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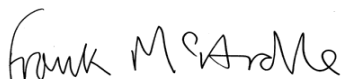
Date: 15 November 2017

Dear Councillor,

Housing and Community Services Committee

A Meeting of the **Housing and Community Services Committee** will be held in the **Council Chamber**, on **Thursday, 23 November 2017 at 18:00**. You are requested to attend.

Yours faithfully,



Chief Executive

To:- **Conservative Group**
Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Billings, Coe, Mrs Coyle, Grant, MacPherson, Muller and Mrs Wyatt

Labour Group
Councillors Rhind, Richards, Shepherd and Taylor

AGENDA

Open to Public and Press

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

Housing and Community Services Committee 5th October 2017 Open Minutes **4 - 7**
- 3** To note any declarations of interest arising from any items on the Agenda
- 4** To receive any questions by members of the public pursuant to Council Procedure Rule No.10.
- 5** To receive any questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 6** Reports of Overview and Scrutiny Committee
- 7** CORPORATE PLAN 2016-21 PERFORMANCE REPORT (1 JULY - 30 SEPTEMBER 2017) **8 - 28**
- 8** INCREASING SUPPLY OF AFFORDABLE HOMES THROUGH DIRECT ACQUISITIO.._ **29 - 34**
- 9** SPORT ENGLAND FUNDING PROGRAMMES **35 - 37**
- 10** SWADLINCOTE TOWN CENTRE CCTV REPLACEMENT PROJECT **38 - 42**
- 11** COMMITTEE WORK PROGRAMME **43 - 47**

Exclusion of the Public and Press:

- 12** The Chairman may therefore move:-

That in accordance with Section 100 (A)(4) of the Local Government Act 1972 (as amended) the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraph of Part I of the Schedule 12A of the Act indicated in the header to each report on the Agenda.

- 13** To receive the Exempt Minutes of the following Meeting:-
Housing and Community Services Committee 5th October 2017 Exempt Minutes
- 14** To receive any Exempt questions by Members of the Council pursuant to Council procedure Rule No. 11.
- 15** STAFFING AMENDMENTS - COMMUNITY AND PLANNING
DIRECTORATE

HOUSING AND COMMUNITY SERVICES COMMITTEE

5th October 2017

PRESENT:-

Conservative Group

Councillor Hewlett (Chairman), Councillor Smith (Vice-Chairman) and Councillors Atkin (substituting for Councillor Grant), Billings, Coe, Mrs Coyle, MacPherson, Muller and Mrs Wyatt

Labour Group

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

In attendance

Councillor Mrs Coe (Conservative Group)

HCS/30 **APOLOGIES**

Apologies for absence were received from Councillors Grant (Conservative Group) and Taylor (Labour Group)

HCS/31 **MINUTES**

The Open Minutes of the Meeting held on 24th August 2017 were noted and approved as a true record and signed by the Chairman.

HCS/32 **DECLARATIONS OF INTEREST**

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

HCS/33 **QUESTIONS FROM MEMBERS OF THE PUBLIC PURSUANT TO COUNCIL PROCEDURE RULE NO 10**

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

HCS/34 **QUESTIONS FROM MEMBERS OF COUNCIL PURSUANT TO COUNCIL PROCEDURE RULE NO 11**

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

HCS/35 **REPORTS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

There were no Overview and Scrutiny Reports to be submitted.

MATTERS DELEGATED TO COMMITTEE

HCS/36 **OPEN SPACE, SPORT AND COMMUNITY FACILITY STRATEGY UPDATE**

The Open Space and Facility Development Manager and the Director of Community and Planning Services presented the report to Committee.

Members queried or raised comments on the financial implications of implementing all the listed projects, the availability of match-funding, Section 106 funds, other sources of monies and the level of the Council's financial commitment.

Councillor Rhind queried the Swadlincote Woodlands project, the reported shortfall in funding and the feasibility of using sums from the Council's reserves to address the funding gap. The Director clarified the shortfall amount and that an application for Landfill Levy funds was being considered. Councillor Richards inquired as to whether any further Swadlincote based Section 106 funds could be allocated in this instance, concerned that such a well thought of project required completion and maintenance. The Director confirmed that Section 106 funding was not currently available, hence the consideration of other potential funding sources, but that the strategy would inform the deployment of future Section 106 fund allocations.

The Chairman and Vice-Chairman led Members in thanking the Open Space and Facility Development Manager for her valued work and contributions, this being her last meeting prior to leaving the Council.

RESOLVED:-

Members approved the project list for the South Derbyshire Open Space, Sport & Community Facilities Strategy.

HCS/37 **DISABLED FACILITIES GRANTS – DELIVERY OF THE 2017/18 ALLOCATION**

The Strategic Housing Manager presented the report to Committee.

Members queried how the Council had arrived at such an underspend position, the potential for completing the tender process in a timely manner, the on-costs for the technical officer post, whether the available funds could be appropriately expended in the allotted timescales, details of the application process and adaptations on properties with, or on, a first floor.

The Strategic Housing Manager and the Chief Executive clarified the various points, confirming that plans were being put in place to both speed up the process and allocate virtually all the available funds, if not all. Guidance notes detailing the application process would be circulated to Committee Members for information.

RESOLVED:-

- 1.1 Members approved the appointment of a Technical Officer (scale 6 – subject to Job Evaluation) on an 18 month fixed term contract to address the current underspend on mandatory Disabled Facilities Grants (DFG) and enable the expansion of the service and increased capacity within the team.**
- 1.2 Members reviewed and agreed adaptations to the existing grant administration process to remove the task of procuring each individual job. This will involve undertaking a larger procurement exercise to identify a small number of contractors who will work under a 2 year measured term contract (this will not include major adaptations over £25k which will still go out to tender on an individual basis).**
- 1.3 Members reviewed the use of the Better Care Fund allocation and the existing DFG policy and agreed that proposed revisions and amendments be brought back to this Committee in March 2018.**
- 1.4 That the appointment of the fixed term post to the Council's Establishment, together with the change in the Procurement procedure, is referred to the Finance and Management Committee.**

HCS/38 **IMPLICATIONS OF THE HOMELESSNESS REDUCTION ACT 2017**

The Strategic Housing Manager presented the report to Committee, outlining the anticipated impact on the Council once the Act takes effect in April 2018.

The Chief Executive introduced a third recommendation for the Committee's consideration, requiring the submission of any requests to increase the establishment to the Finance and Management Committee.

Members raised queries relating to the training commitment, the preparedness of the Housing staff in view of the large increases in applications expected, proposed activity within the Act's given timescales, concerns surrounding the use of bed & breakfast establishments, the scale of the Council's duty within this area, the scale and scope of referrals from other agencies and the penalty element contained in the Act.

The Strategic Housing Manager addressed each point raised, pointing out that the aim was to greatly reduce the use of bed & breakfast establishments, sourcing other accommodation in conjunction with other housing suppliers, in addition to the Council's own stock and plans currently being put in place, six months before the Act takes effect. It was also explained that the Act would require a more proactive approach by those individual's reporting homelessness.

The Committee voted on both the additional recommendation and the substantive report's recommendations.

RESOLVED:-

- 1.1 Members noted the content of this report and the proposed amendments to the delivery of the Council's front line statutory homeless service**
- 1.2 Members granted approval for the Strategic Director to agree the use of the Flexible Support Grant, future DCLG grant allocation and homeless prevention budget to deliver the Act and its associated enhanced prevention services and review functions.**
- 1.3 That the Strategic Director submit any recommendations for any increase in the establishment to a future meeting of the Finance and Management Committee for consideration.**

HCS/39 **COMMITTEE WORK PROGRAMME**

RESOLVED:-

Members considered and approved the updated work programme.

HCS/40 **LOCAL GOVERNMENT ACT 1972 (AS AMENDED BY THE LOCAL GOVERNMENT [ACCESS TO INFORMATION] ACT 1985)**

RESOLVED:-

That, in accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public be excluded from the remainder of the Meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that there would be disclosed exempt information as defined in the paragraphs of Part 1 of the Schedule 12A of the Act indicated in brackets after each item.

MINUTES

The Exempt Minutes of the Meeting held on 24th August 2017 were received.

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

The Committee was informed that no questions had been received.

The Meeting terminated at 6.50pm.

COUNCILLOR J HEWLETT

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 7
DATE OF MEETING:	23rd NOVEMBER 2017	CATEGORY: DELEGATED
REPORT FROM:	CORPORATE MANAGEMENT TEAM	OPEN DOC:
MEMBERS' CONTACT POINT:	GED LUCAS (EXT. 5775) STUART BATCHELOR (EXT. 5820)	
SUBJECT:	CORPORATE PLAN 2016-21: PERFORMANCE REPORT (1 JULY – 30 SEPT 2017)	
WARD (S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

1.1 That progress against performance targets is considered.

2.0 Purpose of Report

2.1 To report progress against the Corporate Plan for the period 1 July to 30 September 2017 under the themes of People, Place, Progress and Outcomes.

3.0 Detail

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

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

People

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

Place

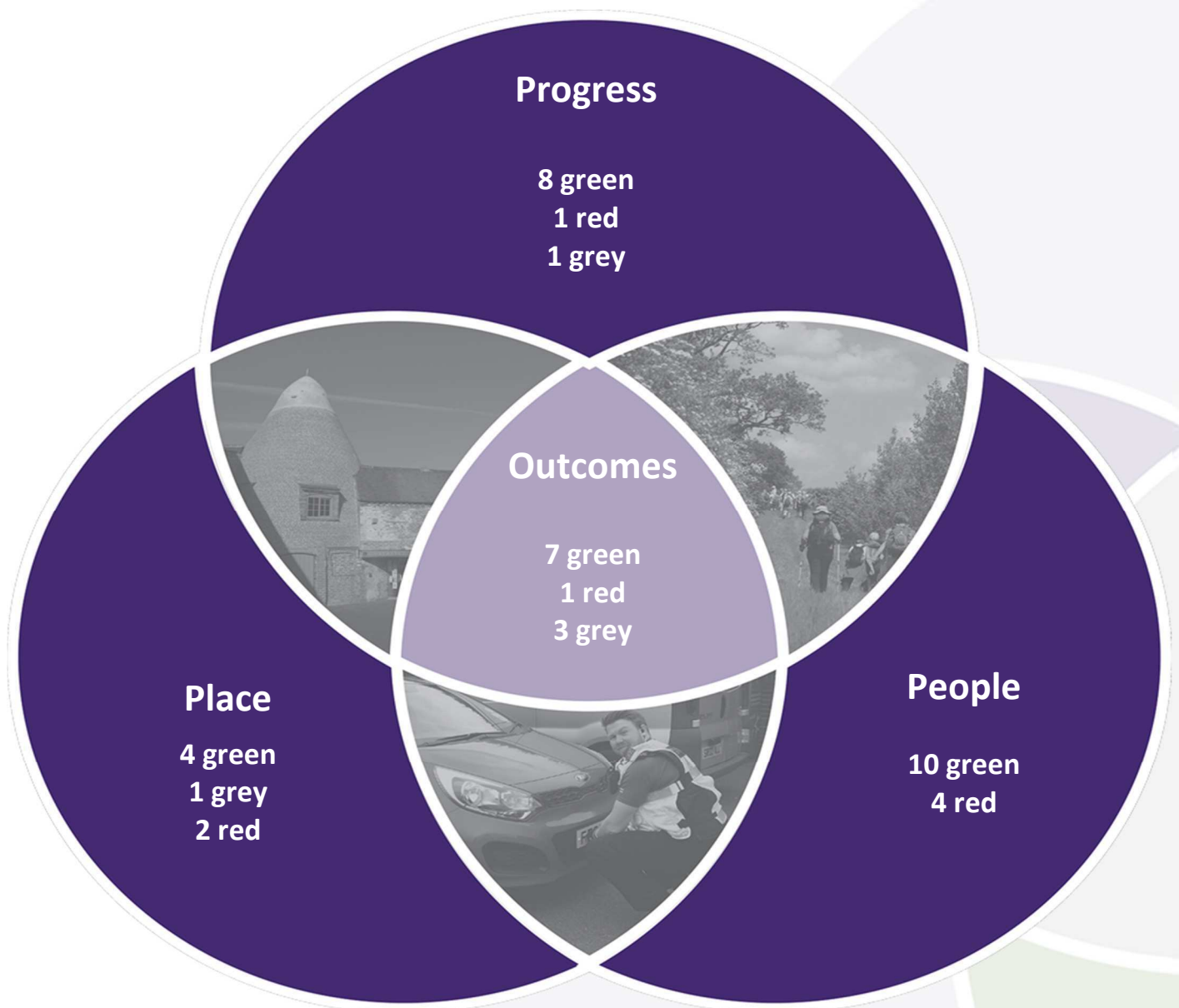
- *Facilitate and deliver integrated and sustainable housing and community infrastructure*
- *Help maintain low crime and anti-social behaviour levels in the District*
- *Support provision of cultural facilities and activities*

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

3.3 Of the 13 measures and projects under the jurisdiction of the Housing and Community Services Committee, nine are showing green, three are red and one is grey.

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

4.0 **Overall Council performance – Quarter two (July 1 to September 30, 2017)**



Of the 40 strategic projects and measures for the Council, 29 are showing green, six are red and five are grey.

5.0 **Financial and Corporate Implications**

5.1 None directly.

6.0 **Community Implications**

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

7.0 **Appendices**

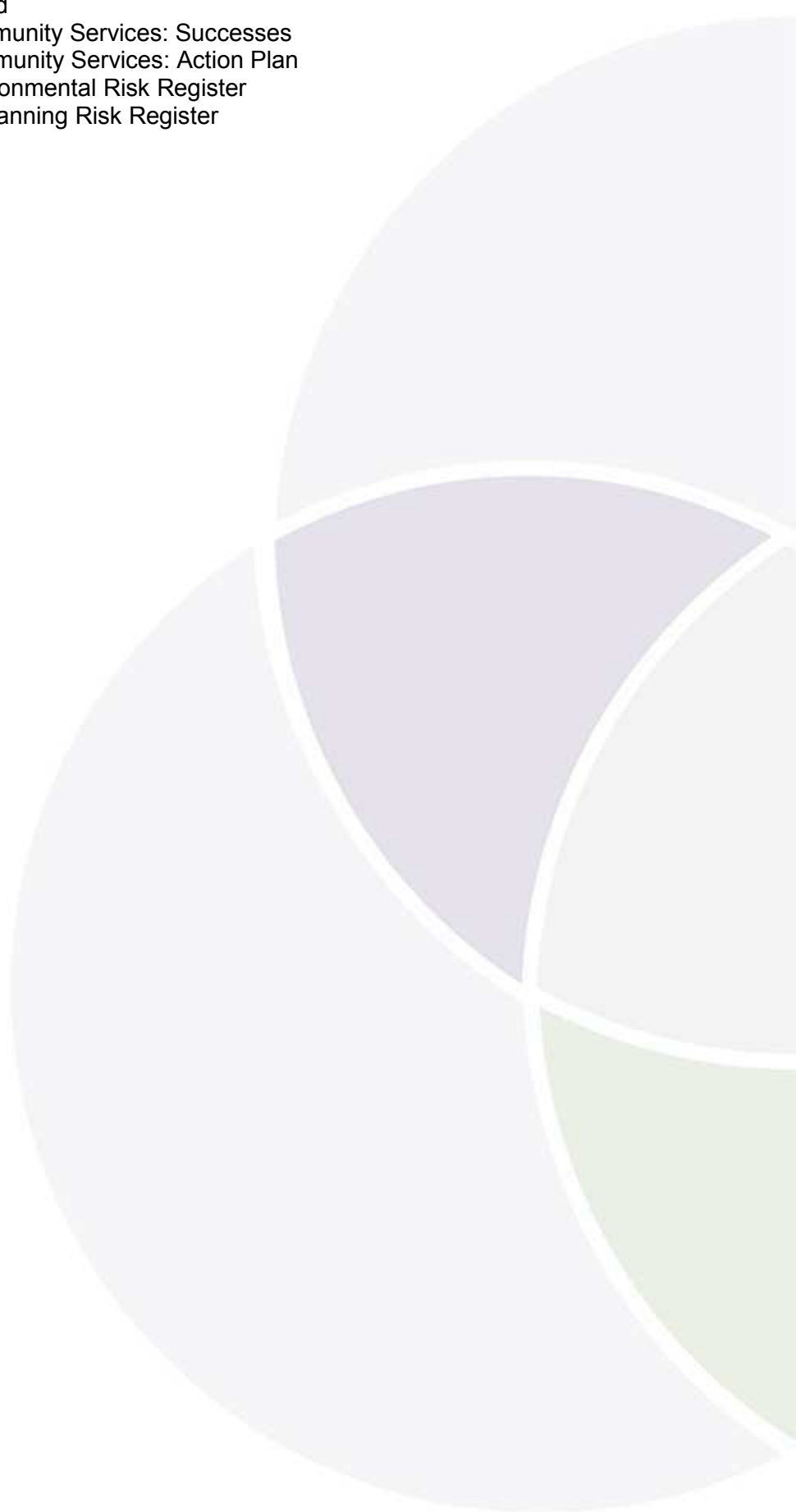
Appendix A – Performance Board

Appendix B – Housing and Community Services: Successes

Appendix C – Housing and Community Services: Action Plan

Appendix D – Housing and Environmental Risk Register

Appendix E – Community and Planning Risk Register



Theme	Aim	Project	Q1 progress	Q2 target	Q2 performance	Q2 detail
Outcomes	Maintain financial health	Generate ongoing revenue budget savings in the General Fund.	Savings of £400,000 approved from Corporate Services.	O1.1 Annual target of £850,000, as per the Medium Term Financial Plan. F&M	Annual target	No further update.
Outcomes	Maintain proper Corporate Governance	Compile and publish an Annual Governance Statement in accordance with statutory requirements.	Draft statement considered by Audit Sub Committee.	O2.1 An unqualified value for money opinion in the Annual Audit Letter. F&M	See action plan	See action plan.
Outcomes	Enhance environmental standards	Demonstrate high environmental standards. Ensure continual compliance with ISO 14001 standard.	Senior management environmental review pushed to quarter two.	O3.1 Close out all identified non conformances. E&DS	On track	Annual senior management review completed on September 29. All identified non conformities have been closed.
Outcomes	Maintain a skilled workforce	Ensure ongoing training and development for individuals and groups of employees where applicable.	Many employees completed four or five out of six mandatory training courses.	O4.1 95% of all employees to complete mandatory training. F&M	Annual target	27% of staff have completed all mandatory training. Of the eight mandatory courses (six for staff and two extras for managers) the outturn figure for each is more than 60%. More courses are to be scheduled for quarters three and four.
			N/A	O4.2 95% of all employees to have an annual performance appraisal. F&M	Annual target	N/A
Outcomes	Maintain customer focus	Develop a new website and provide functionality for greater transactional processing online	Website go live date delayed to ensure all features are delivered.	O5.1 Launch website. Gauge satisfaction and identify any emerging patterns and trends. F&M	On track	Website is now live. Reaction has been positive, with all snags quickly addressed. Analytics are being captured and will be reported back in quarters three and four.
		Develop a Social Media Strategy to provide easy and innovative options for residents to engage with the Council.	Benchmarking exercise with other authorities in Derbyshire to gauge use of social media.	O5.2 Undertake detailed research and analysis for Social Media Strategy. Build evidence base. F&M	On track	New Social Media and PR Specialist, Vin Gill, appointed. Audits are being carried out on all social media accounts and usage across local Government is being analysed. Evidence base is starting to take shape.
		Expand services in Customer Contact Centre and maintain facilities for face to face enquiries where required.	77.70%	O5.3 80% of telephone calls answered within 20 seconds. F&M	82.0%	Back on track after narrowly missing the target in quarter one. Telephone calls handled = 17,931
			6.60%	O5.4 Call abandonment rate of less than 10%. (Number of visitors to Civic Offices to be recorded). F&M	6.2%	Generally quieter quarter aided by completion of mandatory training. Number of visitors to Civic Offices = 9,264.
		Deliver Equalities and Safeguarding action plan to demonstrate principles are embedded in service delivery.	Equalities and Safeguarding Annual Report for 2016/17 presented to F&M.	O5.5 Achieve accreditation to Safe Place scheme. F&M	On track	Training has been undertaken in Customer Services and accreditation achieved. Now looking to raise the profile of how it benefits vulnerable residents.
Outcomes	Continue to strengthen the ICT platform and ensure that ICT is able to support change and minimise business risks.	Three year review of ICT Strategy and adoption of action plan to 2020.	External review of ICT requirements undertaken.	O6.1 Update F&M Committee on current ICT position. F&M	On track	Although a quarter three target, it is worth noting that the Committee approved a new IT and Digital Strategy on October 12.
People	Enable people to live independently	Provide an efficient and well-targeted adaptation service (including Disabled Facilities Grants) and make better use of previously adapted dwellings.	93.30%	PE1.1 Percentage of adapted properties allocated on a needs basis is >90%. H&CS	90%	During quarter two, 40 properties were signed up. Of these, 20 had adaptations present, with 18 let to customers with an adaptation need. One adapted property was let to a homeless applicant who we had a duty of care to and one was a hard to let property advertised three times.
			96%	PE1.2 Percentage of residents satisfied with the quality of their new home is >88%. H&CS	100%	100% of customers are very or fairly satisfied with the overall condition of the property when they move in.
People		Maintain regular contact with tenants, with a focus on those identified as vulnerable.	266	PE2.1 Total number of tenancy audits completed (250 target). H&CS	275	Of the 541 audits carried out this year to date, 4.62% are Acute Risk, 5.36% are High Risk, 12.75% are Medium Risk and 77.26% are Low Risk. Action plans and follow up visits are completed for all Acute and High Risk tenants.
			91%	PE2.2 Number of successful introductory tenancies (target of 97%). H&CS	95.45%	See action plan.

People	Protect and help support the most vulnerable, including those affected by financial challenges	Process Benefit claims efficiently	15.8 days	PE2.3 Average time for processing new Benefit claims is <18 days. F&M	14.3 days	Performance has stabilised due to additional resource.
			5.1 days	PE2.4 Average time for processing notifications of changes in circumstances is <8 days. F&M	5.4 days	Performance has stabilised due to additional resource.
			0.02%	PE2.5 Meet Housing Benefit Subsidy Local Authority error target threshold set by DWP (<0.48%). F&M	0.20%	Total is accumulative and will increase quarter on quarter. Post subsidy audit training is highlighting additional casework for remedial action.
		Provide a service for homeless applicants which is nationally recognised as delivering 'best practice'. Attain NPSS Bronze Standard for Homelessness by March 31, 2018.	Gaps reviewed and continuous improvement project started.	PE2.6 Select local challenges to focus on. H&CS	On track	Following the NPSS review, the team is focussed on delivering a project to improve the housing options prevention service to all customers who need support
People	Use existing tools and powers to take appropriate enforcement action	Bring empty homes back into use.	2 (target 1)	PE3.1 Number of empty home intervention plans for dwellings known to be empty for more than two years (target is three). H&CS	2	See action plan.
People	Increase levels of participation in sport, health, environmental and physical activities	Delivery of sport, health, physical activity and play scheme participations.	Rosliston = 63,550. Leisure centres = 250,774	PE4.1 Throughput at Etwell Leisure Centre, Green Bank Leisure Centre and Rosliston Forestry Centre. Target for Rosliston = 60,000. Target for Leisure centres = 170,404. H&CS	Rosliston = 55,588 Leisure centres = 259,799	See action plan.
		Tackling physical inactivity.	Sport, Health and Physical Activity Strategy adopted.	PE4.2 Deliver targeted physical activity programme. H&CS	On track	Health walks being delivered across the District, including dementia and COPD walks. Friday Night Project and Hilton Youth Group all restarted and have physical activity elements to them.
People	Reduce the amount of waste sent to landfill	Minimise waste sent to landfill.	111kgs	PE5.1 Household waste collected per head of population is <120kgs E&DS	113kgs	Figures for quarter one now confirmed. Quarter two figures are estimated.
			53%	PE5.2 Target of >53% of collected waste recycled and composted E&DS	48%	Quarter two figures are estimated. See action plan.
People	Develop the workforce of South Derbyshire to support growth.	Increase Council engagement to raise aspirations. Provide opportunities for young people to reach their potential.	Presentation of Raising Aspirations Programme at Full Council to inform Elected Members.	PE6.1 Review impact of Raising Aspirations programme. H&CS	On track	RISE continues to be progressed, with workstreams being driven towards raising aspirations in the urban core. Potential projects include a mentor/placement scheme to integrate young people with staff from SDDC, an awards event and ongoing discussions with a local film director as to how she can contribute. Marketing of the project continues.
Place	Facilitate and deliver a range of integrated and sustainable housing and community infrastructure.	Increase the supply and range for all affordable housing provision.	Annual target	PL1.1 Increased supply of affordable homes. Annual target of >150. H&CS/E&DS	Annual target	N/A
		Deliver an adopted South Derbyshire Local Plan, parts 1 and 2, and key supplementary documents.	Examination in public of Local Plan Part 2.	PL1.2 Consult on Development Plan and Supplementary Planning documents (SPDs). E&DS	On track	Consultation on proposed Main Modifications and updated Sustainability Appraisal undertaken. Consultation on two SPDs undertaken.
		Facilitate and deliver sustainable infrastructure.	N/A	PL1.3 Consider the introduction of a Community Infrastructure Levy. Awaiting information from the Government. Elected members to be kept informed of progress in Q2 and Q4. E&DS	See action plan.	See action plan.
Place	Help maintain low crime and antisocial behaviour levels in the District.	Deliver a programme of proactive interventions to reduce environmental crime such as fly-tipping.	179	PL3.1 Downward trend in fly-tipping incidents. Quarterly target is <180. E&DS	182	See action plan
		Review, publish and deliver the Safer South Derbyshire Community Safety Partnership Plan.	Schools consulted to develop delivery plan for community safety.	PL3.2 Deliver summer activities in urban core hot spot areas for young people to participate in. H&CS	On track	21 sessions held in urban parks over summer holidays. Total participants in these sessions was 2,975.
Place	Support provision of cultural facilities and activities throughout the District	Implement and manage the leisure facility capital build programme.	Investment programme for Rosliston Forestry Centre agreed.	PL5.1 Produce development plan for Green Bank Leisure Centre. H&CS	On track	Plan for capital developments completed and prioritised with Active Nation. Improvements to include a redeveloped pool spectator area, additional indoor and outdoor climbing stations and retiled pool hall.

Place	Deliver services that keep the District clean and healthy	Reduce contamination risk rating of land in South Derbyshire	1	PL6.1 Complete one contaminated land assessment. E&DS	1	Phase 1 assessment completed for the Saw Mill, Milton.
Progress	Work to attract further inward investment	Showcase development and investor opportunities in South Derbyshire.	Preparations underway for investor prospectus.	PR1.1 Publish vacant commercial property bulletin. E&DS	On track	New edition of vacant commercial property bulletin prepared and published.
Progress	Unlock development potential and ensure the continuing growth of vibrant town centres	Delivery of Swadlincote Townscape project.	New terms and conditions for Diana Memorial Garden in Swadlincote went to committee, causing delays.	PR2.1 Opening events for Diana Memorial Garden. Stage one grants bid to be submitted. E&DS	See action plan.	See action plan.
		Increase attendance and participation at town centre events.	7	PR2.2 Three events delivered and/or supported. E&DS	5	Events delivered and supported in the town centre included 'Ay Up Me Duck' Day, three Swadlincote Makers Markets and Orchard Day.
		Ensure the continuing growth of vibrant communities and town centres.	N/A	PR2.3 Vacant premises in Hilton, Melbourne and Swadlincote (proxy). To be reported twice a year. E&DS	N/A	N/A
Progress	Work to maximise the employment, training and leisure uses of The National Forest by residents and increase the visitor spend by tourists.	Support the operation and development of the tourism sector.	10,328	PR3.1 Number of queries handled by Swadlincote Tourist Information Centre. Target is 8,000. E&DS	11,666	11,666 enquiries handled by TIC. South Derbyshire and The National Forest promoted at summer events and shows. Heritage Open Days promoted at venues across South Derbyshire.
		Review and procure new management for Rosliston Forestry Centre.	Options appraisal developed.	PR3.2 Continue procurement process. H&CS	On track	Invitation to tender advertised and initial bids received.
		Work with Swadlincote TIC to attract evening visitors to the District's leisure, food and drink and retail offer.	N/A	PR3.3 Consult with businesses, via Swadlincote Town Team, on potential initiatives. E&DS	On track	Consultation undertaken with Town Team. Feature published in What's On guide. Promotional leaflet 'Nightlife in South Derbyshire' designed.
Progress	Provide business support and promote innovation and access to finance, including in rural areas	Food businesses with the top hygiene rating of five.	85.90%	PR5.1 >81% food businesses which have a Food Hygiene Rating score of five. E&DS	85.20%	Improvements in food performance are indicative of the continuous work we do with our local food business community to support new businesses and provide support and guidance on hygiene conformance.
		Registered food businesses active in the District.	814	PR5.2 >810 registered food businesses active in the District. E&DS	825	Improvements in food performance are indicative of the continuous work we do with our local food business community to support new businesses and provide support and guidance on hygiene conformance.
		Guidance offered to businesses or people thinking of starting a business	67	PR5.3 Guidance offered to businesses or people thinking of starting a business (through the Business Advice Service). Target is 25. E&DS	42	42 businesses and entrepreneurs assisted. Service promoted through creation of new marketing materials and publication of a 'Simple guide to business assistance'. Burton Mail Business Awards supported.

Housing and Community Services Strategic and Service Success Areas Quarter 2, 2017/18



Appendix B



90%

Target 90%

% of adapted properties allocated on a needs basis



100%

Target >88%

% of customers fairly or very satisfied with new home



275

Target - 250

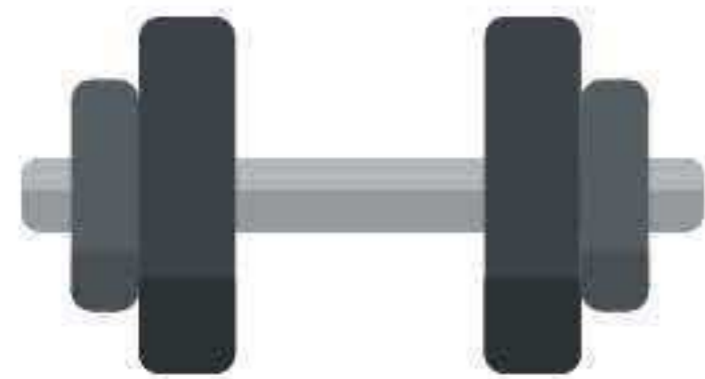
Total number of tenancy audits completed



Programme

Physical activity

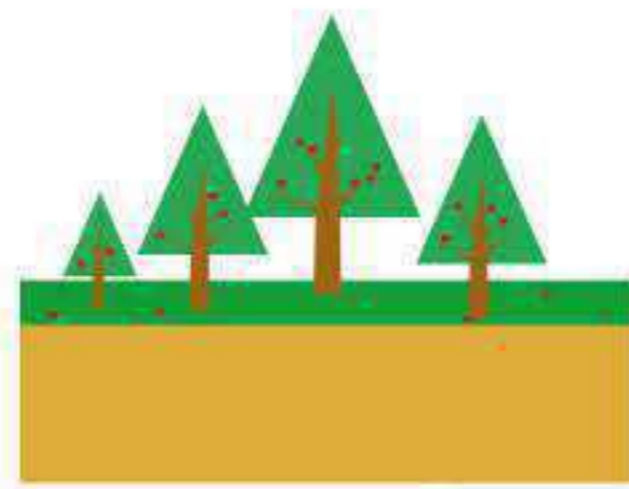
Targeted physical activity programme delivered across District



259,799

Target - 170,404

Throughput at Etwall and Green Bank Leisure Centres

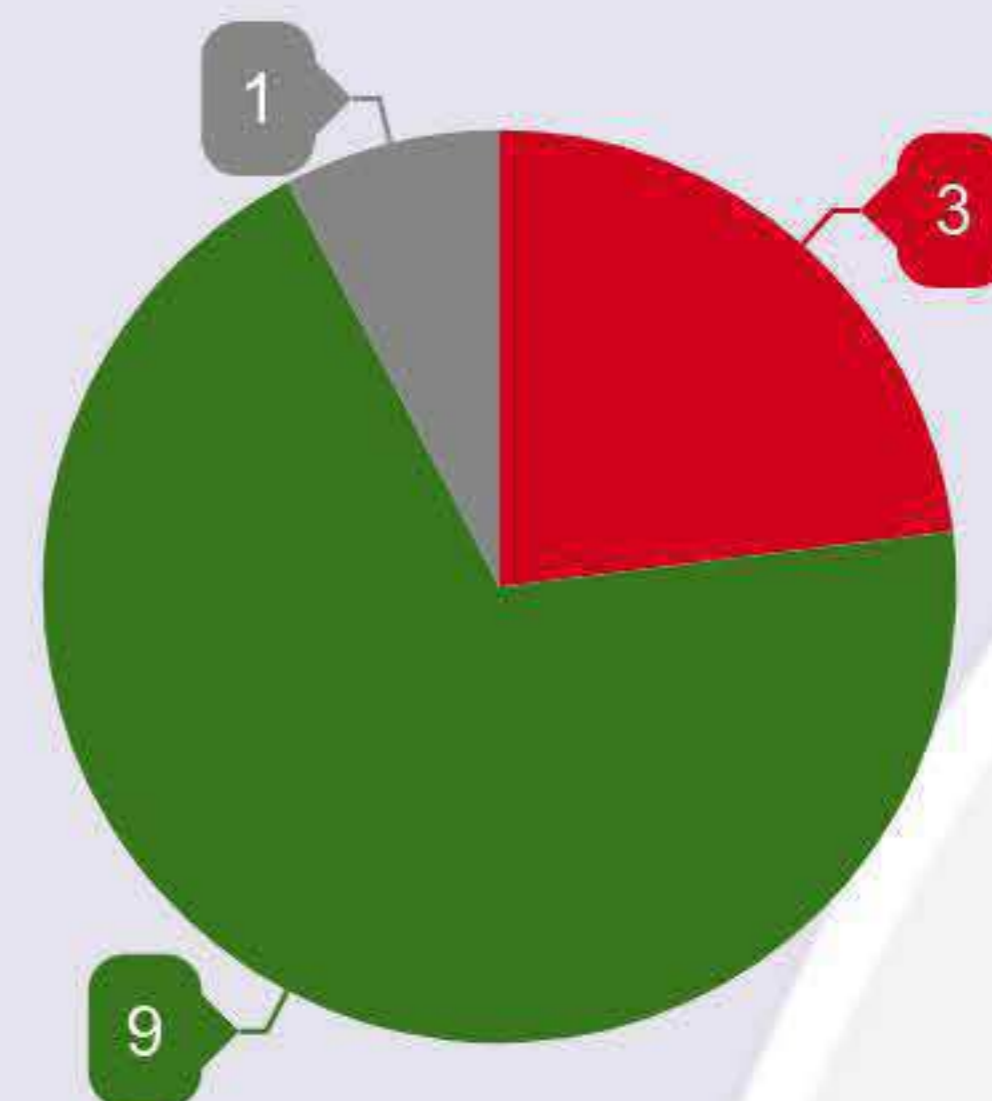


Tender

Procurement process

Invitation to tender advertised and initial bids received for Rosliston Forestry Centre

H+CS Performance Overview



Red (23.08%) Green (69.23%) Grey (7.69%)



Green Bank

Development plan

Plan for capital developments completed and prioritised for Green Bank Leisure Centre



Project

Homelessness Standard

Project to be delivered on housing options prevention as we move towards Homelessness Standard



Aspirations

RISE programme

Projects, including a mentoring scheme, set up to help raise aspirations in urban core



Summer

Strong turnout

2,975 young people attended 21 sessions in urban parks over summer holidays

Appendix C



95.45%

% of tenancies sustained after the introductory period

Target - 97%

Theme - People. Action – PE2.2 Number of successful introductory tenancies

Target - 97%
Performance - 95.45%
Trend - 91% achieved in quarter one

Background – Eight tenancies failed in quarter one, compared to two tenancies in quarter two. This was due to one tenant moving out of area and one tenancy having the introductory period extended as a result of rent arrears.

The tenant ending the tenancy to move out of area came as the result of Police advice. The tenancy extended due to rent arrears was due to issues with a Universal Credit claim. This tenant has now found full time employment and is reducing the outstanding debt by £100 per calendar month until the end of January.

Key actions underway – There has been an improvement on quarter one performance. The decision to extend the tenancy rather than evict has shown to be correct, allowing the tenant the opportunity to find employment and clear the outstanding debt. Further work is taking place to tackle low level arrears on all tenancies to reduce the number of failed introductory tenancies.

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



3

Number of empty home intervention plans for dwellings known to be empty for more than two years

Target - 2

Theme - People. Action - PE3.1 Number of empty home intervention plans for dwellings known to be empty for more than two years

Target - three
Performance - two
Trend - Two intervention plans were completed in quarter one (target of two), meaning we have completed four for the year. Cumulatively we are on track, but the quarter two target was narrowly missed.

Background – Redevelopment proposals were received from owners of properties on Ashby Road, Woodville, and Wilmot Road, Swadlincote in quarter two.

Further work has been ongoing at empty properties in Newhall and Swadlincote during the quarter but have not yet reached intervention plan stage.

Key actions underway – When an empty home or untidy site is reported, we categorise it by assessing the degree to which it is causing problems in the neighbourhood and the length of time it has stood empty. We try to trace the owner and bring the home back into use through sale, repair or lease.

In the case of an untidy site, we will work with the owner to try to deal with the problem. If there are problems of nuisance or vermin infestation we can require the owner to deal with those problems before a longer-term solution can be found.

Where an owner cannot be traced (or is uncooperative) we have a range of intervention and enforcement powers, which include Compulsory Purchase and Empty Dwelling Management Orders.

Opportunities/risks: Boarded up houses and derelict or untidy sites are unsightly, may attract vermin, rubbish, graffiti and vandalism and can have a negative effect on the value of neighbouring properties. We are committed to working with the community and agencies to bring empty properties in South Derbyshire back into use



55,588

Throughput at
Rosliston
Forestry
Centre

Target - 60,000

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

Target - Rosliston Forestry Centre - 60,000. Leisure centres - 170,404
Performance - Rosliston Forestry Centre - 55,588. Leisure centres - 259,799

Trend - Quarter one performance saw 63,550 visitors to Rosliston Forestry Centre and 250,774 to our leisure centres.

Background – The target for leisure centres in quarter two was smashed. However, due to a wet summer, the number of visitors to Rosliston Forestry Centre was lower than target. We are still on course to meet the annual target.

Key actions underway – A capital investment programme for Rosliston Forestry Centre has been agreed with the Forestry Commission.

We are also going through the process of reviewing and procuring new management for the popular tourist attraction. An invitation to tender has been advertised and initial bids received.

Our aim is to continue to balance the needs of the thousands of visitors attracted to the centre each year with the aim of achieving a sustainable economic business.

Opportunities/risks: The 62 hectare site, with a mix of woodland and meadow, ponds and play areas, offers a perfect playground for visitors of all ages and physical abilities, all year round. We have a busy programme of events and activities ahead which should prove popular over the remaining two quarters of the year.

There are three actions for Housing and Community Services

Housing and Environmental Services Risk Register

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

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

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

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

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

HES20	Keep the District clean and healthy	Temporary loss of fuel supply at depot	Medium	Minor	Treat	Contingency suppliers in place	Direct Services Manager
HES21	Deliver services that keep the District clean and healthy	National loss of fuel supply	Low	Significant	Treat	Business continuity plan, comply with emergency planning guidance	Direct Services Manager
HES22	Deliver services that keep the District clean and healthy	Loss of vehicle fleet through theft or fire	Low	Significant	Treat	Local and national vehicle hire companies on list of suppliers	Direct Services Manager
HES23	Deliver services that keep the District clean and healthy	Loss of service delivery from contractors	Medium	Significant	Treat	Contingency plans in place to deliver service internally or back-up contractors available	Direct Services Manager
HES24	Maintain financial health	Loss of revenue	Low	Severe	Tolerate	Main income from commercial waste collections cannot compel customers to use our service	Direct Services Manager
HES25	Deliver services that keep the District clean and healthy	Loss of depot operating centre	Low	Significant	Treat	New depot set to open in November 2017	Direct Services Manager

Community and Planning Risk Register 2017-2018

Theme/aim	Risk description	Likelihood	Impact	Risk Treatment	Mitigating action	Responsible officer
Outcomes/ Maintain Financial Health	Planning Fees – income reduces to below set targets (DM1)	Low	High	Tolerate	Careful attention to forecasts/setting budgets and budget monitoring	Tony Sylvester
Outcomes/ Maintain Financial Health	Judicial review of Planning decisions (DM2)	Low	High	Treat	Weekly case review with all case officers for early identification of high-risk cases, legal opinion sought when necessary. Ongoing review of new statutory procedures, continued advice from legal when required. Service Review planned for 2017 to optimise resources	Tony Sylvester
Outcomes/ Maintain Financial Health	Maladministration leading to injustice via LGO (DM3/BC4/PP2)	Very Low	Low	Tolerate	Some documented process of procedures Training in processes Close monitoring of report recommendation s	Tony Sylvester

Outcomes/ Maintain Financial Health	Judicial Review of Building Control Decision (BC1)	Low	Low	Tolerate	Ongoing review of new statutory procedures, continued advice from counsel when required.	Tony Sylvester
Outcomes/ Maintain Financial Health	Loss of Market share below sustainable level (BC2)	High	High	Transfer Risk	Review Marketing Strategy. Investigate potential outsourcing of activity to a third party.	Tony Sylvester
Outcomes/ Maintain Financial Health	Negligence resulting in loss to personal property (BC3/DM4)	Low	High	Tolerate	Insurance Professional training Maintain sound procedures and act speedily to recover ground when mistakes are made.	Tony Sylvester
Outcomes/ Maintain Financial Health	Failure to collect financial contributions or to enforce the delivery of obligations within Section Agreements (DM5)	High	Very High	Treat	Implementation of new software and process review 2017.	Helen Frazer
Outcomes/ Maintain Financial Health	Poor application performance (DM7)	Medium	High	Treat	New planning officer structure in place, giving better capacity to monitor cases = optimum use of resources Quarterly monitoring of application performance	Tony Sylvester

Outcomes/ Maintain Financial Health	Lack of knowledge in department relating to specialist: IT solutions; Planning; LLPG; GIS and S106 (DM8)	Medium	High	Treat	Specialist GIS knowledge outside of service e.g. specialist knowledge within IT/Corporately	Tony Sylvester
Place/ Facilitate and deliver a range of integrated and sustainable housing and community infrastructure	Technical and Legal problems/threats leading to delays in the adoption of the Local Plan Documents (including Judicial Review) (PP1)	High	High	Treat	Early liaison with Planning Inspectorate Maintaining an up to date evidence base Maintaining cross boundary communication Taking Legal advice Ongoing political engagement in process	Tony Sylvester
People/ Increase levels of participation in sport, health, environmental and physical activities	Reduction of council funding into Sport and Health Service Unable to source external funding to service Reserve fund being depleted for other sources other than the sport and health service delivery. (SP1)	High	High	Treat	Forward Budget Planning over a number of years. Lobby to maintain current funding contribution that the council makes towards the service and for an increased contribution if members want the current levels of service to be maintained. Continually seek external funding options	Hannah Peate
Place/ Support provision of cultural facilities and activities throughout the District	Managing Large Capital projects (CS1)	Low	High	Treat	Ongoing dialogue with funders Support from internal and external specialists re legal, technical	Malcolm Roseburgh

					and financial issues Financial monitoring/attendance of CPAM meetings	
Place/ Support provision of cultural facilities and activities throughout the District	Failure of Contracts e.g. leisure centres (CS2)	Med	High	Treat	Contracts in place or held over. Regular (monthly) contract monitoring meetings for main contracts Project Officer employed (RFC)	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Memorial monuments falling causing injury (CS3)	Low	Med	Treat	Informal Checks undertaken and rolling programme of rolling checks reintroduced	Malcolm Roseburgh
Outcomes/ Maintain Financial Health	Accidents at Play Areas (CS4)	Low	High	Treat	Inspections carried out by dedicated member of staff. Insurance company inspect annually Park keepers on some sites	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Dilapidation of Leisure/Community Facilities (CS5)	Low	Medium	Treat	Control measure in place: - securing internal and external funding, supporting VCS and parish Councils with funding, improving planned preventative maintenance, transferring assets where possible,	Malcolm Roseburgh

					improved monitoring	
Place/ Support provision of cultural facilities and activities throughout the District	Failure of Business Plan for Rosliston Forestry Centre (CS6)	Medium	Medium	Treat	<p>Monthly performance meetings</p> <p>Annual Review of Business Plan</p> <p>Development and implementation of new strategy</p> <p>Increase involvement of Forestry Commission in business planning</p> <p>Contract transition arrangements underway</p>	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Urban Core Cemetery Space running out (CS7)	High	Med	Treat	Continued internal meetings with Planning and Property Services to identify land opportunities	Malcolm Roseburgh
Place/ Support provision of cultural facilities and activities throughout the District	Failing Infrastructure at Rosliston Forestry Centre. (CS8)	High	High	Treat	<p>Condition survey has identified extent of problem.</p> <p>Responsibility planned to pass to incoming contractor but cost likely to be expressed through value of management sum.</p>	Malcolm Roseburgh
People/Protect and help support the most vulnerable, including those	Sustainability of the voluntary sector (CM1)	Very high	Med	Treat	Service Development proposal to continue community partnership scheme in future	Chris Smith

affected by financial challenges					years. Continue partnership working with CVS and rest of VCS	
Place/ Support provision of cultural facilities and activities throughout the District	Failure of Sharpe's Pottery Museum (CM2)	Med	Med	Treat	Councillor representation on board Attendance on board meetings by Officers Support from Community Partnership Officer when required	Chris Smith

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 8
DATE OF MEETING:	23rd NOVEMBER 2017	CATEGORY: DELEGATED/ RECOMMENDED
REPORT FROM:	GED LUCAS – STRATEGIC DIRECTOR	OPEN PARAGRAPH NO:
MEMBERS' CONTACT POINT:	EILEEN JACKSON – STRATEGIC HOUSING MANAGER 01283 595763 eileen.jackson@south-derbys.gov.uk	DOC:
SUBJECT:	INCREASING SUPPLY OF AFFORDABLE HOMES THROUGH DIRECT ACQUISITION AND L.A. NEW BUILD SCHEMES – OPTIONS REPORT	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 That Members consider the reports content and approve options 1, 3 & 6 as outlined in section 5 of this report.
- 1.2 That Members approve option 5 to be pursued in exceptional circumstances where there are demonstrable benefits for the Council on a case by cases basis
- 1.3 That Members approve in principle that Housing Revenue Account (HRA) surpluses, HRA headroom and RTB capital receipts can be utilised to purchase s106 units and homes on the open market that are suitable for use as social housing following approval of an acquisitions policy. (A further report would be brought to Housing Committee in February to set out proposed guidance on the purchase of s106 units and market housing for use as affordable housing).
- 1.4 That members approve the acquisition of section 106 units on new development sites where appropriate using HRA surpluses and headroom, capital receipts and commuted sums.
- 1.5 That any future scheme brought back to this Committee for approval is also referred to the Finance and Management Committee for further appropriate consideration.

2.0 Purpose of Report

- 2.1 This report sets out options that would enable the Council to increase the overall supply of affordable homes within the district. Each option presented will have cost implications over the long term and these implications must therefore be balanced against capacity to deliver new homes.

2.2 To seek Member approval to agree in principle the acquisition and development of new homes that can be added to our council housing stock. This will effectively kick start the Council's affordable housing delivery programme and commitment to increasing our council housing stock.

3.0 Executive Summary

3.1 The Council currently have 2990 homes (not including leased properties or homes used for temporary accommodation) within its housing stock, 996 of which are sheltered accommodation designated for the over 55s.

3.2 There is a recognised need to increase the supply of housing to meet the district's growing population. The Housing Strategy 2016 – 2021 sets out plans to increase the number of affordable homes, to unlock the potential of empty homes and make better use of existing housing stock within the social rented sector.

3.3 The Council needs therefore to consider the range of options to meet future housing needs and the flexibility required to take opportunities as and when they arise.

3.4 Taking into consideration the financial viability of each option listed below, this report will cover the Council's potential to deliver homes via the following mechanisms;

- Acquisition of new build s106 units direct from developers.
- The creation of a Council Housing Development Company (delivery vehicle) to build.
- The establishment of a partnership agreement with a developing Registered Provider [RP] to enable the Council to develop on LA owned land and purchase back the homes built directly from the RP when completed.
- The purchase of empty and derelict homes to renovate and utilise for council housing.
- Acquisition of units previously sold under RTB and RP stock disposals.
- The development of new Council housing using the HRA reserves and existing headroom.

5.0 Detail

5.1 The population of South Derbyshire is growing at a significant rate and although many new homes are being built within its borders, demand from the number of newly forming households who cannot access market housing will exceed the supply of new affordable homes being built within our district.

5.2 The Council have already made progress in terms of addressing this shortfall by developing its own new council housing in Swadlincote (Penine Way), Overseal (Lullington Road) and Linton (Coton Croft).

5.3 The Council has the capacity with its current capital programme to enable the delivery of more Council Housing and with a further approved scheme in Overseal in the pipeline, there will be another 6 units of affordable rented housing delivered next financial year.

5.4 In conjunction with the grant funded approved new build programme, the following range of options are available to increase our stock numbers and should therefore now be considered;

1. Acquisition of new build Section 106 units direct from developers
This option would enable the Council to increase its housing stock within selected preferred locations with minimal risk. There is the potential to tailor what is built for specific housing needs cases and make large scale savings by incorporating adaptations into the design of the homes. In addition, the homes would be purchased 'off the shelf' and would be significantly less expensive to maintain within the first 10 years. The Council could also utilise RTB receipts to part fund the homes (30% of the value). The final purchase price of the units would be negotiated to ensure maximum VFM for the Council.
2. The establishment of a Council Housing Development Company (delivery vehicle) to build homes for sale and rent
This would not be recommended as the set up costs of the creation of the Company would mean the overall cost per dwelling increase would significantly outweigh the cost of direct purchasing market housing. This option has worked well for some Local Authorities and may be considered in future if the Council wanted to build market housing for rent or sale and offset the cost of the affordable dwellings with the profits from the market homes sold.
3. The establishment of a preferred development partner arrangement with a Registered Provider
This option would ensure the Council achieved VFM without having to contract manage the design and build phase of the scheme. The Council would need to identify a site and work with a preferred development partner (appointed through a tendering process) who would build the homes that would be purchased by the Council when the site was completed.
4. The purchase of empty and derelict homes to renovate and utilise for social housing
This option would allow the Council to purchase homes on the open market that have been identified as a long term empty home. The Council is able to bid for HCA funding under the current SOAHP (Shared Ownership and Affordable Housing Programme) which would allow an indicative bid to be made for a set number of units for purchase and repair. Once renovated, these units could be let at affordable rent levels and held within the Councils HRA housing stock. Although this option has the potential to achieve VFM and improve our neighbourhoods and estates by bringing empty homes back into use, this option would require significant staffing resources to deliver. This option could therefore be considered at a later date if the initial outlay can justify the outcomes.
5. Acquisition of homes previously sold under Right to Buy and Registered Provider stock disposals
This option would not be recommended as stock disposals are requested when homes require more investment than they are worth and are no longer considered an asset to the provider. Homes sold under RTB that come back on the market usually require significant investment and would mean using public funds to pay for a home sold at a considerable financial loss to the Council (as they are heavily discounted). The option to buy back RTB

properties should therefore only be considered when VFM can be demonstrated or where there are other benefits to the Council (i.e. as part of a regeneration scheme or to unlock land) and not as a blanket policy for the Council to adopt.

6. The future development of new Council Housing using the HRA reserves and existing headroom in conjunction with grant funding from the Homes and Communities Agency (HCA)

This option could be taken forward in conjunction with option 3 once a preferred development partner has been appointed. The benefits of developing through a preferred partner include the ability to transfer risks through the contract agreement, a guarantee of delivery on time and within the agreed budget, the partner agencies previous experience of developing social housing and the reduction in staff time against in house management of a design and build contract.

- 5.5 Whilst the focus on increasing overall numbers of affordable housing is a corporate priority and must be the primary objective, consideration must also be given to the financial benefits over the longer term as the units will need to provide payback to the HRA within a reasonable timescale dependant on the resources utilised for the purchase and all homes acquired by the Council would need to represent value for money against purchasing on the open market (i.e. must be less expensive per dwelling than buying at market rate)
- 5.6 The options outlined above are all within the Council's capacity and financial ability to deliver, however option 2 would not be recommended, and option 5 would only be considered in exceptional circumstances for South Derbyshire at this stage due to the associated risks and option 4 would be subject to further investigation and subsequent approvals to proceed.
- 5.7 Option 6 relates to future development plans following what has already been agreed and is currently in progress, (i.e. the funding for the new Homes at Lullington Road is already in place and a further scheme to deliver 20 homes has been approved subject to land availability). As the HCA now has a significant increase in grant funding available for affordable housing, it would be wise to get future schemes approved within the scope of the SOAHP (2017 – 2021) programme whilst the funding is accessible.
- 5.8 The preferred option 1 would, subject to approval require additional capital funding to enable the Council to take advantage of opportunities that arise when planning applications are received that incorporate the delivery of s106 units on site. The council could seek to acquire these rented units that are built for the purpose of social housing at an agreed sum direct from the developer.
- 5.9 The preferred option 3 would require the Council to undertake a procurement exercise to appoint a development partner (Registered Provider) who would manage the design and build stage of the development on Local Authority owned land or land purchased by the Local Authority for that purpose. The council would then purchase the units from the development partner when completed to the agreed specifications.
- 5.10 It is therefore recommended that approval is given for Principal Officers within Strategic Housing to proceed with options 1, 3 and 6 and in exceptional circumstances where appropriate option 5, in order to increase the number of social housing units within the HRA. Once approvals are in place to pursue these options, further individual reports can [Page 02 of 47](#) back to Housing and Environmental

Services Committee where specific sites, acquisitions or partnering arrangements have been identified so that any impact on the Councils General Fund or Housing Revenue Account can be costed and evaluated to ensure the new homes represent value for money over the longer term.

6.0 Financial Implications

- 6.1 The HRA Medium-Term Financial Plan (MTFP) was reported to Finance & Management Committee in October and surpluses are projected every year over the 10 year plan.
- 6.2 HRA capital receipts are generated from right-to-buy sales and it is forecast in the MTFP that sales are going to continue at a steady rate of around 15 per year.
- 6.3 The HRA revenue reserve is estimated to be £4,603k at the end of 2017/18 achieving a surplus of £1,150k in year. The HRA capital receipts reserve is forecast to have a balance of £352k by the year-end but this includes the cost of development of 6 units at Lullington Road which will not start on site until 2018/19.
- 6.4 Under self-financing, housing subsidy payments to DCLG were replaced by a one off debt allocation which is funded through the HRA. The total debt allocation was £57,423k with a debt cap of £66,853k. The HRA are able to borrow up to the debt cap to provide more housing stock but any borrowing must be worked through the HRA Business Plan to ensure viability in the longer-term.
- 6.5 Consultation - where there are financial implications, sufficient consultation must take place with the relevant officer early in the process, before a report is circulated to finalise the wording and figures. The report should show the true costs in terms of life cycle costings with appropriate pay back on investments.
- 6.6 Any decision to spend from or borrow within the HRA would be brought back to Committee for future approval. Officers require an agreement in principle to be able to pursue opportunities to expand the social rented stock as and when they arise.

7.0 Corporate Implications

- 7.1 Approval of the recommendations contained within this report and the associated increase of affordable housing supply in the district would have a direct positive impact within the Place theme of the Corporate Plan that aims to;
 - Facilitate and deliver a range of integrated and sustainable housing and community infrastructure

And meets the associated action to;

- Increase the supply and range of affordable housing provision

8.0 Employment implications

- 8.1 Options 2, 4 and 6 may require additional staffing resources with the Strategic Housing Team, any new posts required would be brought to Committee for approval at a later date

9.0 Community Implications

9.1 The direct acquisition and development of additional affordable homes will have a significant positive impact on our communities and wider environment in terms of our ability to;

- Rehouse people living in unacceptable living conditions
- Tackle homelessness
- Enable people who cannot access market housing to remain within their communities to give support and benefit from established support networks

10.0 Background Papers

10.1 Members may recall two previous reports brought to the Housing and Community Services Committee relating to new housing delivery within the last three years;

- Council New Build – HCA Bid and HRA Resources – April 2014
- Housing Capital Investment Programme 2012 – 2017 Progress Report – April 2015

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 9
DATE OF MEETING:	23rd NOVEMBER 2017	CATEGORY: DELEGATED
REPORT FROM:	SPORT AND HEALTH PARTNERSHIP MANAGER	OPEN PARAGRAPH NO:
MEMBERS' CONTACT POINT:	HANNAH PEATE 01283 595973	DOC:
SUBJECT:	SPORT ENGLAND FUNDING PROGRAMMES	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: HCS07

1.0 Recommendations

1.1 Members approve the following:

- (i) Support in principle the Stage 2 bid to the Sport England Core Market Fund for the 'Welcome to an Active South Derbyshire Project' and to receive a future report on the outcome of the bid.
- (ii) Support the Community Sports Trust Derbyshire wide submission to Stage 2 of the Sport England Local Delivery Pilot fund.

2.0 Purpose of Report

2.1 To gain Members support for the 'Welcome to an Active South Derbyshire Project' and support for the Stage 2 Local Delivery Pilot bid submitted by Derbyshire Community Sports Trust.

3.0 Detail

3.1 At this Committee's meeting of 9th June, 2016 a report on the development of the Council's approach to physical activity and sport informed Members of the impending changes to Sport England's funding programmes and authorised officers to pursue applications to the emerging funds.

3.2 The adoption of the South Derbyshire Physical Activity, Sport and Recreation Strategy provided the strategic context for the following bids:-

Active Ageing Fund – Expression of Interest submitted by South Derbyshire Sport was unsuccessful.

Volunteering Opportunity Fund - Expression of Interest submitted by South Derbyshire CVS in partnership with South Derbyshire Sport was unsuccessful.

Core Market Fund – Expression of Interest (EOI) submitted by South Derbyshire Sport was successful and invited to submit a full submission. 250 EOIs were received by Sport England requesting over £55million for a fund of £10million.

Local Delivery Pilot – Expression of Interest submitted by Community Sport Trust for a Derbyshire wide bid successful and invited to Stage 2 submission.

Families Fund – Expression of Interest submitted by Home Start. Result awaited.

3.3 The successful Expressions of Interest in detail are as follows:-

Core Market – Sport England research has identified that 35% of the adult population regularly take part in physical activity but this activity often stops at ‘life changing’ points such as parenthood, job change, illness or house move. The Core Market Fund looks to fund innovative projects which reduce the impact of these life changing events and supports continued physical activity habit.

Clearly the current and future housing growth in the District means that over the period 2015 to 2020 an estimated 9000 people will move into new homes in South Derbyshire. The situation is ideal for a project to look at how these residents can be supported to carry on being active.

Consequently a project called ‘Welcome to an Active South Derbyshire’ which encompasses 3 approaches has been designed:

- Active Design – incorporating Sport England active design principles in the planning of new communities.
- Householder Packs – a promotional pack provided to all new homeowners providing information on physical activity opportunities in their neighbourhood and wider afield.
- Infrastructure Development – provision of physical elements such as signage for walk/cycle routes and activity provision at local community hubs promoted by volunteer ‘community champions’.

These three elements will be delivered over a 4 year period with year 1 being a gathering of information from residents who have moved into new developments in the last year which will be analysed and used to influence the design and infrastructure provision in new neighbourhoods such as Drakelow, Broomey Farm, Hilton, Etwall, Stenson etc. The final project delivery plan is being confirmed but will be based around a part time project officer who will coordinate development of householder packs, liaise with the Design Excellence Officer on the inclusion of ‘Active Design’ in the planning process and the delivery of infrastructure.

In terms of this Committee the relevant work will be within the ‘Infrastructure Development’ area with the 4 year delivery by an Active Communities Officer/team on a similar basis to the very successful Village Games and Park Life projects.

Since the initial EOI submission a number of organisations have expressed a wish to be involved in the project as they recognise that the learning gained will have county, regional and potentially national significance around sustainable planning in two tier authority areas. The National Forest Company has committed funds and officer time for co-ordination of the project and with the approval of Sport England agreed to be the accountable body for the project.

These organisations include North West Leicestershire District Council, Derby City Council, Derbyshire County Council, National Forest Company, South Derbyshire Council for Voluntary Service. The project is designed to engage those partners either from the start or later in the process.

The National Forest Company has submitted a Stage 2 submission as one of the 30 projects have been invited to this next stage. Sport England will then confirm successful projects in December with a start within 6 months of that date.

Local Delivery Pilot- Sport England is looking to invest £130million across 10 areas in the country to design and implement a new delivery mechanism for physical activity. The Community Sports Trust who delivered the successful Village Games Project has coordinated a city and county wide bid which will focus on at least two areas of low physical activity in each district of the County and apply a community development approach to engaging volunteers and participants. The Derbyshire bid has got through to the second stage along with 16 other areas. A 2nd stage bid has been submitted and Sport England is conducting an evaluation. At this stage all that is required from South Derbyshire is support for the pilot bid.

4.0 Financial Implications

- 4.1 **Core Market** – The ‘Welcome to an Active South Derbyshire’ project is seeking £250,000 from Sport England towards a £472,000 project. In terms of the Council’s involvement the contribution to the project would be £126,000 which would be allocation of £30,000 from the Sport and Health Reserve, £30,000 Commuted Sum Reserve (earmarked for spend in areas of housing growth), £60,000 Section 106 funds for infrastructure (as per Section 106 agreements) and £6,000 from existing revenue budgets.
- 4.2 The value of the work delivered by the Council in the project would be approximately £282,000 which would be the above investment plus £156,000 of Sport England grant.
- 4.3 Further detail of the financial implications will be developed for consideration by this Committee if the Stage 2 bid is successful but it is not expected that the project will require funding from the Council that is not already available in reserves or service budgets.

5.0 Corporate Implications

- 5.1 The Sport England grant programmes that the Council itself or as a partner has submitted application to fit within the Corporate Plan and in particular the ‘People’ theme, related to improved physical and mental health but also the ‘Place’ theme in respect of using the planning process to promote active living in our new communities.

6.0 Community Implications

- 6.1 South Derbyshire District Council has developed a successful and well recognised sport and health intervention from Sport England which will help maintain this community intervention, in particular the new families moving into the District.

7.0 Background Paper

- 7.1 Sport England Stage 2 Letter [Page 37 of 47](#)

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	23rd NOVEMBER 2017	CATEGORY:
REPORT FROM:	DIRECTOR OF COMMUNITY AND PLANNING SERVICES	OPEN
MEMBERS' CONTACT POINT:	CHRIS SMITH (01283 595924)	DOC:
SUBJECT:	SWADLINCOTE TOWN CENTRE CCTV REPLACEMENT PROJECT	REF:
WARD(S) AFFECTED:	SWADLINCOTE	TERMS OF REFERENCE:

1.0 Recommendations

- 1.1 To approve the replacement project to install x11 new static CCTV cameras into the existing Swadlincote Town Centre CCTV system.

2.0 Purpose of Report

- 2.1 The report outlines the need for the new cameras, details the location and type of camera to be installed and provides supporting evidence for the need to continue to have CCTV Cameras in the town centre.

3.0 Executive Summary

Swadlincote's existing seven cameras public CCTV System has over the past 18 months required an increasing amount of attention in terms of repairs and replacement of parts. At nearly eight years old a decision has been made that it will be more cost effective and beneficial to the Police to replace the existing cameras rather than continuing to pay to have the old ones repaired. A proposal has been produced to replace the existing seven Pan, Tilt, Zoom (PTZ) dome cameras with x11 new HD Static Cameras based at the same locations. The replacement scheme will also include a new recorder, software, point to point wireless receivers, all fixtures and fittings and training. The cost of the new scheme including installation and training will be approximately £15,000.

4.0 Detail

- 4.1 The existing wireless seven camera CCTV System was installed in 2010 at a cost of £43,000. The system is recorded 24 hours per day with images stored for the recommended 30 day period. The system is not normally monitored although images can be viewed live from Swadlincote Police station and should the need

arise an officer can monitor the system ie: when an incident occurs or during large events.

- 4.2 The system has proved successful and has been very cost effective with the only ongoing annual cost being the £1,600 p/a preventative maintenance cost plus the occasional call out for repairs which has until this year totalled no more than a few hundred pounds per year.
- 4.3 With the system approaching eight years old the cameras are beginning to show signs of wear and tear and that they need replacing. Over the past 18 months repair costs have increased significantly; between March 2016 and January 2017 an amount of £1,005 was spent on call out charges and repairs to the cameras.
- 4.4 Between January and March 2017 four cameras developed faults which needed repairing and after being quoted close to £4,500 to repair these four cameras and discussing it with the engineers it became apparent that a more cost effective way forward would be to replace the existing cameras with new ones.
- 4.5 The existing scheme is made up of seven permanent Pan, Tilt, Zoom Axis dome cameras. These are sited in locations that were identified during consultation with the Police back in 2009. The maintenance and repair work is currently carried out by OCS Ltd.
- 4.6 The current position and state of the cameras is as follows:
- Swadlincote Library – Camera not working and removed by OCS - Quote received of £918 to repair this camera and the William Hill camera
 - Post Office- Camera not working, no quote requested as fault arose after decision had been made to replace the cameras rather than repair them.
 - West Street – Camera removed by OCS- quote to repair received of £1,343.25 + £500 for hire of cherry picker to replace.
 - Dean and Smedley – Limited use, PTZ is not working properly will not move up or down. No quote to repair as fault arose after decision made not to repair cameras.
 - William Hill – Removed by OCS - Quote received of £918 to repair this camera and the West Street camera
 - Civic Way Camera – Radio link not working. Quoted £1,328.26 to repair + £500 to replace with cherry picker.
 - Rink Passage Camera – Currently working
- 4.7 After consultation with the Police and through speaking to three CCTV suppliers it was agreed that the PTZ cameras should be replaced by new static cameras. Although the PTZ cameras offer a total coverage of the area the 'Tours' that they are set on means that on occasions incidents are missed due to the cameras panning round. It was agreed replacing the existing PTZ cameras with two wide angled lens cameras at each location would give as good coverage, would be less likely to miss an incident and would also be a cheaper option than the more expensive PTZ cameras.
- 4.8 **Technology:**

- 4.9 Having met with three separate CCTV companies and with the local police it was agreed to replace the existing dome cameras with new HD static cameras. The dome cameras are very effective if there is 24/7 monitoring in place however we have encountered problems over the years with the cameras moving out of range during an incident and they are also more prone to breaking down as they all contain motors which can wear out. The modern day HD static cameras have wide angle lenses and offer the ability to zoom into footage that has been recorded without the images pixilating. This technology was not available when the existing system was installed.
- 4.10 The infrastructure of the existing wireless scheme will be maintained, however it has been advised to replace all of the existing wireless radio receivers as well as the cameras and the recorder.
- 4.11 **Review of Locations:**
- 4.12 The existing seven locations have been reviewed with input from the Swadlincote Police SNT officers. It was agreed that the majority of the locations still offer good coverage of the town centre and cover existing problematic locations; only one location was deemed no longer necessary. It should be noted that the 'Information Commissioner's Office CCTV Guidance' deems it necessary to have justification for the location of each camera. The one camera that the police stated was not useful was the one located on Civic Way. This camera was initially installed as an Automatic Number Plate recognition camera which was intended to record the number plates of vehicles driving down civic way, however this was never successful and although the camera has been used instead to cover the car park area the back of the High Street shops there has never been many incidents or great need to cover this area so there is little evidence to justify siting a new camera in that area.
- 4.12 Consideration was also given to install an addition camera at the bottom end of the High Street, however this is not possible due to the large trees that are located just past HSBC. The system is wireless and relies on point to point contact between cameras, the trees make point to point contact impossible. There is also no hotspot crime or ASB locations at the bottom end of the town centre so although it would be useful to have the whole of the High Street covered from a policing point of view there is currently little evidence to support the need for it. There is also limited CCTV coverage at the bottom end of the Town Centre through the Morrison's camera and from various businesses own CCTV systems.

The importance of CCTV

- 4.13 Sgt Graham Summers, the South Derbyshire Safer Neighbourhood Police Sergeant is supportive of the replacement scheme. He has stated 'that a lack of a fit for purpose' CCTV system in the Swadlincote Town Centre would have an impact on the Police's ability to deal with matters of ASB and crime.'

'The last two years (with ASB and Shoplifting increases) have presented challenges in the town centre and the ability to be able to recognise offenders (using CCTV) has proved very useful.'

'CCTV enables the Police to prove who the perpetrators are, to what extent ASB has occurred and which 'shoplifters' are moving around the town and when. Quality of evidence from witnesses (who often do not see themselves as such) can be 'shaky' and as a consequence without CCTV we may miss the opportunity to reduce crime and ASB and bring offenders to justice.'

'The town centre hosts much which requires monitoring (or retrospectively needs evidencing) bearing in mind the number of shops including public houses and banks which can easily be the focus of serious crime as we have seen.'

'A quality upgrade to the existing CCTV system would be welcomed by the local police and provide reassurance to the local businesses and the community who frequent Swadlincote.'

Statistical evidence for continued CCTV coverage in the Town centre can be demonstrated by the fact that there were over twice as many crimes (424) reported in the Swadlincote Centre Local Super Output Area (LSOA) area during the 12 month period between Oct 16 to Sept 17 as there were in the LSOA with the second highest number (178). There was also an increase of crime in the Swadlincote Centre ward of 17.1% during this 12 month period (much of which was shoplifting).

Required Specification

4.14 After initially meeting with CCTV companies and the Business Crime Manager (East Midlands Chamber) to discuss the system and the options available the following specification was produced and sent out for quotation.

- No. 1x 32 channel NVR
- No. 11x static HD, wide angle CCTV cameras, to be sited as follows:
 1. Swadlincote Library - 2x static cameras (covering entrance to Library and Toilets/Dance Studio)
 2. Post Office- 2x Static cameras (covering Market Street and covering Sir Nigel Gresley/ Town Hall)
 3. West Street – 1x static camera moving to opposite corner of building. (Covering front of Lounge Bar and West Street towards Grove Street)
 4. Dean and Smedley – 2x Static Cameras- (One covering High Street / Belmont Street & Other covering Midland Road & Town Hall)
 5. William Hill – 2x Statics (Looking either way down the High Street. To be moved lower than existing camera to view under existing trees.)
 6. Rink Way (Youth Centre) – 2x statics (to be moved to other corner of building. Covering front entrance of Youth Centre & roof of Adult Centre/ Rink Passage. It is hoped the existing working Dome can be integrated into the new scheme.
- No.6 x PoE switches for sites with more than one camera.
- No.6 x point to point links including integrated antennas and PoE Psu's
- Associated software installing on 1xPC/ laptop at SDDC and on the standalone PC at Swadlincote Police Station
- All cables, clips, brackets and ancillaries,
- Commissioning & installation
- Hire of equipment and Insurance
- Annual maintenance agreement costs
- Call out charges for repairs
- Timescales for call outs
- Details of warranty

6.0 Financial Implications

6.1 Initial quotations have been acquired based on the provided specification and they are currently being considered in liaison with procurement prior to the preferred supplier being identified. The replacement scheme will cost in the region of £15,000.

The money for the replacement scheme will come from Safer South Derbyshire Partnership reserves.

7.0 Corporate Implications

7.1 The provision of a better quality CCTV system will impact on the following Corporate Plan objectives: Help maintain low crime and anti-social behaviour levels in the District, Connect with our communities, helping them to feel safe and secure & Use existing tools and powers to take appropriate enforcement action.

8.0 Community Implications

8.1 The installation of new cameras is supported by local businesses and the local police force. The system will help reduce fear of crime as well as providing the police with much better evidence to enable them to take appropriate action.

9.0 Background Papers

9.1 None with this report.

REPORT TO:	HOUSING AND COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 11
DATE OF MEETING:	23rd NOVEMBER 2017	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF COMMUNITY AND PLANNING SERVICES / DIRECTOR OF HOUSING AND ENVIRONMENTAL SERVICES	OPEN
MEMBERS' CONTACT POINT:	STUART BATCHELOR (EXT. 5820) / GED LUCAS (EXT.5775)	DOC:
SUBJECT:	COMMITTEE WORK PROGRAMME	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: G

1.0 Recommendations

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

2.0 Purpose of Report

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

3.0 Detail

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

4.0 Financial Implications

4.1 None arising directly from this report.

5.0 Background Papers

5.1 Work Programme.

Housing and Community Services Committee – 23rd November 2017 Work Programme

Work Programme Area	Date of Committee meetings	Contact Officer (Contact details)
Reports Previously Considered By Last 3 Committees		
Corporate Plan 2016-21: Performance Report (1 Jan-31 Mar 2017)	14 th June 2017	Keith Bull Communications Manager (01283) 228705
Service Plan	14 th June 2017	Keith Bull Communications Manager (01283) 228705
Physical Activity, Sport and Recreation Strategy Adoption	14 th June 2017	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Corporate Plan 2016-21: Performance Report (1 April – 30 June 2017)	24 th August 2017	Keith Bull Head of Communications (01283 228705)
Housing Policy Post Election	24 th August 2017	Martin Guest Performance and Policy Manager (01283) 595940
Open Space, Sports and Community Facility Strategy Action Plan	5 th October 2017	Zoe Sewter Open Space and Facility Development Manager (01283) 5955753
Disabled Facilities Grants – the 2017/18 allocation	5 th October 2017	Eileen Jackson Strategic Housing Manager (01283) 595763

Implications of the Homelessness Reduction Act 2017	5 th October 2017	Eileen Jackson Strategic Housing Manager (01283) 595763
Provisional Programme of Reports To Be Considered by Committee		
Corporate Plan 2016-21: Performance Report (1 July – 30 September 2017)	23 rd November 2017	Keith Bull Head of Communications (01283 228705)
Increasing Supply of Affordable Homes through Direct Acquisition and L.A. New Build Schemes – Options Report	23 rd November 2017	Eileen Jackson Housing Strategy Manager (01283) 595763
Sport England Funding Programmes	23 rd November 2017	Hannah Peate Sport and Health Partnership Manager (01283) 595973
Swadlincote Town Centre CCTV Replacement Project	23 rd November 2017	Chris Smith Communities Manager (01283) 595924
Adoption of Affordable Housing Supplementary Planning Document	1 st February 2018	Karen Beavin Planning Policy Team Leader (01283) 595749
Review of Leaseholder Policy	1 st February 2018	Martin Guest Interim Housing Services Manager (01283) 595940

Supported Housing Review (Update)	1 st February 2018	Martin Guest Interim Housing Services Manager (01283) 595940
Swadlincote Woodlands Management Plan	1 st February 2018	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
Homeless Strategy (2018-2023)	1 st February 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Allocations Policy and Choice-Based Lettings	1 st February 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Corporate Plan 2016-21: Performance Report (1 October – 31 December 2017)	8 th March 2018	Keith Bull Head of Communications (01283 228705)
Tenancy Policy	8 th March 2018	Martin Guest Interim Housing Services Manager (01283) 595940
Review of the Disabled Facilities Grant Policy	8 th March 2018	Eileen Jackson Housing Strategy Manager (01283) 595763
Review of Housing Complaints Procedure	8 th March 2018	Martin Guest Interim Housing Services Manager (01283) 595940

South Derbyshire Playing Pitch Strategy	26 th April 2018	Malcolm Roseburgh Cultural Services Manager (01283) 5955774
Safer South Derbyshire Partnership – Community Safety Partnership Plan 2018-21	26 th April 2018	Chris Smith Communities Manager (01283) 595924
Corporate Plan 2016-21: Performance Report (1 January – 31 March 2018)	2018/19	Keith Bull Head of Communications (01283 228705)