention is assigned accordingly an update of quarter four activity is detailed below:</p> <ul style="list-style-type: none"> *Health and Wellbeing small grant applications were assessed and awarded, 4 small grants have been awarded. *Children and Young People Emotional Health and Wellbeing Funding - 4 projects awarded funding. *Childs sports mentoring program awarded funding to deliver the sports mentoring program. *Childs Choice program launched and a Coordinator has been recruited - Childs choice program addresses physical inactivity of young people identified through The National Child Measurement Programme (NCMP.) 			n/a		

Priority: Our People

P2.3 Improve the condition of housing stock and public buildings.

Measure and Reference	P2.3A Deliver the Planned Maintenance Housing programme over four years		Committee	H&CS	
Definition	Each financial year a programme of planned maintenance will be drawn up which addresses statutory and other guidance for maintaining homes up to any regulatory standard and safety standard		Why this is Important	To ensure that Council properties are being maintained through a programme of planned and contracted works	
What Good Looks Like	Deliver 100% of the planned maintenance project over four years. The annual maintenance and expenditure plan will be reported to Housing and Community Services Committee and progress measured against this plan.				
History of this Indicator	No historical monitoring of this indicator; The plan will change annually subject to stock condition surveys and any other property fitness assessment.				
2019/20 Baseline Data	Not applicable				
Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	100% against the annual plan for 2020-21	35% (£ 594,406)	88.95% (£ 1,188,813)	95.6% (£ 1,783,219)	114.10% (£ 2,377,625)
2021/22	100% against the annual plan 2020-21	111.5% (£662,477.87)	105.6% (£1,255,878.14)	77.5% (£1,841,719.16)	89.1% (£2,116,365.65)
2022/23	100% against the annual budget 2022-23	18.38% (£1,927,550)	34.25% - (£660,135.65)	50.54% - £974,241 against total budget for 2022-2023.	89.29% - £1,721,162.36 against total budget for 2022-2023.
2023/24	100% spend against the planned maintenance budget	22.67% £415,879.94	49.41% £882,083 of £1,785,216	70.83% £1,264,530.52 of £1,785,216	87.63% £1,825,418 of £2,083,000.
Performance Overview - Quarterly Update			Actions to sustain or improve performance		
We have achieved 87.63% however, including the accrual of SHDF W2.1 which will be carried over to 2024-2025 we would be at			Including the accrual for SHDF W2.1, overall, the outcome was on target. The budgets and profile spend for 2024-		

99.95% £2,081,952 of £2,083,000 annual budget.

The asset team have monitored the profile spend throughout the year. The team have been proactive in changing the profile spend and moving the budgets when required to. This has been reviewed monthly with finance and by management. Although it will be seen there has been several underspends, this was required to address the need to allow for the underspend in the previous FY of the SHDF W1 co funding of £209,787, which was not allowed to be accrued forward.

Kitchen (inc Voids) – Budget £280,000, Spend £245,226 - 31 void Kitchens were completed and 12 out of the 13 planned Kitchen's completed. The remaining planned Kitchen will complete in April, and this is due to a redesign issue which has been raised.

Bathroom (inc Voids and shower replacements) - Budget £109,366, Spend £93,421 - One void bathroom replaced, and 215 showers replaced. Showers have been changed from Mira to Triton showers which have a longer warranty period and repairs support to decrease the number of complete showers being replaced over time.

Roofing – Budget £215,000, increased by £5,000 to £220,000, Spend £220,303 – Increase due to additional properties added as they were beyond repair. 24 roofs completed.

Rewires (inc Voids) – Budget £384,600, reduced to £284,100, Spend £250,204– 36 void rewires completed. 24 Planned rewires completed, these were behind due to staff changes within the rewire contractor. Although reassurances work would commence again in Q3 & 4 were given, they were still not at the level predicted and the programmed was reduced for spending in other areas.

Electric fire/heating – Budget £0, Spend £0 – Budget reduced from £20,000 to £0.

Active Fire Protection – Budget £30,000, Spend £18,510 – full review of fire alarms and emergency lighting components currently in progress. Fire alarm works at Smallthorn Place was expected to complete in February/March 2024, however only half of

2025 has been set and will continue to be regularly reviewed. This will be shared with all staff in monthly meetings and monthly meetings between finance and manager will continue.

As the stock condition and Housing health and safety (HHSRS) data comes in this will affect the budgets and the profile will need to be reviewed.

the works have been completed and will be finalised in April 2024.

Passive Fire Protection – Budget £40,000, Reduced to £36,500, Spend £35,943 – new contractor procured from 25 May 2023. Works issued to contractor following Fire Risk Assessments.

Door renewal – Budget £65,000, Spend £59,561 – budget based on last year's spend. Budget increased from £58,000 to £65,000. These are reactive and front door replacements carried out through day-to-day repairs.

Heating Installations – Budget £319,750, Increased to £408,250 Spend £393,044 – 146 installs completed. The boiler lifecycle has been changed from 15 years to 17 years for future programmes.

Window renewal – Budget £50,000, Spend £10,242 – Works on patio doors that are defective at Rowley Court were expected to be completed by end of March 2024. Due to lead times on manufacturing these are now due to complete in Q1 of the new FY.

Communal Doors – Budget £50,000, Spend £16,200 – orders placed for intercom upgrades with contractor only one completed and remainder to be completed in FY 2024/25.

Smoke Alarm renewal (inc Voids) – Budget £250,000, Spend £231,726 - changes to Smoke/CO Alarm Regulations came into force on 1st October 2022, with CO2 detectors being installed to all properties that have a gas boiler.

SHDF W2.1 – Co Funding Budget £297,784, Spend £41,250. Accrual forward to FY 2024/25 to complete programme £256,534. There have been several setbacks within the first year of SHDF W2.1. PAS co-ordinators have been slow to provide the designs and surveys required to allow the decarbonisation contractor to put a programme in place. This has further been hindered by unforeseen Asbestos removal requirements at Percywood Close, Hilton which has delayed commencement of the decarbonisation works. The contractor has now produced a plan which expects to complete all 103 properties

by Q3 of next FY, therefore the co funding is require

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Priority: Our People

P2.3 Improve the condition of housing stock and public buildings.

Measure and Reference	P2.3C Average time taken to re-let Council homes	Committee	H&CS
Definition	This indicator measures the average time (in calendar days) to re-let all vacant Council properties during the reporting period.	Why this is Important	Re-letting Council homes in a timely manner reduces the amount of rent loss (£) and ensures stock is available to allocate to applicants on the waiting list.
What Good Looks Like	This measure will be benchmarked via Housemark, the benchmarking provider for Housing Services. Good performance would be to achieve 'Median Quartile' performance when benchmarked against a similar peer group.		
History of this Indicator	This is a new indicator and will report against the average time to re-let all Council homes.		
2019/20 Baseline Data	During Q4 the average re-let time was 157 days (this includes all council properties, irrespective of whether major or minor repair work was carried out) The average re-let time for 2019/20 was 122 days.		

Reporting Year	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
2020/21	Median Quartile Performance (Benchmark via Housemark)	206 days	209 days	192 days	200 days
2021/22	Median Quartile Performance (Benchmark via Housemark)	190 days	174 days	160 days	156 days
2022/23	Median Quartile Performance (Benchmark via Housemark)	183 days	183 days	189 days	169 days
2023/24	Median Quartile Performance (Benchmark via Housemark)	199 days	176 days	164 days	157 days

Performance Overview - Quarterly Update	Actions to sustain or improve performance
Through the course of 2023-24, a total of 244 properties have been let, with an average void days per property of 157.41 days. Steady improvement have been demonstrated throughout the year with average void days decreasing each quarter:	<p>Staffing</p> <ul style="list-style-type: none"> An interim Repairs Manager is now in post and is providing guidance and support to the

Q1 = 199.91
 Q1/Q2 = 176.01
 Q1/Q2/Q3 = 164.27

If we look at Q4 in isolation, the average void days across the 51 properties let was 131.45 compared to a result in Q3 in isolation of 131.61.

Most of the properties have been delivered by Novus, with the Councils additional contractor Matthews & Tannert delivering the remainder of the properties. The breakdown for each contractor is as follows:

Contractor	No of properties Let	Average Void Days
M&T Void Properties	48	112.75
Novus	196	168.35
All properties	244	157.41

Whilst the average void days remains above target, the following should be noted:

- The level of work, and subsequent costs required to bring our properties up to the Lettable Standard continues to increase – the average void cost for properties let over this period is £4,122.08 per property, compared to an average of £3,818.81 per property at the end Q3 and £3,437.41 per property at the end of Q2, an increase of over £680 in 6 months.
- The voids are categorised as Major Voids (currently defined as any void costing more than £2,500) and Standard Voids. This means that, based on the average void cost, most of our voids would be classed as “Major”. For 2022/23, just 18% of voids let were classed as Major. For 2023/24, the outturn on this figure is 56.15%.
- Within their benchmarking, Housemark allows for 50% more days to turn around a major void. As we move forward to reporting the re-let of council properties in the Council Plan, reporting of standard and major property re-lets will be targeted and reported as two separate performance measures.
- If we were to split out the average void days for this year’s lettings across the two void types, the comparison with last year is as follows:

2023-2024		2022-2023	
Total Days	38409	Total Days	41140
Total Households	244	Total Households	223

voids team

- Interim Voids Officer remains in post to provide a more focussed management of the voids.
- One of our DLO Supervisors has been seconded to become a dedicated Voids Inspector, providing a single point of contact for contractors and a consistent “eye” when reviewing surveys and approving works.
- A part-time Voids Administrator has been recruited to support the voids officer in managing voids through the process and completing property visits.
- The Housing service and especially repairs have undergone some significant staff changes over the last 12 months, however, this has now stabilised. The conclusion of the Housing Service review will provide recommendations to further support the organisational structure of the service and ensure we can move forward to provide a better service to our tenants.

Meter Top Ups

- Replacement procedure devised making use of Strategic Director credit card to allow for timely meter top ups and thorough recording of expenditure. All meters are now being topped up in a timely manner with support from Voids Admin.
- To reduce the resources needed for meter top ups, the voids team are working closely with Finance and our Utility Management company – AJR, to ensure that all outstanding gas and electricity invoices owed by SDDC are paid. Having a clear account

Average days for all	157.41	Average days for all	184.48
Average if Major	186.00	Average if Major	211.60
Average if Standard	120.81	Average if Standard	178.01

Year on year improvement can be seen across both major and standard void relet times, with major void relet times reducing by 25 days and standard relet times reducing by 57 days.

- There have been several high value voids let over the year which, due to the level of works required, have taken longer to bring up to standard. A breakdown of properties let by void value is as follows:

Cost Between		No of Properties	Average Void Days
£0.00	£1,000	35	117.14
£1,001	£5,000	132	137.46
£5,001	£10,000	60	204.56
£10,001	£30,000	17	228.76

- Whilst it is a positive that these high value, long term voids are now available for our customers to move into, it must be noted that this has had a detrimental effect on the outturn of this year's performance.

- As stated above, most of our longer-term voids have been let but there are still 12 properties which have already been void for over 8 months. Of these 12, 7 are ready to let and offers are being finalised to customers to start their tenancies within the first 6 weeks of 2024-25. The remaining 5 requiring extensive works to resolve either damp issues, structural issues, or roof defects to bring them up to the lettable standard. It is worth noting that when these properties are let, the average void days will be affected significantly. Steps are being taken to bring these properties to the lettable standard within the first quarter of 2024-25 to minimise effects on performance figures through the rest of the year.

- A recurring theme for our void properties has been roof defects and issues caused by damp. Our older stock is showing the need for additional investment on a capital level to prevent the levels of void costs we have seen this year with some properties costing up to £25-£30k to bring them to a lettable standard.

- A further cause for delays in turning around voids this year has been the issues we have had with topping up utility meters. This requires use of a corporate credit or

will enable AJR to support SDDC in signing up to an exclusive contract with British Gas where all our void properties have gas and electric signed by them. This will

1. Bring about cost savings on invoices, as British Gas add credit to all prepayment meters where supply is transferred to them.
2. Reduce the time taken/mileage costs involved in topping up meters as British Gas meters can be topped up online from the office.

Property Condition

- Stock Condition surveys will be carried out over the course of 2024-25 and 2025-26.

This, along with the HRA 30 year plan, should bring about capital investment in our properties which, in turn, will have a positive effects on the level and costs of works required to bring our void properties back to a lettable standard.

- During the first quarter of 2024-25, the voids team will be working on ensuring that recharges for works required as a result of customer damage/neglect are applied fairly and according to the policy, to recoup some of the costs involved in turning around properties.

- To support with identifying recharges and also to provide direction to our contractors on the level of works required in each property, the voids team carry out a post termination visit. A report is produced from this which captures photographic evidence of rechargeable items, identifies

debit card which can only be used at specific outlets throughout the district where officers have built a relationship with the owners of those establishments. Most outlets will not take payment for gas or electric top ups with a card. This means additional time and resource driving between properties and outlets to get meters topped up.

any non-standard fixtures and fittings installed by previous tenants and also advises contractors if a property requires decoration.

Contractors

- SDDC are providing temporary resource to compete some of the backlog of surveys still to be drawn up. The aim of this is that Novus should be in a position to turn around surveys within the agreed 5 day SLA within the next 3-4 weeks.
- Additional sub-contractors have been onboarded by Novus to support with completion of void works to the required standard.
- There will be more focus on the part of the Council to encourage Novus to use SOR pricing rather than relying on acceptance of quoted works costs with the aim of reducing the average void cost where possible.
- The voids team are in daily contact with contractors to ensure that any issues arising are dealt with quickly and decisions made at the appropriate level.

Commercial discussions with Wates are progressing at pace with the target date of 17 June 2024 for commencement. Voids is the top priority and Wates have shown on existing contracts their performance.

Self-referral to the Regulator of Social Housing was made on 12 April 2024. Additional resource has been brought in and the Housing Working Group set up. An action plan is in progress and the

performance of this will be overseen by the group and reported back to H&C's Committee.

DLO Voids:

- As part of the post termination procedure, the voids team will identify "quick wins", i.e. voids requiring less work which can be turned around in less time.
- The work for these voids will be completed by DLO operatives, with the Voids Inspector completing the survey and the Voids Team managing the statutory certification.
- One property has been completed this way on a trial basis and was turned around in 30 days. 18 days of this were where certification (Asbestos Surveys and Electrical Certs) were awaited, so work is progressing to reduce this timescale. The void works, including cleaning were completed by the DLO in 12 days, which included a 4-day weekend, which was a positive result.

Quarter 4, 2023-2024 Service Delivery Risk Register

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD1	Loss of income to the Housing Revenue Account (HRA)	Reduction of income through the Impact of: Universal Credit (UC) (increase rent arrears) Void Properties (rent loss) Right to buy properties (rent loss)	Loss of income into the (HRA)	Financial	4	3	12	<ul style="list-style-type: none"> A revised Income Management Policy has been approved by Housing and Community Services Committee and new operational/ IT procedures implemented. New dwellings mitigate revenue lost through Right to Buy (RTB). New Builds can still be purchased under (RTB) after three years for Secure Tenancies. Daily monitoring of UC, and income management. The Housing Service has made operational changes to deal with this increase which have been subject to a successful audit review. Government Rent Increase Cap confirmed at 7%. Council members have agreed a rent increase limited to 3%. Programme in place to reduce the void rent loss. Council House Development Group is in place. Rent arrears of current tenants as a % of the annual rent due have increased from 2.91% in Q3 to 3.44% in Q4. The void rent loss as a % of the rent debit has reduced from 2.99% in Q3 to 2.88% in Q4. Void Property work plan presented to Overview and Scrutiny Committee 4/1/23 with a further update presented to Housing and Community Services Committee on 25th April 2023 An additional contractor has been employed to increase capacity. Survey of small HRA development sites completed with options for redevelopment. Surveys of Smallthorn Place have been completed which include redevelopment and refurbishment options. Derbyshire County Council have now commenced the tender process for Careline and independent living services contracts 	4	3	12	<ul style="list-style-type: none"> Increased focus on collection of rent and other housing debt. Monitoring and review of arrears, evictions and rent loss due to voids. Council House development group to develop a pipeline of development schemes. The Housing Service review currently being undertaken includes the Careline and ILS service and will make proposals for the future shape and scope of the services which take account of the new contractual arrangements and associated loss of income from DCC effective from 1st April 2024. Skilled and unskilled labour issues in addition to fluctuation in labour rates have affected progress towards targets 	Rent arrears of current tenants as a % of the annual rent due are at 3.44% (an increase from Q3 2.91%). Void rent loss profit is currently up by £55k as the number of voids reduce and the void rent loss as a % of the rent debit has reduced from 2.99% to 2.88%. Options for the Construction Design Management (CDM) of the inhouse team were pursued to allow void and other works to be done "in house". 6 London Road,	Head of Housing Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
							16	<p>which are currently delivered by the Council. A reduced service has been retendered for commencement in March 2024. The Council will unlikely be in a position to bid for these contracts as either a sole or consortium provider. This will reduce the funding into the HRA from DCC by up to £300k from March 2024.</p> <ul style="list-style-type: none"> A new method for the management of surveys was implemented and improved the performance. Options for the Construction Design Management (CDM) of the inhouse team were pursued to allow void and other works to be done "in house". 6 London Road, Shardlow was completed by the DLO and completed within 30 days. 			12	<p>in Q4. In particular this has affected.</p> <ul style="list-style-type: none"> Plastering Floor laying Damp works <p>Novus is still actively working with local contractors however this does fluctuate due demand on labourers.</p> <ul style="list-style-type: none"> A single supplier of energy utility services (gas and electric) needs to be actioned to reduce time taken to resolve meter debt and installation issues. Area based surveys and work plans are in place. Spend limits for contractors to determine major and minor voids is currently under review. 	Shardlow was completed by the DLO and completed within 30 days.	
SD3	Safety standards	Failure to comply with basic safety standards in flats/blocks with communal areas.	Risk to property and life	Compliance	4	4	16	<p>Housing Safety policies are now in place for:</p> <ul style="list-style-type: none"> Fire Lift Electrical Gas Asbestos 	3	4	12	<ul style="list-style-type: none"> Monitoring and carrying out safety checks as per the Housing Safety Policies. 	Mitigating actions updated to confirm self-assessment completed and action plan produced,	Head of Housing Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
								<ul style="list-style-type: none"> Legionella A recent Internal Audit of Housing Safety has confirmed that the systems in place provide “reasonable assurance” in this area. Contracts are in place to deliver property improvements for all aspects of property safety. Recruited an Asset and Compliance post. Agency staff in permanent place to cover Heating, Electrical, Fire safety Project Officer roles. Fire safety checks in sheltered and communal schemes being completed by Careline Support Coordinators. Successful recruitment to Gas, Building and Electrical Project Officer roles. The Electrical Project Officer commenced the role on the 11th December 2023. Interim Repairs, Asset and Improvement Manager has been recruited until May 2024. New Tenant Satisfaction Measures include specific property safety indicators. The Council will be required to respond to forthcoming consultation with the Regulator of Social Housing on a new suite of “consumer standards” for housing. Current Performance against these indicators is: Fire – 100% - 82/82 Fire Risk Assessments to communal block and community rooms complete. Legionella – Risk Assessment to 74 high risk properties complete and remedial actions completed. Electric – 94.68% (2792/2949) have an up-to-date EICR, orders for remaining properties placed and in progress with contractor. 				<ul style="list-style-type: none"> Reconfiguring software (lifespan) to manage this. Full review required into software systems. Current structure is not suitable to meet the demand/workload. Full review as part of the wider Housing Services review. Self-referral made to RSH on 12 April regarding failure to meet Consumer Standards -mainly around stock condition data. 	Further action required, updated to confirm the Council made a self-referral to RSH on 12 April regarding failure to meet Consumer Standards - mainly around stock condition data.	

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER	
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					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD5	Reduction in funding for Cultural and Community Services	Reduction of Council funding into Cultural and Community Services. Unable to source external funding to service.	There is likely to be additional funding needed to replace income lost through Covid-19.	Financial	3	3	9	<ul style="list-style-type: none"> Forward budget planning over several years, to cover the medium-term- up to and including 2023/24. Approvals received for reserve spend to secure staffing initially for Active Communities. The Council receives an annual Community Safety funding allocation from the Police and Crime Commissioner (PCC) of £25,000. In December 2021, the new PCC confirmed that this level of funding will continue for a further three years. The Council receives an annual Basic Command Unit funding allocation of £35,000 from the Chief Superintendent. This annual allocation, currently with no long-term commitment. A new three-year sponsorship of the Environmental Education Project with Rolls Royce has been confirmed. Government Funding via the National leisure Recovery Fund (NLRF) for the Leisure Centres has been received. No more post covid support for leisure – working with Max associates to look at soft market testing for potential future delivery and/or negotiate potential contract extension. Active Derbyshire Partnership may help to open up other funding potentials related to Physical Activity. 	3	3	9	<ul style="list-style-type: none"> Maintain current funding contribution that the Council makes towards the Active Communities service. Continue to seek and secure relevant external funding opportunities to continued support service delivery. Monthly assessment of income and expenditure. Review reserves and potentially use to fund projects if needed. 	No change in Q4.	Head of Cultural and Community Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD6	Ageing infrastructure at Rosliston Forestry Centre	Need to upgrade infrastructure at Rosliston Forestry Centre	Unable to deliver services at Rosliston.	Strategic	2	3	6	<ul style="list-style-type: none"> Condition survey updated as part of future procurement exercise for new contractor, informed by a wider strategic review. Focus on implementing infrastructure requirements identified in external consultant's report. Capital Programme bid successful with most projects supported. Engage tenants and keep Senior Leadership Team informed. Covid-19 pandemic has enabled an opportunity to do some minor health and safety works whilst the site was closed to the public. Vision for site to be reviewed considering the pandemic, informed by the wider climate emergency debate. New lease is now signed for 30 years with Forestry England The RFC consultation is now complete, findings were reported to H&CS committee on 1st February 2024. Further business case report will be presented to H&CS committee later in the year. 	2	3	6	<ul style="list-style-type: none"> Work commenced on the delivery of capital projects. Collaboration with Head of Corporate Property on improvements to the Planned Preventative Maintenance (PPM). Regular meetings held at operational and strategic levels with Forestry England. Continue working with National Forest Company and Forestry England to help shape vision in collaboration. The findings from the RFC consultation were submitted to H&CS on 1st February and a further business care report will be presented to H&CS later in the year. 	Result from the RFC consultation have been submitted to H&CS committee in February 2024.	Head of Cultural and Community Services
SD7	Failure to meet housing delivery targets set out in the five-year supply	Economic slowdown, material or labour shortages, supply chain issues.	A loss of control of new developments and reduced likelihood of achieving the necessary section 106 contributions and the potential	Strategic	4	3	12	<ul style="list-style-type: none"> Local Plan is in place which sets out the five-year supply and this is now under review. Active pursuit of schemes and opportunities. Increased focus on facilitating prompt commencement of development. Current five-year housing land supply rate at 5.76 years- most sites started are building at a rate above that originally 	2	3	6	<ul style="list-style-type: none"> Develop action plan(s) where necessary. Monitoring/review of performance ongoing. 	No change in Q4.	Head of Planning and Strategic Housing

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
			for developments to the approved in unsustainable locations											
SD9	Melbourne Sports Park	Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with external funders.	Future grant applications could be declined which will impact on development projects at site.	Financial	2	3	6	<ul style="list-style-type: none"> Scheme to deliver additional car parking on site completed. Drainage scheme on MSP site and adjacent landowners complete. Improved rugby pitches playability should increase income generation from bar and catering. Work on three new tennis courts completed. Improvements to third rugby pitch and training area underway. These projects will aid future viability. Development sub-committee to be re-established to look at future works/developments at the site. Council representative on the Sub-Committee. 	2	3	6	<ul style="list-style-type: none"> Regular Artificial Grass Pitch (AGP) Steering Group meetings. Matter under regular review at MSP Board meetings. Key funder in attendance at AGP steering group meetings. MSP Board meeting business plan income targets, however close monitoring is required. 	No Change in Q4.	Head of Cultural and Community Services
SD11	Tree Management	Failure to manage the Council's tree stock in line with adopted Tree Management policy.	Breach of tree policy and/or accident/incident involving trees.	Strategic	4	3	12	<ul style="list-style-type: none"> Review of approved Tree Management Policy completed. Zurich Municipal has provided support to assess the Council's risk on its Tree Policy and Strategy. A new tree policy and management plan has been agreed by committee on 17 March 2022. Unable to recruit an assistant tree officer so have gained approval to revise the structure of the Parks and Green Spaces to facilitate the flexible retirement of the current post holder and the creation of an additional tree officer (at a more senior level) to enable the sharing of knowledge and experience. 	3	3	9	<ul style="list-style-type: none"> The new Policy requires implementing and backlog of work procured and prioritised. A budget has been agreed. Assistant tree officer appointed and is being mentored by Tree Officer Temporary support from agency to help with 	Mitigating actions updated to confirm the tree budget has been approved for tree works, but not for additional	Head of Cultural and Community Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
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							9	<ul style="list-style-type: none"> Tree budget for 2023/24 approved but the post for an additional tree officer was not approved. 			9	<ul style="list-style-type: none"> volume of tree work related to planning. Due to volume of workload reviewing staffing structure to ensure resourced adequately going forward. 	tree officer post.	
SD12	Ageing Infrastructure at Greenbank Leisure Centre	Infrastructure at Greenbank Leisure Centre including pipework to pool and roof structure needs investment.	Unable to deliver services at Greenbank Leisure Centre	Strategic	3	3	9	<ul style="list-style-type: none"> Building condition survey is being updated and a planned preventative maintenance (PPM) programme put in place by Head of Corporate Property. Complete the necessary works identified in external consultant's report, informed by a wider strategic review (SOPM). Improvements made to pool pipework and roof. Ensure that there is sufficient capital funding to complete the necessary works and revenue funding for on-going PPM. Facility Planning Model (FPM) being undertaken to assess strategic need of leisure stock through to 2038. The FPM work above is now complete and will inform the Local Plan. Further work is being undertaken on the SOPM. Beginning work to look at future leisure provision including a replacement site for Green Bank. 	3	3	9	<ul style="list-style-type: none"> Review of the operational management and deliverability of PPM Options presented by FPM to be assessed and presented to Members in the future. Also Built Facility Strategy to be commissioned to support FPM. Working project group looking at long term options for leisure provision. Created a project working group to look at long term options for leisure centre. All strategy work will be done as part of wider future of leisure project. 	No Change in Q4	Head of Cultural and Community Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD16	Voluntary and Community Sector	A reduction in resources for partners who deliver services for or on behalf of the Council.	Evidence that this is occurring with CVS and Citizens Advice having core funding reduced in recent years	Strategic Financial	2	3	6	<ul style="list-style-type: none"> It is considered that the Council is undertaking as much action as is reasonably possible at this stage to mitigate the risk. The Council's current grant funding has been increased in 2023/24. The Council employs a dedicated Community Partnership Officer to support the voluntary sector and local organisations. 	2	3	6	<ul style="list-style-type: none"> The Council continues to work with the Voluntary and Community sector to ensure its funding delivers the Council's Corporate Plan objectives. 	No Change in Q4	Head of Community and Cultural Services
SD17	Sustainable Urban Drainage features (Suds)	Failure to manage the Suds in line with national guidance.	Serious accident at a Suds feature, and / or failure of feature to prevent flooding	Operational Strategic Financial	3	4	12	<ul style="list-style-type: none"> A recent report by Alliance Consulting has highlighted risks associated with SUDs features that the Council has adopted / is due to adopt. There are potentially nine sites. The Council has a capital budget to implement the findings of the Alliance report on Council-owned sites. The Council no longer adopts SUDs as part of new developments. These are transferred to Severn Trent Water subject to them meeting appropriate standards. 	2	3	6	<ul style="list-style-type: none"> The Council has reviewed the independent SUDs report and is undertaking all reasonable and practicable actions to mitigate any risks. 	No change in Q4	Head of Community and Cultural Services
SD18	Fluctuations in recycle prices	Failure to monitor and report fluctuations in recycle prices	An escalation in the cost of delivering the recycling service.	Operational Financial	2	3	6	<ul style="list-style-type: none"> At the time of awarding new recycling contracts in July 2021, an assessment of material prices over the last 30 months was undertaken. This showed that prices fluctuate from month to month. In assessing the bids, using the lowest material prices from the last 30 months was considered the most prudent way to budget for the service through the Medium-Term Financial Plan (MTFP), with a reserve established to bank any income over that budgeted to cover any periods where income falls below that budgeted. A quarterly update within the Revenue Monitoring Report is presented by the Head of Finance to Finance and Management Committee to allow Members to keep this under review. This position should be fully reviewed following the initial two-year period. 	2	3	6	<ul style="list-style-type: none"> Continue to report quarterly on recycle income 	No change in Q4.	Head of Operational Services

REF	RISK TITLE & DESCRIPTION	RISK CAUSE	RISK IMPACT	RISK CATEGORY Strategic, Resource Operational Financial Knowledge management Compliance, Partnership	Current Risk Rating (See table below for guidance)			CONTROLS IN PLACE TO MITIGATE THE RISK	Risk Rating after mitigations (See table below for guidance)			FURTHER ACTION REQUIRED	SUMMARY OF CHANGE SINCE LAST QUARTER	RISK OWNER
					LIKELIHOOD	IMPACT	RISK RATING		LIKELIHOOD	IMPACT	RISK RATING			
SD19	Animal welfare costs	Significant increase in dog ownership, illegal dog breeding, stray dogs and poor animal welfare. Recent government ban on XL bullies introduced which could increase stray dog numbers	Substantial costs from stray dogs collected or animals taken into possession on animal welfare grounds.	Financial, Compliance, Partnership	4	3	12	<ul style="list-style-type: none"> • Powers under s20 of the Animal Welfare Act. • Mutual support agreement with RSPCA. • Dog fostering scheme agreed with a dog fostering charity. • No win no fee agreement with a third-party Financial Investigator to enable the Council to pursue Proceeds of Crime Act action against offenders to recover costs. • Benchmarking of our animal welfare activities against other Derbyshire councils has been carried out Q4 2023-2024. • A small amount of government funding has been provided in Q4 2023-2024. 	2	3	6	<ul style="list-style-type: none"> • Ongoing monitoring of the CEH00 R4400 budget to review the effects of the existing mitigations and the XL bully ban. • Draft Animal in Distress Policy discussed with Leadership Team. • Three legal cases are progressing and unlikely to go to full trial before summer 2024, one welfare case was successfully prosecuted in Q4, 2023-2024. 	<p>The implications of the national ban on XL bully dogs is becoming clearer.</p> <p>Mitigating actions updated to confirm a small amount of government funding has been provided.</p> <p>Successful prosecution of one welfare case.</p>	Head of Environmental Services
SD20	Green Homes Grant Project	Failure to deliver the volume of Green Homes Grants agreed with the project sponsors	Repayment of grant allocation to the project sponsors Loss of reputation	Strategic, Financial, Operational, Partnership	4	2	8	<ul style="list-style-type: none"> • An existing project management framework is in place in accordance with the agreed Memorandum of Understanding with the project sponsors (DESNZ and Midland Net Zero Hub) • New contractors were procured in 2023 to increase the contractor capacity to deliver the target number of Green Homes Grants. 	2	2	4	<ul style="list-style-type: none"> • Review volume and quality of delivery of newly appointed contractors. • Communicate with stakeholders. • Review project governance in the light of experience from the LAD3 scheme. 	No change in Q4.	Head of Environmental Services

Risk Matrix Template

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

1.1

Impact	Very High (4)	4	8	12	16	<table border="1" style="display: inline-table; vertical-align: middle;"> <tr><td style="background-color: #FF0000; color: white; text-align: center;">12-16</td></tr> <tr><td style="background-color: #FFD700; text-align: center;">6-9</td></tr> <tr><td style="background-color: #008000; color: white; text-align: center;">1 - 4</td></tr> </table>	12-16	6-9	1 - 4
	12-16								
	6-9								
	1 - 4								
High (3)	3	6	9	12					
Medium (2)	2	4	6	8					
Low (1)	1	2	3	4					
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)				
		Likelihood							

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

Service Delivery Risk Matrix

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

Impact	Very High (4)		SD9	SD3	
	High (3)		SD6, SD7, SD16, SD17, SD18, SD19	SD5, SD12	SD1, SD11
	Medium (2)		SD20		
	Low (1)				
		Remote (1)	Possible (2)	Probable (3)	Highly Probable (4)
		Likelihood			

SD1	Loss of income to the Housing Revenue Account (HRA)	Reduction of income through the Impact of: Universal Credit (UC) (increase rent arrears) Void Properties (rent loss) and right to buy properties (rent loss).
SD3	Safety standards	Failure to comply with basic safety standards in flats/blocks with communal areas.
SD5	Reduction in funding for Cultural and Community Services	Reduction of Council funding into Cultural and Community Services. Unable to source external funding to service.
SD6	Ageing infrastructure at Rosliston Forestry Centre	Need to upgrade Infrastructure at Rosliston Forestry Centre.
SD7	Failure to meet housing delivery targets set out in the five-year supply	Economic slowdown, material or labour shortages, supply chain issues. There has been a small decrease in housing completions during the COVID pandemic.
SD9	Melbourne Sports Park	Failure to deliver against external funder requirements at the Melbourne Sports Park (MSP). Ongoing discussions with national funders.
SD11	Tree Management	Failure to manage the Council's tree stock in line with adopted Tree Management policy.
SD12	Ageing Infrastructure at Greenbank Leisure Centre	Infrastructure at Greenbank Leisure Centre including pipework to pool and roof structure needs investment.
SD16	Voluntary and Community Sector	

A reduction in resources for partners who deliver services for or on behalf of the Council.

SD 17	Sustainable Urban Drainage features (Suds)	Failure to manage the Suds in line with national guidance.
SD18	Monitor fluctuations in recycle prices	Failure to monitor and report fluctuations in recycle prices.
SD19	Animal Welfare Costs	Significant increase in dog ownership, illegal dog breeding and poor animal welfare.
SD20	Green Homes Grant	Failure to deliver the volume of Green Homes Grants agreed with the project sponsors.

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 06
DATE OF MEETING:	06 JUNE 2024	CATEGORY: DELEGATED
REPORT FROM:	STRATEGIC DIRECTOR (SERVICE DELIVERY)	OPEN
MEMBERS' CONTACT POINT:	DEMOCRATIC SERVICES 01283 59 5889/5722 democraticservices@southderbyshire.gov.uk	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

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

2.0 Purpose of Report

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

3.0 Detail

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

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

Housing and Community Services Committee – 2024/25 Work Programme

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
Reports Previously Considered By Last 5 Committees		
Corporate Plan 2020-24: Performance Report (2023-2024 Quarter 2 – (1 July to 30 September)	16 November 2023	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
Transfer of Sports Pavilion to Willington Parish Council – Exempt	16 November 2023	Sean McBurney Head of Cultural & Community Services 07435 935050
Long Term Lease of Philip Richardson Memorial Field to Netherseal Parish Council – Exempt	16 November 2023	Sean McBurney Head of Cultural & Community Services 07435 935050
Tenancy Strategy and Tenancy Policy	16 November 2023	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
Housing Compliance in Conjunction with New Regulator Consumer Standards	16 November 2023	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
Regulator of Social Housing Proposed Consumer Standards	16 November 2023	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
Fisher Close Social Housing Development - Exempt	16 November 2023	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
Housing Services Review – Exempt	16 November 2023	Heidi McDougall Strategic Director (Service Delivery) 01283 595775

Service Base Budget 2024-25	08 January 2024	Charlotte Jackson Head of Finance 07770 085452
Housing Revenue Account Budget 2024-25	08 January 2024	Charlotte Jackson Head of Finance 07770 085452
Active Schools Partnership – School Swimming Partnership	01 February 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Bevin Boys Miners Memorial	01 February 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Beat the Street Update	01 February 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Review of the South Derbyshire District Council Surveillance Policy	01 February 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Revitalising Rosliston Forestry Centre Update	01 February 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Police and Crime Commissioner Funding	01 February 2024	Matt Holford Head of Environmental Services 07891 072081
Housing Repairs and Maintenance Service	01 February 2024	John Comber Interim Head of Housing
Tenancy Strategy and Tenancy Policy Consultation	01 February 2024	John Comber Interim Head of Housing
Tree Management	01 February 2024	Sean McBurney Head of Cultural & Community Services 07435 935050

Cultural and Communities Services Staffing	01 February 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Corporate Plan 2020-24: Performance Report (2023-2024 Quarter 3 – (1 October to 31 December)	07 March 2024	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
SHDF Wave 1	07 March 2024	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
Voids and Relet Update (exempt)	07 March 2024	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
Careline Service (Exempt)	07 March 2024	John Comber Interim Head of Housing
Housing Services Update (Exempt)	07 March 2024	John Comber Interim Head of Housing
Fields of Trust Update	23 April 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Arts Melbourne (Exempt)	23 April 2024	Mike Roylance Head of Economic Development Mike.roylance@southderbyshire.gov.uk
Provisional Programme of Reports To Be Considered by Committee		
Health and Housing Strategy 2021-23	Sept 2024	Heidi McDougall Strategic Director (Service Delivery) 01283 595775

Housing Community Engagement Staffing (Exempt)	06 June 2024	Jason Dhesi Asset and Improvement Manager Jason.dhesi@southderbyshire.gov.uk
Strategic Housing development including Fisher Close	15 August 2024	Eileen Jackson Strategic Housing Manager Eileen.jackson@southderbyshire.gov.uk
Foundation/Adaptations Policy Review	15 August 2024	Jason Dhesi Asset and Improvement Manager Jason.dhesi@southderbyshire.gov.uk
Empty Homes Policy & Strategy	15 August 2024	Matt Holford Head of Environmental Services Matt.holford@southderbyshire.gov.uk
Health and Housing Strategy 2021-23	26 September 2024	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
Housing Service Structure (Exempt)	26 September 2024	Jason Dhesi Asset and Improvement Manager Jason.dhesi@southderbyshire.gov.uk
Tenant Satisfaction Survey Results	26 September 2024	Sally Damms Sally.damms@southderbyshire.gov.uk
Arts Strategy	26 September 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Marston Cemetery Extension	26 September 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
SHDF Wave 2.1	26 September 2024	Craig Lodey Craig.lodey@southderbyshire.gov.uk
Revitalising Rosliston Update	26 September 2024	Sean McBurney Head of Cultural & Community Services 07435 935050

Stock Condition Survey Update/Asset Management Strategy	26 September 2024	Jason Dhesi Asset and Improvement Manager Jason.dhesi@southderbyshire.gov.uk
HRA Business Plan	14 November 2024	Jason Dhesi Asset and Improvement Manager Jason.dhesi@southderbyshire.gov.uk
Beat the Street Outcome Report	14 November 2024	Sean McBurney Head of Cultural & Community Services 07435 935050
Policy on Access to Allotments	13 March 25	Sean McBurney Head of Cultural & Community Services 07435 935050
Sports Strategy	TBC	Sean McBurney Head of Cultural & Community Services 07435 935050
Minewater Heat Recovery	TBC	Matt Holford Head of Environmental Services Matt.holford@southderbyshire.gov.uk
Housing Repairs and Maintenance Contract	TBC	Heidi McDougall Strategic Director (Service Delivery) 01283 595775
BCF Funding 2024/25 (Exempt)	TBC	Eileen Jackson Strategic Housing Manager Eileen.jackson@southderbyshire.gov.uk
Beat the Street Launch Update	TBC	Sean McBurney Head of Cultural & Community Services 07435 935050
Safeguarding Group Update	TBC	Chris Smith Chris.smith@southderbyshire.gov.uk

