



South
Derbyshire
District Council



Service Plan 2020/21

Service Delivery Directorate

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Introduction

The Corporate Plan

The Corporate Plan 2020-2024 sets out the values and vision for South Derbyshire and defines the Council's priorities for delivering services.

The three key priorities are: Our Environment, Our People, Our Future. The plan seeks to ensure that the District remains a great place to live, visit and invest.

The Corporate Plan does not cover everything the Council does, but instead focuses on the issues that are most important to residents, on national priorities set by the Government and on the opportunities and challenges resulting from the changing social, economic and environmental aspects of the District.

As well as enabling effective monitoring and leading our performance management, it links the Council's strategic priorities and objectives directly to the activities of each service area through annual Service Plans. A plan is produced for each of the three Directorates; Chief Executive's, Corporate Resources and Service Delivery.

Covering the 2020-2021 financial year, the Service Plans (updated annually) align current delivery arrangements with changing patterns of demand, making the most effective use of available and future resources.

Our Values

Our Values provide a benchmark for behaviour across our organisation and underpin everything that we do, including how we work with others. They are a golden thread throughout everything we do.

Our Values are as follows:

Together we will:

Take pride in our place

We will promote responsible behaviour and are committed to creating a more sustainable District.

Have respect for everyone

We will listen, be honest and act with integrity at all times.

Achieve excellence in all we do

We will take pride in our District, always striving for continuous improvement.

The importance of service planning

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

While the budgetary setting is constrained, there are ever-increasing pressures and demands to do more with less. In this context, it is essential that services are well planned, with the capability to evolve in order to meet community needs.

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

Performance Management Framework

The Performance Management Framework sets out what is measured and the progress the Council is making towards the achievement of its Corporate Plan aims.

Council resources are aligned and focused in priority areas to deliver maximum value for people, partners and businesses. The Council proactively identifies and manages any risks that might affect service delivery through regularly reviewing performance and taking action where required.

The Performance Management Framework consists of three levels. The Corporate Plan sits at the top and seeks to ensure that the District is a great place to live, visit and invest.

Outcomes and measures to deliver against the key priorities of the Corporate Plan are defined in Service Plans and the third level is the individual objectives and targets of employees.

Everyone has a shared responsibility for delivery of the Corporate Plan. The Performance Dashboard details the key priorities, outcomes and actions for the year. These measures are reported on a quarterly basis to help monitor and manage performance effectively and on an on-going basis.

Managing risks

The Council's Risk Management Strategy sets out a consistent and robust framework for managing risks at a corporate level. From this, service risk registers are managed, monitored and reviewed on a regular basis to provide operational governance and control around the delivery of services.

Monitoring and review

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

Key aims

All priorities and activities undertaken by the Service Delivery Directorate complement the collective vision 'to ensure that our District remains a great place to live, visit and invest.'

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

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

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

Our Future - Growing our District and our skills base

The Council has a strong understanding of its customers' needs and the directorate performs well across a range of key measures. However, the Council, through its employees, constantly strives to develop and improve its services for the benefit of its customers.

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

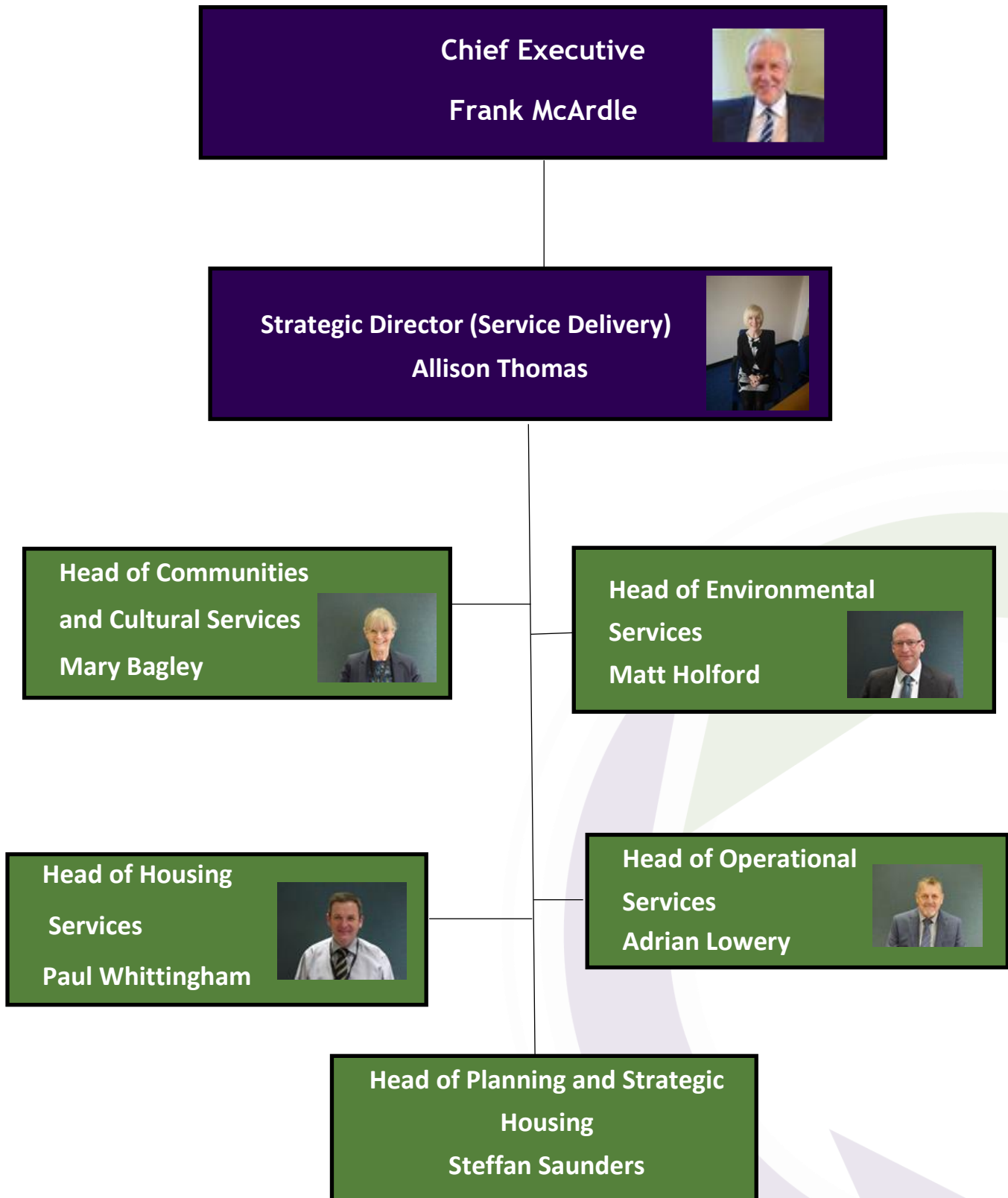
Equality, Diversity and Inclusion

Equality matters to the Council, if we are to ensure the District remains a great place to live, visit and invest. At the heart of the Council's approach is fair treatment and equal opportunity for all. Working with residents, Elected Members and partners the Council will jointly develop its objectives and actions to ensure the Equality Duty is adhered to and building on a culture of equality and diversity within the Council fair and accessible services will be provided to residents of and visitors to the District.

The Council will also demonstrate commitment to equality, diversity and inclusion by publishing the Corporate Equalities and Safeguarding Annual Report which highlights what has been done to meet the Equality Duty (part of the Equality Act 2010) and how the Council has continued to play its part in helping to make society fairer by tackling discrimination and providing equality for all.

Service structure

The structure of the Service Delivery Directorate, showing each service area, is shown below:



Service operations

A significant part of the work undertaken by the Directorate is statutory; however, non-statutory work also contributes significantly to ensure the Council operates within its statutory and regulatory powers.

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

Statutory

- Asbestos Regulations (Housing Services)
- Biodiversity Duty - Natural Environment and Rural Communities Act 2006 (Cultural and Community Services)
- Building Control (as part of the Central Building Control Partnership)
- Closed churchyards re Burial Act 1853 (Cultural and Community Services)
- Common Duty of Care under the Occupiers Liability Act 1957 (Cultural and Community Services)
- Conserving and enhancing the natural environment (Cultural and Community Services)
- Crime Reduction and Anti-Social Behaviour (Cultural and Community Services)
- Dangerous Structures (Planning and Strategic Housing)
- Development Management (Planning and Strategic Housing)
- Designated Waste Collection Authority (Operational Services)
- Disabled Facilities Grants (Housing Services)
- Dog control services (Environmental Services)
- Environmental Protection Act (Operational Service, Environmental Services)
- Eviction of illegal encampments on SDDC owned land (Environmental Services)
- Fire Safety Regulations (Housing Services)
- Food hygiene compliance in local food businesses (Environmental Services)
- Gas Safety Checks (Housing Services)
- Homelessness Duty (Housing Services)
- Infectious disease outbreak control (Environmental Services)
- Investigation and control of environmental crime - fly tipping, litter, anti-social behaviour, dog fouling (Environmental Services)
- Investigation and resolution of public health, noise and pollution complaints (Environmental Services)
- Legionella Regulations (Housing Services)
- Maintain the Housing Register (Housing Services)
- Maintenance of Vehicle Operations Licence (Operational Services)
- Monitoring and management of air quality/land contamination (Environmental Services)
- Planning Enforcement (Planning and Strategic Housing)
- Planning Policy - generation of on-going policy for the control and management of development and the delivery of housing (Planning and Strategic Housing)
- Principal Litter Authority (Operational Services)
- Regulation of health and safety legislation in lower risk businesses (Environmental Services)
- Regulation of pollution from industrial sites (Environmental Services)
- Taxi Testing (Operational Services)

Non-Statutory

- Advice on the environmental and public health impact of planning applications (Environmental Services)

- Built Conservation and Heritage (Planning and Strategic Housing)
- Children's Play Provision (Cultural and Community Services)
- Civic Duties and Events (Cultural and Community Services)
- Community Engagement and Development (Cultural and Community Services)
- Maintaining the Council's environmental management systems (Environmental Services)
- Cultural/Public Events (Cultural and Community Services)
- Delivery of Affordable Housing (Planning and Strategic Housing)
- Delivery of Health and Housing Agenda (Housing Service/ Planning and Strategic Housing)
- Delivery of Homeless Strategy (Housing Services)
- Delivery of Housing Strategy (Planning and Strategic Housing)
- Delivery of New Council Housing (Planning and Strategic Housing)
- Electrical Testing (Housing Services)
- Environmental Education (Cultural and Community Services)
- Flooding and Drainage (Cultural and Community Services)
- Leisure, Sport, Forestry Centre and Community Facility Management and Provision (Cultural and Community Services)
- Manage the Better Care Fund allocation (Strategic Planning and Housing)
- Maintenance of Bus Shelters (Operational Services)
- Maintenance of Public Conveniences and of Street Furniture (Operational Services)
- Monitoring housing needs and commissioning of related research (Planning and Strategic Housing)
- Monitoring and managing Section 106 agreements (Planning and Strategic Housing)
- Parks, Open Space, Cemetery and Tree Management and Development (Cultural and Community Services)
- Pest control treatments (Environmental Services)
- Providing compliance advice and support to the local business community to support business growth (Environmental Services)
- Active Communities and Health (Public) Services and Development (Cultural and Community Services)
- Support for the Voluntary and Community Sector (Cultural and Community Services)

Cultural and Community Services

This area is made up of the Communities Team, Cultural Services and Active Communities and Health.

Communities Team

The Team is responsible for facilitating and delivering the work of the local statutory Community Safety Partnership (CSP) and the delivery of its 2020-23 Community Safety Partnership Plan. The South Derbyshire Community Safety Partnership brings together several partner agencies who work together to deliver projects and initiatives that will help prevent and reduce crime and disorder in South Derbyshire.

The priorities set out in the Partnership Plan are delivered in accordance with the Derbyshire Constabulary Strategic Threat and Risk Assessment. The priorities set out in the 2020-23 Partnership Plan are:

- **Anti-Social Behaviour (ASB)**
- **Protecting Those Most at Risk**
- **Organised Crime**

Within the Communities Team is a dedicated Anti-Social Behaviour Officer who investigates complaints received from members of the public. The officer uses tools and powers from the Anti-Social Behaviour, Crime and Policing Act 2014 to take enforcement and can also use a range of early intervention measures, including mediation and target hardening to seek solutions to local issues.

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

The Community Partnership Officer provides support and advice to the voluntary and community sectors in relation to funding (e.g. funding sources, bid writing and funding strategy) and project development.

The Team facilitates the Council's revenue support for local communities, with a total of more than £298,000 granted to eight local organisations across the voluntary and community sector. The grants are managed through a rolling three-year service level agreement.

The Team also facilitates the Community and Environmental Partnership Grant scheme, through which £250,000 capital funding is available to support community-based projects.

Cultural Services

Leisure facilities: The Team is responsible for contracts for the management of the Green Bank Leisure Centre and Etwall Leisure Centre. It is also responsible for the management of Midway Community Centre and Swadlincote Town Hall and the development of a new community facility at Stenson Fields and its future management. The unit also leads the development of projects contained within the Open Space and Facility Development Strategy.

Parks, open space and cemeteries: The Team has responsibility for the management of three urban parks covering approximately 15 hectares, the 30 hectare Swadlincote Woodland Forest Park, 47 equipped play areas owned by the Council, public open space that currently occupies an

area in the region of 60 hectares, six cemeteries, various closed churchyards, 11 football pitches, eight allotment sites and large areas of common land. The Team manages the tree stock on these sites and supports other Teams across the Council in managing trees within their portfolio. The Team is also heavily involved in the process of land adoption including consultation, design, adoption, management and use of Section 106 resources.

Land drainage: The Team is responsible for the Council's statutory and discretionary land drainage functions as the land drainage authority, ancillary services during flooding and for investigating flooding events.

Rosliston Forestry Centre: is owned and managed in partnership with the Forestry Commission. It has attracted more than £3 million in external funding over the past 15 years and draws in around 190,000 daytime and overnight visitors per year. Management of the site has recently been taken back in-house with the intention to go back out to market for an external management contractor in the near future.

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

Environmental Education: is based at Rosliston Forestry Centre. The Environmental Education Partnership between the Council, Rolls-Royce plc and the National Forest Company aims to develop the knowledge, understanding and respect of the environment by young people and adults. In addition to hosting school and other group visits, the Team manages events, co-ordinates the District-wide Environmental Forum and Cultural Forum, leads on the local Forest Schools initiative and delivers contracts for the Woodland Trust and others.

Active Communities and Health

Active Community Development: This involves developing infrastructure, through partnership working, to enable local people to become involved in physical activity, sport and recreation as a vehicle for health improvement, social inclusion and community development. This is principally undertaken through the Council's membership of Active South Derbyshire and Active Derbyshire. This area of work also supports capital projects to ensure that site development plans will achieve funder's outcomes, along with maximising opportunities of new and existing facilities to improve and deliver physical health and wellbeing opportunities.

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

Public Health Development and Improvement: The area of work leads on health promotion and improvement to improve the overall wellbeing of residents. It also delivers a range of Public Health Contracts including Public Health Contracts including "Exercise by Referral and working in partnership with the Derbyshire County Council Live Life Better Service" and works with public health partners to manage the local Health and Wellbeing Group.

Get Active in the Forest: is a project which engages local people in activities including walking, cycling, outdoor pursuits and archery. The Project oversees the Walking for Health Scheme across the District and manages the National Forest Walking Festival in partnership with a range of people

including the National Forest Company and Economic Development and Growth Team. The Get Active Project's aim is to engage the least active in the District to increasing their physical activity levels, but also delivers social and community cohesion through a wide range of volunteers.

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



Performance

Our Environment		
Keeping a clean, green District for future generations		
Key Aim	Outcome	Service Measure
E1. Improve the environment of the District	E1.3 Enhance biodiversity across the District.	Recruit to all positions in the service following the structural review.
		Delivery of Bio Diversity Action plan through the working group.
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	7% reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline.
		Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage.
		Develop with relevant staff, appropriate actions to reduce grey mileage over the next three years.
		>30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.
		Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably.
		5% reduction in the quantity of fleet diesel used compared to 2018/19 baseline.
		Measure and compare fleet diesel consumption by all relevant vehicles and staff in the service to baseline mileage.
	Develop an action plan to reduce diesel mileage over the next three years.	
	E2.2 Work with residents, businesses and partners to reduce their carbon footprint.	Cycling initiatives e.g. bike ability- Target for 2020/21 Anticipated pre-CV-19 500. Balanceability-anticipated pre- CV-19 300.
		Environmental Forum - develop and promote a network of environmental volunteers.
Environmental Education Project business and action plan.		
E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.	Anti-Social Behaviour (ASB) in the Swadlincote Town Centre Lower Super Output Area (LSOA).
	3.2 Improve public spaces to create an environment for people to enjoy.	Devise a South Derbyshire standard for parks and open spaces based on the green flag award.
		Encourage businesses to sponsor floral displays on traffic islands in the District
		Adopt public open space on new developments in the District
Our People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P1. Engage with our communities	P1.1 Support and celebrate volunteering, community groups and the voluntary sector.	Number of active volunteers that volunteer directly for South Derbyshire District Council Annual measurement.
		Financial support through Community partnership Scheme and Safer Neighbourhood Grants - Number of Community Organisations to receive financial support - to show an upward trend.
		Number of volunteers celebrated by nomination, Annually to show upward trend. (Nominations received for the Community Awards held in February).
		Number of active volunteers in the District (Annually).
	P1.2 Help tackle anti-social behaviour and crime through strong and proportionate action.	Number of ASB Police Calls for Service (per 1,000 population) Figure to be shown in comparison with other Derbyshire Districts.
		Level of crime rate (Total Crime) (per 1,000 population) Figure to be shown in comparison with other Derbyshire Districts.
P2. Supporting and safeguarding the most vulnerable	P2.2 Promote health and wellbeing across the District.	The Health and Wellbeing action plan to include an action around the % of physically active adults in the District. Maybe delayed in plan creation due to CV-19 and PH lead.
Our Future		
Growing our District and our skills base		
Key Aim	Outcome	Service Measure
F1. Develop skills and careers	F1.2 Support unemployed residents back into work.	Supporting young people to access leadership and volunteering opportunities to develop their skills to enhance employment prospects and career aspirations.

Environmental Services

Commercial Team

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

Pollution Team

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

Community Safety Enforcement Team

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

Private Sector Housing Team

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

Environmental management

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

Key Aims

Much of the work in Environmental Services is driven by national and international law and from statutory guidance issued by various Government departments and agencies. This work over the next year will, therefore, largely be determined by changes at this level. However, one of the priorities of the new Corporate Plan 2020-24 is 'Our Environment'. This has markedly increased prominence of a lot of the Department's work and this needs to be reflected in the Corporate and Service plans.

The Service will aim to directly contribute to the Corporate Plan priorities by:

- Taking the lead in enabling South Derbyshire District Council to become carbon neutral by 2030 and the District by 2050;
- Continuing to reduce fly; tipping incidents
- Making a significant contribution to reducing reported levels of anti-social behaviour;
- Helping take families out of fuel poverty.

The Service will also aim to:

- Lead the retention of the Council's Environmental Management System (ISO140001) accreditation.
- Maximise the proportion of food businesses with the top food hygiene rating;
- Continue the increase in the number of food businesses in the District;
- Help our local food businesses understand how to deal with new laws about food allergies.
- Support and deliver litter clean-up events;
- Work with Swadlincote town centre businesses to tackle anti-social behaviour;
- Carry out further consultations to consider the need for new Public Spaces Protection Orders for controlling dogs;
- Maximise the benefits of town centre parking in Swadlincote;
- Find ways to improve air quality and to implement proposed new laws to control air pollution;
- Minimise the public health impact of exposure to environmental noise;
- Increase the use of sustainable travel by Council staff and people accessing Swadlincote town centre;
- Help the Council to introduce ways to reduce water consumption and waste from its own activities;
- Improve the services offered to support vulnerable people or prevent residents falling into vulnerability to reduce the cost burden on the NHS.
- Bring more long-term empty homes back into occupation;
- Ensure that the energy efficiency of rented residential properties meet legal standards;
- Increase income from providing consultancy services and re-invest this in improved services to our residents;
- Develop and improve the Civica database to drive improvements in efficiencies.

Performance

Our Environment		
Keeping a clean, green District for future generations		
Key Aim	Outcome	Service Measure
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2032.	Delivery of relevant targets and actions contained in the Climate Emergency Action Plan (Jan 2020).
		30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.
		7% Reduction in grey fleet miles used for work travel.
		5% Reduction in total diesel consumption of Council fleet.
	E2.2 Work with residents, businesses and partners to reduce their carbon footprint.	Delivery of relevant actions and targets in the proposed Derbyshire Environment and Climate Change Framework or its equivalent.
E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.	% of food businesses with a Food Hygiene Rating Score of 5.
		Number of registered food businesses active in the District.
		Develop a Swadlincote town centre parking permit policy.
	3.2 Improve public spaces to create an environment for people to enjoy.	Complaints about noise measured as the number of complaints per 1000 head of population.
		Publish an Annual Status Report on compliance with national air quality standards and long term trends in air quality across South Derbyshire.
Our People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P1. Engage with our communities	P1.2 Help tackle anti-social behaviour & crime through strong and proportionate action.	Produce an annual Enforcement and Compliance Report to publish comparative evidence of the regulatory activity carried out by the Council.
P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	Number of interventions to address Category 1 HHSRS hazards in private sector households (the estimated number of households with Cat 1 hazards will soon be published in the Housing Stock Condition survey).
		Number of interventions completed to bring empty homes back into occupancy.
	P2.3 Improve the condition of housing stock and public buildings.	Number of EPC certificates meeting the legal standard of A to E in the private rented sector.

Housing Services

Housing Operations Team

The Housing Operations Team allocates and manages Council-owned properties in a fair and transparent manner, to provide landlord services that are both compliant with regulation and offer customers and tenants services that are considered to be best practice in the region.

The Service will do this through:

- Allocating Council properties transparently;
- Delivering Housing advice and homelessness services that allow greater engagement with customers;
- Providing Supported housing services for vulnerable people through the Careline and other support services;
- Engaging with communities to establish the needs of customers and to develop community cohesion and resilience;
- Delivering Housing management services to help sustain tenancies, and make the best use of Council stock;
- Enforcing tenancies to manage breaches of tenancy and antisocial behaviour;
- Managing estates to ensure the upkeep of communal areas and facilities to agreed Council standards;
- Maximising income from rent and collecting former tenant and sundry debt such as garages;
- Utilising the Better Care Fund allocation to promote independence and prevent hospital admissions.

Housing Services Team (Repair and Improvement)

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

The Service will do this through:

- Developing a modern day-to-day repairs service that responds to customer needs;
- Developing a long-term evidence-based property improvement plan;
- Ensuring that buildings and land are safe, secure and compliant with all safety regulations;
- Maximising income by minimising the time property is vacant;
- Improving services to the public who require their homes to be adapted;
- Ensuring that repair and maintenance services are delivered in an efficient manner to maximise value for money.

Key Aims

Over the next five years, the Housing service will face several challenges including changes brought about by Welfare Reform, climate change, the Housing and Planning Act and the Housing Green Paper.

To manage this there is a need to ensure that income is maximised through rent collection and that the services are efficient and effective and meet the increased expectations of customers.

The sector is seeing a channel shift towards online delivery of services and needs to modernise the services that are delivered to meet expectations.

To address these issues the Service aims to:

- Maximise rent collection through Universal Credit implementation;
- Provide tenants with easy access to services by modernising systems and mobilising the workforce;
- Improve the use of digital technology to enhance service delivery;
- Deliver against the objectives set out in the Asset Management Strategy;
- Carry out research and develop a plan to improve the energy efficiency and carbon footprint of Council homes.
- Develop a new model for delivering Supported Housing Services;
- Review our Community Engagement Strategy and Introduce new measures to obtain customer data and gather feedback to inform future service delivery;
- Implement a revised Council's Allocations Policy to better manage the Housing Register;
- Carry out a detailed review of homelessness and produce a new Homelessness Strategy;
- Ensure funding opportunities are maximised to deliver front-line housing services;
- Work with Registered Provider partners to ensure a consistent approach to the management of social housing is maintained across the District.

Performance

Our Environment		
Keeping a clean, green District for future generations		
Key Aim	Outcome	Service Measure
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	7% reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline.
		Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage.
		Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years.
		>30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.
		Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably.
		5% reduction in the quantity of fleet diesel used compared to 2018/19 baseline.
		Measure and compare fleet diesel consumption by all relevant vehicles and staff in the service to baseline mileage.
		Develop an action plan to reduce diesel mileage over the next 3 years.
		Have an energy rating of C or above by April 2030 for all SDDC housing Stock.
Our People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P2. Supporting and safeguarding the most vulnerable	P2.1 With partners encourage independent living and keep residents healthy and happy in their homes.	Rent Collected from current and former tenants as a % of rent due (excluding arrears b/f).
		Rent arrears of current tenants as a % of the rent due.
		Former tenant arrears as a % of the annual rent debit.
		Tenancy Welfare Visits to vulnerable tenants.
		Total number of adaptation referrals in the pipeline.
		Satisfaction with Council Adaptations.
		Satisfaction with Private Adaptations.
		Council Adaptations - For extensive major works. Average time taken from the point of receiving the referral by the Housing Adaptations Officer to the completion and sign off of the adaptation work.
		Council Adaptations - For level access showers/stair lifts. Average time taken from the point of receiving the referral by the Housing Adaptations Officer to the completion and sign off of the adaptation work.
		Private Adaptations - For level access showers/stair lifts. Average time taken from the point of receiving the referral by the Housing Adaptations Officer to the completion and sign off of the adaptation work.
		Private Adaptations - For extensive major works. Average time taken from the point of receiving the referral by the Housing Adaptations Officer to the completion and sign off of the adaptation work.
		Average length of stay for all households in Bed & Breakfast.
		% of successful introductory tenancies.
	P2.3 Improve the condition of housing stock and public buildings.	Tenant Satisfaction with Improvement Schemes (planned maintenance,kitchens,bathrooms,re-wires, heating, roofing).
		Average number of calendar days taken to complete responsive repairs (all void work is excluded).
		% of all contractor jobs completed on time.
		% properties with a valid Annual Gas Safety Certificate (G15C0).
		Average length of time for current voids.
		Average re-let time taken for major works only.
		Average time taken to re-let local authority homes (days) (excluding major voids).
% of residents very or fairly satisfied with the quality of new home.		
P3. Deliver Excellent Services	P3.1 Ensuring consistency in the way the Council deal with service users.	Housing correspondence answered within 10 working days.

Operational Services

Street Scene Team

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

The Team provides a service to remove graffiti from public locations and, on request, from private property. The service endeavours to remove offensive graffiti within 24 hours of it being reported.

The Team also maintains, services and undertakes repairs to bus shelters, public conveniences, litter bins and street furniture and the replacement/provision of street name plates.

Grounds Maintenance services are undertaken as the Council's main contractor. Primary internal clients are Cultural and Community Services and Housing Services and the main external clients are Derbyshire County Council and local Parish Councils.

Maintenance services are provided on the Council's main parks, two of which currently hold Green Flag status. The service works closely with clients to deliver a wide range of soft landscaping services including general grass cutting, weed control, sports pitch maintenance, fine turf maintenance, grave digging and cemetery maintenance, playground equipment inspections and repairs, as well as arboriculture services.

Services are delivered, in accordance with agreed Council Service Standards, on public open spaces, highway verges, play areas, parks and recreation grounds, housing open plan areas and sheltered housing schemes.

Waste and Transport Team

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

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

Seven sites are located across the District where householders can deliver excess recyclable materials and deposit them in recycling banks.

The Council provides a commercial waste service to more than 400 local businesses with a range of bin sizes/recycling options available.

The Council is required to maintain an operating licence for all vehicles over 3.5 tonnes and currently has 15 vehicles. These vehicles are subject to specific operating and maintenance regimes and the Council must satisfy the Traffic Commissioner that it complies with all requirements of its licence. Two mechanics repair, service and maintain the **Transport Fleet** which is made up of 82 vehicles and 85 items of small plant, used by eight different service areas within the Council.

Key Aims

Over the next five years, Operational Services will ensure it is able to continue delivering services that people want and will use against a backdrop of increased expectations and a fast-growing population.

It will do so whilst exploring alternative service delivery models and joint working opportunities to develop the commercial potential of the Council's operational services across and outside the District.

The service will continue to evolve to meet the challenges faced within the local authority sector, keeping the communities and residents of the District at the heart of what it does and aims to achieve.

The Service will aim to:

- Reduce the amount of residual waste collected;
- Deliver increased recycling and composting of any waste collected;
- Provide clean streets and improve the built environment;
- Improve the aesthetics of the District through soft landscaping and grounds maintenance.

Performance

Our Environment		
Keeping a clean, green District for future generations		
Key Aim	Outcome	Service Measure
E1. Improve the environment of the District	E1.1 Reduce waste and increase composting and recycling.	Number of missed collections per 100k collections.
		% of bins rejected as contaminated per 100k collections.
	E1.2 Reduce fly tipping and litter through education, engagement and zero tolerance enforcement action where appropriate.	% of fly tips cleared within 24hours.
		Average time taken to clear reported Fly-tips.
		% of streets swept in accordance with scheduled sweeps.
		% of surveyed areas at grade C or above.
		% of grass cutting completed in accordance with scheduled cuts.
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	7% reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline mileage.
		Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline.
		Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years.
		>30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.
		Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably.
		% reduction in the quantity of fleet diesel used compared to 2018/19 baseline.
		Measure and compare fleet diesel consumption by all relevant vehicles and staff in the service to baseline mileage
		Develop an action plan to reduce diesel mileage over the next 3 years

Planning and Strategic Housing

Planning Services

As a result of the population growth, the Planning Service has experienced significant increases in the volume and complexity of planning applications over the last five years. 2019 saw the largest number of new home completions in the Council's history.

Planning Services has seen considerable change as national expectations and customer demand increases. The recent Review of Planning Services was implemented in 2018 to ensure that best and most efficient use of resources is made. This continues to show improvements to the Service, but more are being rolled out in the coming year.

Preparing and monitoring the statutory **Local Plan** sets out the long-term growth strategy for South Derbyshire. This includes identifying how essential infrastructure will be provided and funded.

The **Policy Team** works closely with adjacent authorities in the wider Derby Housing Market Area (HMA) on strategic issues such as housing, employment, transport and the environment. Specialist advice and support is provided in relation to more than 700 listed buildings and 22 conservation areas and on the quality of design of major proposals to secure design excellence. The Council now has an adopted Local Plan to cover development in the District through to 2028 although background work has started to look beyond this period.

The **Development Management Team** dealt with almost 1,500 planning applications in 2019. The diverse nature of the District means that a wide variety of applications are received. Officers, under the scheme of delegation, determine approximately 90% of applications. The remainder are determined by Elected Members at Planning Committee. Free, informal advice is provided to developers and householders. Development Management also deals with planning appeals, along with Tree Preservation Orders and consent for works to trees, and diversions and stopping up of footpaths.

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

In terms of **Building Control**, in order to provide resilience of the service into the future, the service has joined the Central Building Control Partnership (as part of a partnership of six Local Authority Building Control units) to provide the service for South Derbyshire going forward. So far, this new partnership is meeting its aims and objectives and has maintained income levels and market share.

Strategic Housing Team

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

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

In 2019/20 new evidence was commissioned in the form of a new Strategic Housing Market Assessment to provide better evidence for the Authority to secure a need-led mix of housing on new developments across the District.

During 2018/19 the Council delivered a record 219 new affordable homes within the District, within 2019/20 the Council delivered 324 affordable homes, this figure includes 15 new Council houses.

Strategic Housing services are summarised below:

- Explore methods of delivering new affordable homes, including working in partnership with others;
- Deliver affordable housing;
- Assist in the negotiation of Section 106 agreements and planning conditions to ensure the appropriate mix of new housing is built within the District;
- Commission research to inform future investment and policy decisions;
- Compile and co-ordinate the delivery of the Housing Strategy;
- Work with Registered Provider Partners to deliver affordable housing sites across the District;
- Tackle health inequality through housing interventions.

Key Aims

The key aims of Planning and Strategic Housing for the coming year are:

- Continue with the programme of improvements identified in the Planning Service Review including the implementation of new software, developing processes further;
- Deliver key supplementary planning and development plan documents and with our HMA partners, continue with the preparation for a review of the Local Plan;
- Continue the improvement of the management of Section 106 agreements through better in-house procedures and commitment of further resources;
- Increase the proactive monitoring and support of housing delivery, especially the largest strategic sites;
- Further improve the design quality of development in the District and secure environmental improvements;
- Work in conjunction with health and social care partners to deliver joined up services that tackle health and housing inequality;
- Deliver more adapted housing, supported housing and extra care housing to meet the needs of the ageing population (and commission the necessary evidence base).
- Ensure the continued success as a member of the new Building Control Partnership.

Performance

Our Environment		
Keeping a clean, green District for future generations		
Key Aim	Outcome	Service Measure
E1. Improve the environment of the District	E1.3 Enhance biodiversity across the District.	Recruit a section 106 Project Officer.
		New tree planting to be 10% on all sites irrespective of location in the district (60% target).
E2. Tackle climate change	E2.1 Strive to make South Derbyshire District Council carbon neutral by 2030.	7% reduction in the 'grey' miles travelled in delivering the service compared to 2018/19 baseline.
		Measure and compare grey miles travelled by all relevant staff in the service for comparison against baseline mileage.
		Develop with relevant staff, appropriate actions to reduce grey mileage over the next 3 years.
		>30% of staff in the service to be either working flexibly or travelling to work sustainably by 2021.
		Develop an action plan to enable as many staff members as possible to work flexibly or travel to work sustainably.
E3. Enhance the attractiveness of South Derbyshire	E3.1 Enhance the appeal of Swadlincote town centre as a place to visit.	Commence the Swadlincote Conservation Area Character Statement Review
Our People		
Working with communities and meeting the future needs of the District		
Key Aim	Outcome	Service Measure
P3. Deliver Excellent Services	P3.4 Investing in our workforce.	Attainment of RoSPA recognition for the Council's Health & Safety Management Framework.
Our Future		
Growing our District and our skills base		
Key Aim	Outcome	Service Measure
F1. Develop skills and careers	F1.1 Attract and retain skilled jobs in the District.	Encourage developers to utilise employees from within District and Job Training schemes/partnership with Colleges and Schools through use of informative (Target -100% of eligible major employment allocation cases p/a) F103.
F2. Support economic growth and infrastructure	F2.2 Enable the delivery of housing across all tenures to meet Local Plan targets.	Speed of validating applications – applications to be processed to point of valid/not valid within a set timeframe within 10 working days (70% target) .
	F2.3 Influence the improvement of infrastructure to meet the demands of growth.	Annual report on S106 agreements.
F3. Transforming the Council	F3.2 Source appropriate commercial investment opportunities for the Council.	Investigate pre-application charging - report to E&DS Committee.

Workforce

In terms of workforce development, an annual training and development plan is produced after Performance Development Reviews are held. Flexible and homeworking opportunities are provided, that are considered crucial to motivate and engage high-performing staff. As of April 1, 2020, 219 staff are employed in Service Delivery.

A breakdown is shown in the following table:

		Full time equivalent	Number of employees
Service Delivery	Cultural and Community Services	26.84	33
	Environmental Services	14.69	16
	Housing	53.19	57
	Operational Services	87.59	88
	Planning & Strategic Housing	25.46	28
	Director	1.00	1

Budgets

Revenue budget 2020/21

The Directorate's budget for 2020/21 is outlined in the following table:

Service	Budget (£)
Cultural and Community Services	2,071,975
Environmental Services	642,626
Housing	-28,411
Operational Services	3,691,241
Planning and Strategic Housing	718,302
Total	7,095,733

Capital budget 2020/21

The Directorate's capital budget for 2020/21 is outlined in the following table:

Service	Budget (£)
Culture and Community Services	560,000
Environmental Services	187,000
Housing Services	3,530,000
Operational Services	762,532
Planning and Strategic Housing	1,911,905
Total	6,951,437

Housing Revenue Account

Revenue budget 2020/21

Service	Budget (£)
Culture and Community Services	0
Environmental Services	0
Housing Services	257,657
Operational Services	0

Planning and Strategic Housing	64,464
Total	322,121

Capital budget 2020/21

Service	Budget (£)
Culture and Community Services	0
Environmental Services	0
Housing Services	2,935,000
Operational Services	0
Planning and Strategic Housing	0
Total	2,935,000

Partnerships

The Directorate's significant partnerships are outlined below:

Partnership	Main purpose
Active Schools Partnership	Partnership approach to delivering the National, County and Local outcomes for young people's health and wellbeing across the Schools network and beyond.
Active South Derbyshire	Partnership of bodies having an interest in promoting physical activity, sport, recreation and health in the District.
Building Control Partnership	Partnership of Local Authority Building Control Services operating in the Midlands area.
Citizens Advice South Derbyshire	Debt advice for tenants.
D2N2 Better Business Regulation Partnership	Collaboration of businesses and regulatory authorities to promote economic growth through positive regulatory outcomes.
Derbyshire Waste Partnership	Delivery of the Derbyshire Waste Management Strategy.
Derbyshire Police	Respond effectively to crime and ASB.
Derbyshire Traveller Issues Working Group	Co-ordinating a county wide approach to dealing with Gypsies and Travellers.
East Staffordshire Borough Council	Compostable waste processing contract.

Emergency Planning	Shared service delivery with Derbyshire County Council to ensure civil resilience.
Etwall Joint Management Committee	Partnership between South Derbyshire District Council, John Port School and County Council to operate the Leisure Centre.
External contractors	Delivery of planned and responsive service contracts and capital improvements.
Home Improvement Agency	Provide support to vulnerable households to improve house conditions.
Homes England	The Council has investment partner status with Homes England to deliver new build council housing across the District.
Housing Market Area Partners	Working closely with adjacent authorities (Derby City and Amber Valley) in the wider Derby Housing Market Area on strategic issues such as housing, employment, transport and the Green Belt.
Local Energy Area Partnership	Provide advice and guidance on a range of carbon reduction initiatives.
Melbourne Sporting Partnership	Sports club, Parish and District Council partnership that is developing facilities and opportunities at the Cockshut Lane Recreation Ground.
Nottinghamshire Consortium	Refuse vehicle procurement framework.
P3	Provision of homelessness temporary accommodation.
Registered Providers	Working with housing organisations to develop affordable housing across the District.
Rosliston Forestry Centre Executive	Partnership with the Forestry Commission to operate the Forestry Centre.
South Derbyshire Community Safety Partnership	Statutory partnership to reduce the level of crime and disorder.
South Derbyshire CVS	Support on community projects and welfare reform.
South Derbyshire Partnership	Statutory partnership of public, private and voluntary sector to promote the District. The Partnership has theme groups which focus on health, community safety and sustainable development.
Swadlincote Cultural Partnership	Partnership of public, private and voluntary sector organisations that work to promote the heritage and environment of Swadlincote.