



Scan code to view reports

Wednesday, 8 March 2023

To All Councillors:

As a Member of the **Council**, please treat this as your summons to attend a meeting on **Thursday, 16 March 2023 at 6.00 pm** in the **Council Chamber, Town Hall, Matlock, DE4 3NN**

Yours sincerely,

James McLaughlin  
Director of Corporate and Customer Services

This information is available free of charge in electronic, audio, Braille and large print versions, on request.

For assistance in understanding or reading this document or specific information about this Agenda or on the “Public Participation” initiative please call the Committee Team on 01629 761133 or email [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk)

## AGENDA

### 1. APOLOGIES FOR ABSENCE

Please advise the Democratic Services Team on 01629 761133 or email [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk) of any apologies for absence.

### 2. PUBLIC PARTICIPATION

To enable members of the public to ask questions, express views or present petitions, **IF NOTICE HAS BEEN GIVEN**, (by telephone, in writing or by email) **BY NO LATER THAN 12 NOON OF THE WORKING DAY PRECEDING THE MEETING**. As per Procedural Rule 14.4 at any one meeting no person may submit more than 3 questions and no more than 1 such question may be asked on behalf of one organisation.

### **3. INTERESTS**

Members are required to declare the existence and nature of any interests they may have in subsequent agenda items in accordance with the District Council's Code of Conduct. Those interests are matters that relate to money or that which can be valued in money, affecting the Member, her/his partner, extended family and close friends. Interests that become apparent at a later stage in the proceedings may be declared at the time.

### **4. LEADERS' ANNOUNCEMENTS**

Announcements of the Leader of the Council.

### **5. CHAIRMAN'S ANNOUNCEMENTS**

Announcements of the Civic Chairman.

### **6. COMMITTEES**

To receive the non-exempt Minutes of the Committees shown below:

Non-exempt Minutes to be received:	Date
Licensing and Appeals Sub-Committee	12 December 2022
Licensing and Appeals Committee	17 January 2023
Planning Committee	24 January 2023
Council	26 January 2023
Community and Environment Committee	09 February 2023
Planning Committee	14 February 2023
Governance and Resources Committee	16 February 2023

### **Minute Book to Follow**

### **7. QUESTIONS (RULE OF PROCEDURE 15)**

Questions, if any, from Members who have given notice.

### **8. SECOND HOMES COUNCIL TAX PREMIUM (Pages 5 - 26)**

The Levelling up and Regeneration Bill is expected to receive Royal Assent in April 2023. The Bill provides powers for councils to double the Council Tax payable on 2<sup>nd</sup> homes. The District Council had been consulting the community and owners of 2<sup>nd</sup> homes on the proposal. This report seeks to undertake work to amend the policy concerning long term empty homes to reflect a handful of cases causing difficulty to owners of empty homes currently improving their property.

### **9. CLEAN AND GREEN REVIEW (Pages 27 - 98)**

The report outlines the work to date on the review of Council's Clean & Green service. This includes the review of the service by the Association of Public Service Excellence (APSE) and the involvement of staff, management and unions in that review.

**10. CALENDAR OF MEETINGS FOR COUNCIL AND COMMITTEE MEETINGS IN THE 2023/24 MUNICIPAL YEAR (Pages 99 - 104)**

The purpose of this report is to submit the proposed Calendar of Meetings for Council and Committee Meetings in the 2023/24 municipal year.

**11. DECARBONISATION OF THE ARC LEISURE CENTRE (MATLOCK) AND WIRKSWORTH LEISURE CENTRE (Pages 105 - 112)**

To consider the recommendation of the Governance and Resources Committee to accept a grant offer from the Public Sector Decarbonisation Scheme (PSDS) phase 3b of £1.9m in order to decarbonise the Arc Matlock and Wirksworth Leisure Centre.

**12. PUBLIC SECTOR BIODIVERSITY DUTY (Pages 113 - 126)**

This report advises Members about the Biodiversity Duty, and sets out activities which the District Council has, and is currently undertaking that contributes to meeting the new requirement. It also recommends that a plan be prepared which sets out further actions the District Council should undertake to meet the requirements of the newly enhanced biodiversity duty, and in particular those relating to Biodiversity Net Gain.

**NOTE**

For further information about this Agenda or on “Public Participation” call 01629 761133 or email [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk)

This page is intentionally left blank

# Agenda Item 8

---

**Council 16<sup>th</sup> March 2023**

## **SECOND HOMES COUNCIL TAX PREMIUM**

### **Report of Report of the Director of Resources and Director of Housing**

#### **Report Author and Contact Details**

Robert Cogings, Director of Housing,  
01629 761354 or [robert.cogings@derbyshiredales.gov.uk](mailto:robert.cogings@derbyshiredales.gov.uk)

Karen Henriksen, Director of Resources  
01629 761284 or [karen.henriksen@derbyshiredales.gov.uk](mailto:karen.henriksen@derbyshiredales.gov.uk)

Niki Emery, Housing Needs and Research Officer  
01629 761186 [niki.emery@derbyshiredales.gov.uk](mailto:niki.emery@derbyshiredales.gov.uk)

#### **Wards Affected**

District wide

#### **Report Summary**

The Levelling Up and Regeneration Bill is expected to receive Royal Assent in April 2023. The Bill provides powers for councils to double the Council Tax payable on 2<sup>nd</sup> homes. Nationally, rural councils have been campaigning for this power for many years, reflecting the impact of 2<sup>nd</sup> homes in national parks, other rural areas and coastal authorities. The devolved government in Wales is also working towards a higher premium of up to 300%. The District Council has been consulting the community and owners of 2<sup>nd</sup> homes on the proposal. The results as at the date of publication of this report are included below. A further update will be provided prior to the meeting. The report also seeks to undertake work to amend the policy concerning long term empty homes to reflect a handful of cases causing difficulty to owners of empty homes currently improving their property.

#### **Recommendations**

1. That the Council determines to adopt the 100% premium for council tax relating to 2<sup>nd</sup> homes with effect from 1<sup>st</sup> April 2024.
2. That further work takes place to consider the introduction of discretionary discounts to the 100% 2<sup>nd</sup> homes premium, with a report to follow in July 2023
3. Subject to the adoption of the 2<sup>nd</sup> homes premium, that negotiations take place with Derbyshire County Council concerning the use of the additional income generated

4. Further work continues to develop discretionary discounts concerning empty homes where owners are undertaking works to bring properties back in to use.

### **List of Appendices**

Appendix 1 Extract from S76 of the Levelling up and Regeneration Bill

Appendix 2 Qualitative data - themes and quotes.

### **Background Papers**

None

### **Consideration of report by Council or other committee**

N/A

### **Council Approval Required**

Yes

### **Exempt from Press or Public**

No

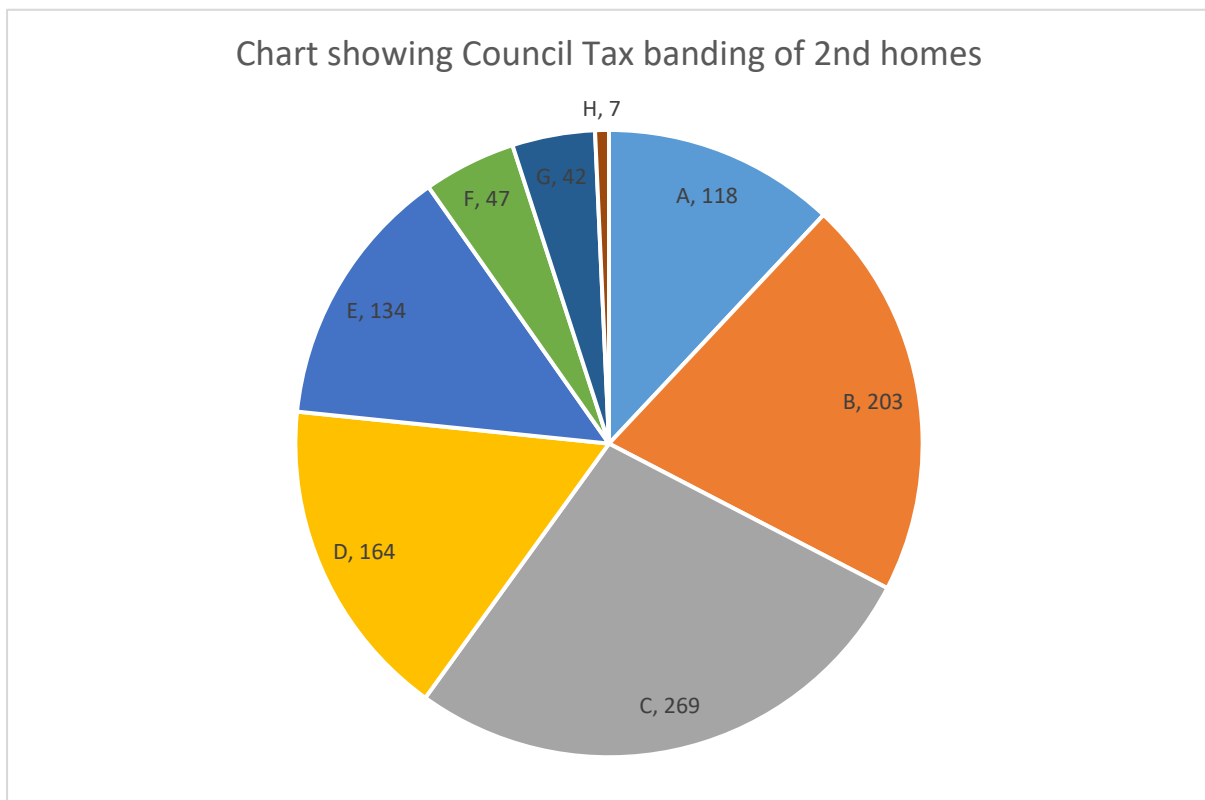
## Second Homes Council Tax Premium

### 1. Background

- 1.1 The impact of 2<sup>nd</sup> homes on rural communities has been well documented over many years. Campaign groups, the national press and local communities themselves have called on government to take action to limit the growing number of 2<sup>nd</sup> homes. The South West of England, national parks and many coastal authorities have seen significant numbers of family homes bought up by people wanting an alternative home away from their usual place of residence. Parts of Cornwall, the Lake District and Wales have seen hotspots of 2<sup>nd</sup> homes exceeding 50% of the total number of homes in some villages. This means that the availability of lower cost homes is severely restricted. House prices become inflated and cash buyers consistently gazump local people trying to get on the housing ladder.
- 1.2 Councils typically have limited powers to intervene in the existing housing market. Alongside the Local Plan, the most common areas/issues tend to be focussed on clearance areas, Houses in Multiple Occupation, licensing of private rented homes and empty properties. Economic policy and taxation within the housing sector has evolved in recent years to become a new measure designed to encourage a change in behaviour. Increasing Council Tax liability is already in place for long term empty homes, with up to 3 times the normal rate now chargeable for homes empty for more than 10 years. The proposal to double Council Tax for 2<sup>nd</sup> homes reverses a previous policy which originally gave a 50% discount up to the early 2000s though this discount was eventually reduced and removed altogether.
- 1.3 Approximately 1 in 20 homes within the Dales are not being used for the purpose of providing a residential dwelling. Empty homes, holiday lets and 2<sup>nd</sup> homes account for approximately 1750 properties out of 35,000 properties. 2<sup>nd</sup> Homes within the Dales are concentrated within a spine of wards running from Wirksworth and Bakewell through to Hathersage and Eyam. However all wards have some 2<sup>nd</sup> homes.
- 1.4 In April 2019 the Council adopted the 100% premium for homes that are substantially unfurnished and have been empty for more than two years. Further powers to increase Council Tax on 'substantially unfurnished' homes empty for more than 5 years and more than 10 years were adopted by the Council in April 2022 and come into effect on 1<sup>st</sup> April 2023. The higher premiums are about to impact a handful of people renovating their properties, causing them significant hardship at a time when inflationary pressures are already adding to their financial difficulties. Officers are keen to assist those individuals who are doing what the policy is designed to do, rather than actually slow down the bringing back in to use of long term empty homes.
- 1.5 Taken together the 2<sup>nd</sup> homes and empty homes premiums provide an opportunity to help shape the housing sector for future generations. Making best use of the existing housing stock will help to reduce the pressure to build more homes.

## 2. Key Issues

- 2.1 The key issue for the Council concerns the use of the 2<sup>nd</sup> homes premium in an effort to curb the growth in 2<sup>nd</sup> homes and potentially reduce the total number. The government's intention behind the policy is a response to the chronic shortage of lower cost market homes in housing markets distorted by people from outside an area buying an additional property. People in housing need typically report the number of 2<sup>nd</sup> homes in their locality as a reason why they can't afford to buy a home of their own. During a debate in the House of Commons, the Housing Minister provided a succinct summary of the issue, "I recognise that more must be done, but we must ensure that we get the right balance on the economic benefits of *second homes*, the social challenges that they can sometimes provide, the rights of homeowners to use their properties as they choose, and the needs of homeseekers wishing to live in or near the area where their friends, families or workplaces are located".
- 2.2 At 30 January 2023 there were 984 2<sup>nd</sup> homes on the council tax register. Analysis of the Council Tax register indicates that the majority of 2<sup>nd</sup> homes fall within the lower bands i.e. the lower cost and smaller homes within the district.



- 2.3 The next key issue concerns the impact on the tourist industry within the Dales. The consultation section below highlights the concerns that some respondents to the survey expressed about the impact of the premium and essentially putting people off from staying in a 2<sup>nd</sup> home. Some people feel that by reducing the number of 2<sup>nd</sup> homes in the district through this policy, there will be less money spent in the economy. However other respondents



pointed out that the local people who might otherwise live in the property would in fact spend more and over a consistent time period. Members will need to consider the balance between these two considerations when considering the option to adopt the premium.

- 2.4 The 2<sup>nd</sup> homes policy is something that rural councils and pressure groups have been calling for over many years. If the Council decided not to adopt the policy then it is likely that the Dales would be an outlier. The Council has prioritised the provision of affordable housing since stock transfer in 2002. Given the 2<sup>nd</sup> homes policy is presented by government as a key tool to impact on housing need, failure to adopt it would be at odds with the Council's long term ambition to provide affordable homes. There is a reputational risk from not adopting the policy.
- 2.5 The final key issue concerns the use of the additional income that would be generated from the policy, if the Council decided to implement the 2<sup>nd</sup> homes premium. Figures provided in January 2023 indicated the premium could generate around £1.85m per year, based on current second homes and the council tax charged in 2022/23. Under council tax regulations the proportion that would be retained by the District Council is estimated at £257,500 per annum, which would have a significant benefit to the Council's financial position from 2024/25 onwards if the premium is adopted. The Police, Fire County Council would also benefit. The biggest gain would be for Derbyshire County Council with additional council tax income of around £1.3m per annum. It is worth noting that the 2<sup>nd</sup> homes premium is designed to tackle the issue of 2<sup>nd</sup> homes. If the premium is going to be really effective then the income generated could also be used to provide more affordable homes in the villages most impacted by 2<sup>nd</sup> homes.
- 2.6 If adopted, the 2<sup>nd</sup> homes premium would provide a windfall income to Derbyshire County Council. One aspect of the premium that Members may wish to consider is to seek an agreement with Derbyshire County Council that would see a proportion of the premium returned to the District Council for the purposes of financing additional affordable homes and discounts to offset the premiums on second homes and empty homes in certain circumstances. A meaningful and continuous funding stream to support affordable housing would be a game changer, particularly in the National Park area of the Dales where design costs for new affordable homes are becoming increasingly prohibitive.
- 2.7 Housing provision plays an important role in supporting County Council priorities;
- creating jobs and economic growth through construction,
  - providing age appropriate housing for families, older people and people with disabilities,
  - helping to accommodate key public sector workers such as teachers and care workers
  - support rural schools struggling with reducing pupil numbers
  - providing warm, energy efficient housing, taking people out of fuel poverty
  - helping communities to be more resilient by sustaining family support and care in rural areas

- 2.6 A 50% funding split with Derbyshire County Council would see approx. £650,000 per year of new capital funding. This level of funding would give certainty to the Council's partners in the delivery of affordable housing and support the purchase of existing homes and/or match fund new development with housing associations and Homes England grant. It could also support the Council's own affordable housing programme, generating further revenue for the District Council. A proportion could also be used to offset the cost of granting discretionary discounts, as the full cost of these will fall on the district council.
- 2.7 In relation to empty homes the intention has been to encourage owners of long term empty homes to return them back in to use. Early indications are that this is proving successful with some of the worst empty homes now coming up for auction after years of inaction by the owners. The policy has however caught out a handful of owners who have been working on their homes. The impact of Covid and inflationary increases relating to building materials combined with the higher premiums will significantly impact the ability of some owners to complete renovation work. Clearly the Council's intention in adopting the policy was not to create a disincentive but that is one of the downsides of Council Tax policy. The Council has previously provided discretionary discounts for owners when their empty property is on the market to sell or rent or for those who would face undue hardship if they had to pay the empty homes premium. If the Council provides further discretionary discounts, the regulations are such that the whole of the financial burden falls on the District Council. This creates a problem for the District Council's financial position as it must bear the full cost of a discount but it only receives around 14% of Council Tax billed, with the remaining 86% being paid to the other major preceptors.

### **3. Options Considered and Recommended Proposal**

- 3.1 The main option open to the Council is whether or not to adopt the 2<sup>nd</sup> homes premium. The subsequent options are then to consider the introduction of discretionary discounts to offset the premium in certain circumstances and any arrangement with Derbyshire County Council concerning the return of a proportion of the new premium.
- 3.2 Given the housing pressures across the Dales, particularly in villages with higher numbers of 2<sup>nd</sup> homes, officers consider adopting the premium would have a positive impact on the housing market. Although this would not be popular with 2<sup>nd</sup> home owners, the majority of whom live outside the district, it would give a signal of intent to local people squeezed out of the housing market.
- 3.3 One option Members may wish to explore is a staged approach to the premium, increasing by 50% in April 2024 and a further 50% in April 2025.
- 3.4 With regard to introducing changes to the Council's policy for discretionary council tax discounts for second homes and empty homes in certain circumstances, more work is required to identify the potential scope and the financial impact. There are limited options available to support owners of empty homes who are working hard to bring their homes back in to use.

Officers would like more time to further review available options before presenting a report to Council in July 2023.

#### **4. Consultation**

- 4.1 The Council posted a survey monkey questionnaire on the Council's website on the 10<sup>th</sup> February. The survey included various multiple-choice questions to ascertain individuals' views and other free-text questions that allowed for more in-depth responses. Please see Appendix 2 for identified key themes and supporting quotes in relation to the free-text questions.
- 4.2 Press releases and coverage on the Council's social media channels also took place. The owners of 2<sup>nd</sup> homes also received a letter advising them of the consultation and asking them to complete the questionnaire. The survey was originally intended to close on the 15<sup>th</sup> March, with officers providing an update at the Council meeting on the 16<sup>th</sup> March. However several requests from Town Councils and also the opportunity to include an article in Dales Matters meant that the survey will close on the 22<sup>nd</sup> March. Given the time period for which the survey has been open and the clear direction of the key messages coming out of the survey, officers consider that it is reasonable to use the latest results to inform a decision by Members.
- 4.3 S76(2)(3) of the Levelling up and Regeneration Bill requires the billing authority (in this case Derbyshire Dales DC) to make a determination to adopt the premium, at least one year before the beginning of the financial year to which it relates. Therefore the Council is required to give 1 year's notice of impending changes to Council Tax. If the decision is delayed then the opportunity to implement the premium will next be available on the 1<sup>st</sup> April 2025. If there is a significant movement in the key messages from the survey between the 16<sup>th</sup> and 22<sup>nd</sup> March then these can be included in the next available report to Council in July 2023.
- 4.4 As of 6<sup>th</sup> March 2023, the consultation had generated 1,297 responses. 1,008 of the respondents (78%) stated their main home was in Derbyshire Dales and 311 respondents (24%) stated they owned a second home in Derbyshire Dales.
- 4.5 Individuals were asked about the effect they believe second homes have on local communities in Derbyshire Dales. 339 respondents (26%) stated they believe second homes have a positive impact and 833 respondents (64%) stated they believe second homes have a negative impact. The remaining 125 respondents (10%) stated they felt they had no impact on the local community or did not have an opinion on this matter. The survey form provided the opportunity for respondents to make comments about the reasons why they believe second homes have a positive or negative impact. Reasons relating to a positive impact could be categorized into the following themes:
- Individuals that live in second homes contribute to the local economy. They spend money in shops, pubs and café's, and use local services, often contributing more to local businesses than permanent residents.

- Empty homes are brought back into use as second home owners have the money available to renovate the properties. These homes would otherwise be inhabitable.
- Family and friends have somewhere to stay. This keeps families in regular contact for care purposes or childcare.

Reasons relating to a negative impact on the local community could be categorized into the following themes:

- Second homes can become empty properties for long periods of time and are a wasted resource.
- Second homes place local people at a disadvantage of owning/renting a property as house prices are inflated and less properties are available.
- Frustration for permanent residents as second homeowners live in 'holiday mode' and have a lack of consideration in regards to noise levels and parking.

4.6 The majority of respondents felt that it was appropriate to double the rate of council tax on second homes:-

- 63% felt that it was appropriate.
- 36% felt that it was not appropriate.
- 1% did not have an opinion on this matter.

4.7 Respondents were asked about the impact they feel increasing council tax on second homes would have on the local community moving forward. 61% of respondents (788) stated they felt the Council Tax Premium would have a positive impact on the community. Individual's comments in relation to this could be categorized into the following themes:

- More properties will be available for local people. This will be due to an increase in second homes being sold and therefore more houses on the market.
- The Council Tax Premium will discourage people from buying more second homes in Derbyshire Dales.
- More revenue available for the council to spend on services and producing affordable homes.

26% of respondents (338) stated they felt increasing council tax on second homes would have a negative impact on the local community. Individual's comments in relation to this could be categorized into the following themes:

- If the premium is introduced, second homes will most likely be converted into holiday lets.
- Second homes may be left abandoned/derelict as they are unaffordable for local people.
- Less money will be spent on the local economy due to fewer visitors in the area, thus leading to local people becoming unemployed.

13% of respondents (171) stated they felt increasing council tax would have no impact on the local community or did not have an opinion on this matter.

- 4.8 The majority of respondents (61%) stated they felt the Council Tax Premium would increase the number of homes that are available for local people to buy. However, there were mixed responses in regards to whether or not individuals felt that this would lower the cost of house prices in Derbyshire Dales. 40% stated they felt it would lower house prices as opposed to 48% that felt it would not. 12% did not have an opinion on this matter.
- 4.9 Owners of second homes were asked if the introduction of the Council Tax Premium would cause them to consider selling their home. 42% stated it would make them consider selling and 58% stating it would not.
- 4.10 37% of respondents (477) expressed that the Council Tax Premium would have a positive impact on the local economy, 30% of respondents (389) stated it would have a negative impact and 33% (431) either had no opinion on the matter or thought it would have no impact.

Of the positive impact the Council Tax Premium may have, respondents noted that should more homes be available for local people due to the effects of the premium, more permanent residents in Derbyshire Dales would contribute to local businesses (e.g. shops, cafes, restaurants, local builders and local events). It was argued that an increased and more stable population would spend more money on local businesses all year round than temporary second home visitors.

In terms of a negative impact on the local economy, the main response was interestingly similar. Respondents stated that second home owners contribute vastly to local businesses and shops, more so than permanent residents. The effect of the premium would mean that second homeowners would have lower disposable income to spend on local businesses. Some may also sell their homes, meaning fewer visitors to contribute financially to local businesses. This could lead to loss of employment opportunities for local people.

- 4.11 Respondents stated that if the Council Tax Premium on second homes was to be introduced, they would like the council to spend the additional council tax income on the following:-
- The council's existing services (37%).
  - Providing more affordable housing in villages affected by second homes (40%).
  - Other services (23%). Respondents stated these other services specifically were: a mixture of existing services along with affordable housing, repairing local roads, improved public transport, car parks, emergency services and increased upkeep of villages.
- 4.12 Respondents were then provided with an opportunity to make any further comments about the potential Council Tax Premium on second homes. Main themes taken from these comments can be seen in the table below.

Key themes	Further explanation
<p>Exemptions need to be applied. Examples of suggested exemptions can be seen in the 'further explanation' column.</p>	<p>Second homes being used as accommodation for Ukrainian refugees.</p> <p>Second homes being used for work purposes.</p> <p>Second homes inherited due to a death in the family.</p> <p>Second homes being used to help with medical care for family members.</p> <p>Second homes being used to support with childcare.</p> <p>Second homes that are in the process of being sold or attempting to be sold.</p>
<p>The amount of the Council Tax Premium should be lower.</p>	<p>Some respondents state this should be 20% to 50% and should be dependent on council tax banding and contribution to the area.</p>
<p>The amount of the Council Tax Premium should be higher.</p>	<p>Some respondents have stated the premium should be increased by more than double and as a 3x or 4x levy to act as a more effective deterrent.</p>
<p>Further suggestions as to how the council should manage the Council Tax Premium on second homes.</p>	<p>A premium should only be introduced on new purchases of second homes, not on already existing owners.</p> <p>There should be a limit on the number of second homes per parish, based on a percentage of the total dwellings, e.g. no more than xx%.</p> <p>A 100% increase is too abrupt. Phase the premium in over a period of time.</p> <p>Introduce a graded increase dependant on the size of the property, time spent in the home, time lived in the area and council tax band.</p>
<p>Forcing second homeowners to sell due to the Council Tax Premium does not mean there will be more affordable houses for local people.</p>	<p>House prices will be too expensive for local people.</p>
<p>Second homes are a future investment for the children of second home owners.</p>	<p>These could either be for children when they grow up to eventually live in or to allow children to save for their own house.</p>

<b>Key themes</b>	<b>Further explanation</b>
For second homeowners that live in their main home for 50% of the time and second home 50% of the time, they will choose to swap their 'main home' and 'second home' over so that they are not charged the Premium.	This is one way to avoid paying the Council Tax Premium.
Some second homes are too small for anyone to live in as a primary home.	Respondents state that 'annexes' that are classed as second homes at times are impossible to sell or are too small to be a family's primary home.
The council should be working harder with second homeowners to make better use of their homes.	The council should provide support in helping second homeowners understand their options if they cannot afford the increase in council tax. E.g. support in converting properties to holiday lets.
Holiday lets are much more of an issue for the local community than second homes are.	This has more of a negative effect in reducing housing availability than second homes do.
A blanket approach is not appropriate.	Personal circumstances must be taken into account. A 'one size fits all' approach will not work.
Second homeowners use fewer council facilities and therefore should not be charged more.	They are temporary residents and therefore use less council services.
Not all second homeowners are rich and have luxury homes.	People have saved and worked hard to achieve a second home. It is unfair to penalise them for this.

## **5. Timetable for Implementation**

- 5.1 If Members decide to adopt the second homes council tax premium, it is proposed that it would become effective from the 1<sup>st</sup> April 2024.

## **6. Policy Implications**

- 6.1 If the District Council adopted the 2<sup>nd</sup> homes premium, the collection of the premium will fall on staff within the Revenues and Benefits Service, which is provided by Chesterfield Borough Council under a service level agreement. Whilst the proportion of 2<sup>nd</sup> homes is relatively low compared to the total council tax base, adopting the policy could have an impact on collection rates and is likely to result in increased levels of contact and complaints from owners of 2<sup>nd</sup> homes.
- 6.2 The consultation process has highlighted the fact that people buy 2<sup>nd</sup> homes for a variety of reasons which can include the need to provide or receive care or other factors that the Council may wish to have regard to. Adopting a blanket policy can adversely affect people and officers consider that

further work should be undertaken to understand these issues. A report would then be brought back to Council in July 2023 refining the adoption of the policy.

## **7. Financial and Resource Implications**

7.1 Should members approve the introduction of a second homes council tax premium, it will result in additional council tax income for this authority and for the major preceptors. The premium could generate additional income of around £1.85m per year, based on current second homes and the council tax charged in 2022/23. Under council tax regulations the proportion that would be retained by the District Council is estimated at £257,500 per annum, which would have a significant benefit to the Council's financial position from 2024/25 onwards if the premium is adopted. The Police, Fire and County Council would also benefit. The biggest gain would be Derbyshire County Council with additional council tax income of around £1.3m per annum. It is worth noting that the 2<sup>nd</sup> homes premium is designed to tackle the issue of 2<sup>nd</sup> homes. If the premium is going to be really effective then the income generated could also be used to provide more affordable homes in the villages most impacted by 2<sup>nd</sup> homes.

7.2 It is proposed that officers undertake more work to explore whether it would be fair, reasonable and affordable to introduce new categories of discretionary council tax discounts to offset some of all of the premiums for second homes and long-term empty homes in certain circumstances. The cost of such discounts would fall wholly on this council, as billing authority.

7.3 If members approve the introduction of a second homes council tax premium from 2024/25, officers propose to approach Derbyshire County Council to ascertain whether there is a willingness to return a proportion of the new premium to this authority to fund new affordable homes or to fund discretionary discounts for second homes and long-term empty homes in certain circumstances.

7.4 If the District Council were to adopt the second homes council tax premium, the collection of the premium will fall on staff within the Revenues and Benefits Service, which is provided by Chesterfield Borough Council under a service level agreement. Whilst the proportion of 2<sup>nd</sup> homes is relatively low compared to the total council tax base, adopting the policy could have an impact on collection rates and possibly write offs. It is likely to result in increased levels of contact and complaints from owners of 2<sup>nd</sup> homes. This could be mitigated in part by the introduction of relevant discretionary discounts.

7.5 The impact on resources for the introduction of new discretionary discount categories will be considered as part of the report that is to be presented to council in July.

7.6 The financial risk of the report recommendations is assessed as low.

## **8. Legal Advice and Implications**

8.1 This report relates to the Council's doubling the Council Tax payable on 2<sup>nd</sup> homes



8.2 There are 4 recommended decisions to be made in connection with this report. The Legal risk for a challenge to be received in connection with these decisions has been assessed as low.

## **9. Equalities Implications**

9.1 An EIA was completed and presented to Council on 27 January 2022 with the report regarding the introduction of higher levels of Council Tax for empty homes. This EIA reflects the same issues as those regarding increasing charges for second homes.

## **10. Climate Change Implications**

10.1 A Climate Change Impact Assessment has not been prepared for this report given the financial nature of the premium.

## **11. Risk Management**

11.1 The adoption of the 2<sup>nd</sup> homes premium is subject to the Bill receiving Royal Assent before the 1<sup>st</sup> April 2023. At the time of writing this report the Bill is at the Committee stage in the House of Lords. If the Bill receives Royal Assent after the 1<sup>st</sup> April 2023 then the Council will not be able to implement the premium until 1<sup>st</sup> April 2025.

11.2 The statutory basis for the 2<sup>nd</sup> homes premium will provide the regulation and guidance for implementing the policy. Some owners of 2<sup>nd</sup> homes may decide to sell their property but it is likely that any reduction in total numbers would be offset by rising council tax over future years.

11.3 If the premium is adopted, maintaining a long term agreement between the District Council and County Council will be key to ensure an ongoing funding programme.

11.4 The application of a second homes premium might encourage Council Tax “avoidance”, for instance by the owners of such properties transferring the property to Business Rates. Currently, only properties that are available to let for more than 20 weeks (140 days) in a calendar year should be rated as business rates by the Valuation Office Agency (VOA). From April 2023, this criteria will still apply but additionally it must be evidenced by the owner to the VOA that the property was also actually let for short periods totalling at least 70 days in the previous year. This change should help to ensure that any properties transferring from Council Tax to Business Rates relate to genuine circumstances where the property is being utilised for business purposes in accordance with the government’s legislation and might also mean that some properties currently categorised for Business Rates will need to be transferred to Council Tax.

## **Report Authorisation**

Approvals obtained from:-

	<b>Named Officer</b>	<b>Date</b>
Director of Regulatory Services, in absence of the Chief Executive	Tim Braund	08/03/23
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	08/03/2023
Monitoring Officer (or Legal Services Manager)	Kerry France	07/03/2023

## Appendix 1

### Levelling-up and Regeneration Bill Part 2 Section 76 Dwellings occupied periodically: England

(1) The Local Government Finance Act 1992 is amended in accordance with subsections (2) and (3).

(2) After section 11B (higher amount for long-term empty dwellings: England) insert—

“11C Higher amount for dwellings occupied periodically: England

(1) For any financial year, a billing authority in England may by determination provide in relation to its area, or such part of its area as it may specify in the determination, that if on any day the conditions mentioned in subsection (2) are satisfied in respect of a dwelling—

(a) the discount under section 11(2)(a) does not apply, and 25

(b) the amount of council tax payable in respect of that dwelling and that day is increased by such percentage of not more than 100 as it may specify in the determination.

(2) The conditions are—

(a) there is no resident of the dwelling, and

(b) the dwelling is substantially furnished.

(3) A billing authority's first determination under this section must be made at least one year before the beginning of the financial year to which it relates.

(4) In exercising its functions under this section a billing authority must have regard to any guidance issued by the Secretary of State.

(5) Where a determination under this section has effect in relation to a class of dwellings

Other provision

(a) the billing authority may not make a determination under section 11A(3), (4) or (4A) in relation to that class, and

(b) any determination that has been made under section 11A(3),

(4) or (4A) ceases to have effect in relation to that class.

(6) A billing authority may make a determination varying or revoking a determination under this section for a financial year, but only before the beginning of the year.

(7) Where a billing authority makes a determination under this section it must publish a notice of the determination in at least one newspaper circulating in the area.

(8) The notice must be published before the end of the period of 21 days beginning with the date of the determination.

(9) The validity of the determination is not affected by a failure to comply with subsection (7) or (8).

## Appendix 2

### Question 4:

If you believe second homes have a positive or negative impact on the local community, please comment on your reasons why.

Positive impact on the local community	
Themes	Quotes
Individuals that live in second homes contribute to the local economy. They spend money in shops, pubs and café's, and use local services, often contributing more to local businesses than permanent residents.	<p><i>'Second home owners bring a constant source of income into the local economy. That benefits everybody including the local community. Price out second home owners and you lose all that income.'</i></p> <p><i>'We add to the local economy by spending a large proportion of our disposable income when in the town. Also as it is a second home we don't use the local council tax amenities to their full capacity. Therefore we currently pay disproportionately to that of existing residents.'</i></p>
Empty homes are brought back into use as second home owners have the money available to renovate the properties. These homes would be otherwise inhabitable.	<p><i>'In my situation the cottage was not habitable and has been brought back into use and enhancing the conservation area. Whilst it is a second home it is in constant use by family and friends whom spend their money in local pubs, shops and restaurants. My neighbours know many of them as well as they know me as they see us working to keep roads and paths clear of weeds and rubbish in the village. Financial support for the Church and Schools is also provided by taking an active role in fundraising.'</i></p> <p><i>'I took an uninhabitable building and turned it into a dwelling. I did not take a house out of the local housing stock.'</i></p>
Family and friends have somewhere to stay. This keeps families in regular contact for care purposes or childcare.	<i>'My wife and I spent our childhood in the Peak District, but we had to move away for work. In retirement we've come back and its lovely. We have our main family home down south near to our children and grandchildren. It really isn't a simple matter of greed motivating second home owners'</i>

Negative impact on the local community	
Themes	Quotes
Second homes can become empty properties for long periods of time and are a wasted resource.	<p><i>'Some villages (ie Beeley) become something of a ghost town outside of holiday season'.</i></p> <p><i>"If we do not impose some kind of control on 2nd homes and or holiday lets, Tideswell and villages like it will lose their residential heart and</i></p>

	<i>soul, something, that makes a village a village. We are in danger of becoming a holiday camp.'</i>
Second homes place local people at a disadvantage of owning/renting a property as house prices are inflated and less properties are available.	<i>'There are quite a number of local young people who wish to live in their home villages. Many of the second homes would be ideal starter homes.'</i>  <i>'I live in one of the old parts of Bakewell where out of 17 homes in the immediate area 11 are second homes. This is driving up house prices and destroying communities. I hardly know anyone who lives in my community anymore.'</i>
Frustration for permanent residents as second homeowners live in 'holiday mode' and have a lack of consideration in regards to noise levels and parking.	<i>'People who come to use the houses are in holiday mode so at times don't consider the noise levels, the rest of us are still at work and need to get up in the morning and our children need to get to school, this really is a big problem.'</i>  <i>'The houses here are closely linked and when people are holiday right outside your window it is hard to work online or retain privacy for our own living. If we could afford it we would move away because of this.'</i>

**Question 7: If you believe increasing the council tax on second homes would have a positive or negative impact on the local community moving forward, please comment on your reasons why.**

<b>Positive impact on the local community moving forward</b>	
<b>Themes</b>	<b>Quotes</b>
More properties will be available for local people. This will be due to an increase in second homes being sold and therefore more houses on the market.	<i>'It would hopefully put people off buying the properties as second homes and give younger locals more chance of staying in the villages, rather than having to move to nearby towns/cities.'</i>  <i>'It would help to deter city people from buying up all the village properties and thus allow locals a chance to buy.'</i>
The Council Tax Premium will discourage people from buying more second homes in Derbyshire Dales.	<i>'A bit of a deterrent, but I'd triple or quadruple the amount'</i>
More revenue for the council to be spent on services and producing affordable homes.	<i>'It may deter some purchases of second homes and increased revenue could be spent of local housing needs.'</i>

Negative impact on the local community moving forward	
Themes	Quotes
If the premium is introduced, second homes will most likely be converted into holiday lets.	<p><i>'You may well force of a small percentage second home-owners to sell their houses, but I am not sure that locals would buy them (or want to live in such remote areas, where many second homes are situated). I suspect that many of those houses would simply be bought by property developers who have more money than private individuals and who may then rent them out either to locals, or holiday-makers at an extortionate cost.'</i></p> <p><i>'Bringing in increased costs is likely to drive me to rent out the property for holiday use which I know my neighbours are against.'</i></p>
Second homes may be left abandoned/derelict as they are unaffordable for local people.	<i>'2nd homeowners may no longer be able to afford their 2nd homes and these properties, if they are not suitable as main homes, may flood the market and there is the potential for many of these properties to be left standing empty.'</i>
Less money will be spent on the local economy due to fewer visitors in the area, thus leading to local people becoming unemployed.	<i>'You will likely have reduced tourism as fewer places for people to stay, thereby affecting local shops, restaurants etc. It will also reduce the available work for cleaners, gardeners etc that rely on this industry which would lead to local people becoming unemployed.'</i>

**Question 12: If you believe increasing council tax would have a positive or negative impact on the local economy (e.g. shops/businesses), please comment on your reasons why.**

Positive impact on the local economy	
Themes	Quotes
More permanent residents in Derbyshire Dales to contribute to local businesses. This would provide more income for businesses than second homeowner visitors provide.	<p><i>'Would increase the economy as people living in them permanently would spend money locally all year round week in week out.'</i></p> <p><i>'More local people using shops all year round.'</i></p> <p><i>'In the depth of winter there are only a few of us here and it's easy to walk down a street where no lights show in the houses. I'm sure increasing the council tax would make people think twice about investing in an occasional home and as an effect encourage a stable population.'</i></p>

Negative impact on the local economy	
Themes	Quotes
<p>Second homeowners would have lower disposable income to spend on local businesses. Some may also sell their homes, meaning fewer visitors to contribute financially to local businesses.</p>	<p><i>'Since buying our apartment about 5 years ago, we have spent well over £100k with local businesses and specialists on improvements and upgrades and I suspect many second home owners do likewise. We have also made a conscious effort to contribute to the local economy (e.g. we are Chatsworth Gold members) and regularly attend local events and places of interest. This investment will be lost to the local community if second home ownership is discouraged.'</i></p> <p><i>'Our disposable income would fall and we would have less to spend locally.'</i></p> <p><i>'The premium would reduce income for local businesses who are heavily reliant on visitors.'</i></p>

**Question 14: If you would like to make any further comments about the Council Tax Premium on second homes, please do so in the box below.**

Key themes	Further explanation	Quotes
<p>Exemptions need to be applied. Examples of suggested exemptions can be seen in the 'further explanation' column.</p>	<p>Second homes being used as accommodation for Ukrainian refugees.</p> <p>Second homes being used for work purposes.</p> <p>Second homes inherited due to a death in the family.</p> <p>Second homes being used to help with medical care for family members.</p> <p>Second homes being used to support with childcare.</p> <p>Second homes that are in the process of attempting to be sold.</p>	<p><i>'I use the property every week for between 2 and 4 nights. My property allows me to add value to the local economy and allows me to earn a living and I spend money with the local community by effectively living here during the week.'</i></p> <p><i>'I am not wealthy but having this flat has enabled me to look after my grandson to enable his parents to work locally. I have had cancer and it has been a safe place for me to stay so I don't have to mix.'</i></p> <p><i>'Not all owners of a second home own them purely as holiday homes. Some may own them due to sudden deaths in the family meaning they inherit the home and are unable to sell it straight away. Some own second homes as they have inherited them from family and are intending to live in the home full time in the future but that isn't viable straight away.'</i></p> <p><i>'Currently, I rent a one-bedroom flat from my employer, which allows me to work half the week'</i></p>

Key themes	Further explanation	Quotes
		<i>in Derbyshire. This isn't a luxury for me, but rather a necessity. A 100% premium on my council tax would begin to make this arrangement unaffordable. '</i>
The amount of the Council Tax Premium should be lower.	Some respondents state this should be 20% to 50% and should be dependent on council tax banding and contribution to trade in the area.	<i>'Properties that are empty most of the time should pay a full premium. Properties that bring trade to the area could pay a 20% increase. If we had to pay a full premium for our cottage we would struggle to make ends meet.'</i>
The amount of the Council Tax Premium should be higher.	Some respondents have stated the premium should be increased by more than double and as a 3x or 4x levy to act as a more effective deterrent.	<i>'I think the tax rate should be more than doubled on properties not used as holiday lets i.e are empty for large amounts of time.'</i>  <i>'A bit of a deterrent, but I'd triple or quadruple the amount'</i>
Further suggestions as to how the council should manage the Council Tax Premium on second homes.	A premium should only be introduced on new purchases of second homes, not on already existing owners.  There should be a limit on the number of second homes per parish, based on a percentage of the total dwellings, e.g. no more than xx%.  A 100% increase is too abrupt. Phase the premium in over 3 to 5 years.  Introduce a graded increase dependant on the size of the property, time spent in the home and council tax band.	<i>'There must be other options like making it a new rule post 2024. At least then, people would know what they are buying into. Seems to be fairer for all?'</i>  <i>'Would it be possible to have a graded additional council tax dependent on different types of second home owners? 100% increase targeted at everyone in this group seems both disproportionate and unreasonable. If the intention is to redistribute wealth within the county as a whole this ought to include all property owners including those living in above average size houses (i.e. four bedrooms and above).'</i>
Second homes are a future investment for the children of second home owners.	These could either be for children when they grow up to eventually live in or to allow children to save for their own house.	<i>'I purchased the house originally for my daughter to live in - she works at JCB - from a divorce settlement. It allowed her to save for her own house, which she has now purchased in Stafford. It has become a second home by default since she moved out.'</i>
For second homeowners that live in their main home for	This is one way to avoid paying the Council Tax Premium.	<i>'If you choose to introduce the premium, I will just have to swap over my main home to being in Derbyshire Dales.'</i>



Key themes	Further explanation	Quotes
50% of the time and second home 50% of the time, they will choose to swap their 'main home' and 'second home' over so that they are not charged the Premium.		
Some second homes are too small for anyone to live in as a primary home.	Respondents state than 'annexes' that are classed as second homes at times are impossible to sell or are too small to be a family's primary home.	<i>'A 1 bed coach house next to our main house on our driveway is impossible to sell, and we do not use it as a holiday home/holiday let. In our case this would simply be a punitive additional tax on a property we already pay a second council tax for when in many cases such a property would be considered an outbuilding to the main house.'</i>
The council should be working harder with second homeowners to make better use of their homes.	The council should provide support in helping second homeowners understand their options if they cannot afford the increase in council tax. E.g. support in converting properties to holiday lets.	<i>'The council should be looking to work with second home owners and encourage them to make better use of their properties such as using them as holiday lets. This would inject more money into the local economy rather than driving it out.'</i>
Holiday lets are much more of an issue for the local community than second homes are.	This has more of a negative effect in reducing housing availability than second homes do.	<i>'What I see from our time spent living and visiting Ashbourne is that the biggest impact now is the holiday let industry. In my opinion it is this that is reducing the housing availability and when these properties become tired will they be rented out continuously, with extra income coming to local businesses. I very much doubt it.'</i>
A blanket approach is not appropriate.	Personal circumstances must be taken into account. A 'one size fits all' approach will not work.	<i>'I do hope that this is not a blanket increase irrespective of personal circumstances. I do hope that when and if such a levy is introduced that personal circumstances would be taken into account. The house in Ashbourne is one that we visit on a regular basis and have carried out many improvements during the ten years that we have owned it. We are both in our seventies and due to failing eyesight, I am no longer able to drive. Our intention has never been to buy to let but to provide</i>

Key themes	Further explanation	Quotes
		<i>ourselves with healthy living in the countryside.'</i>
Second homeowners use fewer council facilities and therefore should not be charged more.	They are temporary residents and therefore use less council services.	<i>'If people have a second home they are not using the council services as much - bins, roads etc so should not be charged more for less usage.'</i>
Not all second homeowners are rich and have luxury homes.	People have saved and worked hard to achieve a second home. It is unfair to penalise them for this.	<i>'Second home owners generally aren't "Millionaires". Hard working people have saved up all there life to be able to fulfil their dream to spend a lot of time living in the Dales. My wife is a born Derbyshire girl, now retired. Don't penalise us.'</i>

# Agenda Item 9

---

**Council – 16 March 2023**

## **CLEAN AND GREEN REVIEW**

### **Report of Director of Community & Environmental Services**

#### **Report Author and Contact Details**

Ashley Watts, Director of Community & Environmental Services  
01629 761367, [ashley.watts@derbyshiredales.gov.uk](mailto:ashley.watts@derbyshiredales.gov.uk)

Samantha Grisman, Clean & Green Manager  
01629 761386, [samantha.grisman@derbyshiredales.gov.uk](mailto:samantha.grisman@derbyshiredales.gov.uk)

#### **Wards Affected**

All

#### **Report Summary**

The report outlines the work to date on the review of Council's Clean & Green service. This includes the review of the service by the Association of Public Service Excellence (APSE) and the involvement of staff, management and unions in that review.

#### **Recommendations**

1. That a supplementary revenue budget of £15,053 is approved for 2023/24, financed from the general reserve, and that the Medium Term Financial Plan is updated to reflect the subsequent ongoing costs to increase the staff revenue budget in respect of the proposed change in the management structure, allowing for the creation of an Operations Manager role and increasing the number of Team Leaders from two to four.
2. That a supplementary revenue budget of £61,658 is approved for 2023/24 financed from the general reserve, and that the Medium Term Financial Plan is updated to reflect the subsequent ongoing costs for the introduction of two additional staff for the Burials and Play Area Maintenance team.
3. That Council approves the new structure of the service set out in Appendix A and initiation of formal discussions with staff, in line with the Council's Change Management Policy.
4. That the proposed service standards and frequencies set out in Appendix C are introduced as outlined in the proposed timetable (Table 2.32).

5. That a limited reintroduction of the use of glyphosate, solely, at closed churchyards and access roads to cemeteries and leisure centres be approved.
6. That Council agrees to increase the level of biodiversity across the district by signing up to Derbyshire County Council's *'Pathfinders'* pilot scheme.
7. That the Project Group, along with a Members Sub-Group, remain in place for the first year of implementation to monitor performance and consider options for future benchmarking.

### **List of Appendices**

Appendix A – Proposed staff structure  
Appendix B – Current staff structure  
Appendix C – Proposed Standards & Frequencies  
Appendix D – Current Standards & Frequencies  
Appendix E – Sample Public Survey  
Appendix F – Quality Management Audit (screenshot)  
Appendix G – Team Values & Behaviours  
Appendix H – Departmental questionnaire  
Appendix I – APSE Weed Management Survey

### **Background Papers**

None

### **Consideration of report by Council or other committee**

None

### **Council Approval Required**

Yes

### **Exempt from Press or Public**

No

## **CLEAN AND GREEN REVIEW**

### **Background**

- 1.1 In 26 November 2020 Council approved a review of its Clean & Green service, including the outlined scope and formation of Project Team and an Elected Member Sub-Group.
- 1.2 In addition to the Project Team and Elected Members Sub-Group, Council approved the use of external consultants to bring wider industry knowledge to the review and help with benchmarking the performance of the service.
- 1.3 The project team is made up of officers from across different departments including HR, Finance, Clean and Green Team and senior management team. They were joined by two consultants *from the Association for Public Service Excellence (APSE)*.

1.4 The purpose of the Member sub-group is to support the core Project Team and provide feedback on its proposals and recommendations, whilst constructively inputting their own suggestions. The cross party Member sub-group consists of Councillors Matthew Buckler, Steve Flitter, Stuart Lees and Peter Slack.

1.5 Please see scope of the review:

- analysis of current performance (and against peers)
- analysis of resource and utilisation
- assess the service's costs and value for money
- expansion of biodiversity and use of clean energy
- explore current strengths and weaknesses
- explore customer base and engagement opportunities
- explore staff training and development opportunities
- identify best practice and benchmarking opportunities
- identify opportunities for developing commercial services
- Identify potential for service development
- Improved communication and promotion
- Introduction of improved performance management systems
- Review key processes, working patterns, structure, roles and deployment of teams
- Review the frequency and standards of work
- Review working practices, equipment and vehicles (greater environmental consideration)
- Transformation of the service (greater level of technology)

1.6 Due to the COVID-19 pandemic and the subsequent independent review of the waste collection service, several members of the Project Team were reassigned to leading on the Council's response to these issues, resulting in delays in the completion of this review.

## **2 Report**

2.1 The appointment of APSE was intended to assist in assessing the finer detail of the workings and performance of the Clean & Green service, but there were also other aspects and opinions that would be used to help shape the final recommendations of the report. These include gaining feedback from the workforce and specific sections of the Clean & Green team, as well as the Elected Members and the Members Sub-Group, as well as areas identified by the management team, since taking on responsibility for the service in 2017.

2.2 The main body of the report covers the key points of the Review, highlighting areas for improvement, key tasks feedback and subsequent recommendations.

2.3 It should be noted that whilst the review was in progress, some operational improvements were already underway and have since been established. This is because a number of changes, especially around communication, improving biodiversity, staff development and better use of technology, had been already

been identified by the new management team. Unfortunately, some the amendments to service and/or working practices were delayed due key staff being assigned to the Council’s response to the COVID-19 pandemic and dealing with the disruption to the waste collection contract. These will be identified within the report.

- 2.4 The first draft of the APSE report on the service standards and performance was received in July 2022 but, following a review of information, the Project Team felt there were a number of areas which needed further clarification and context.
- 2.5 It was agreed that members of the Project Team would work with the APSE consultants to address these points, in an attempt to provide greater clarity on the overall performance of the service and the possible options for improvement. The final draft of the report was issued in August 2022.
- 2.6 Below is a table (2.6) outlining the recommendations made by APSE and the relevant comments from the Project Group on each one:

	<b>APSE Recommendation</b>	<b>Project Group Comment</b>
1.	<i>Recommendations from the review reflect the need for Clean &amp; Green to work more efficiently and productively within its budget parameters, although there will be some financial implications attached to some of the proposals which will need to be costed. They are intended to underpin a quality assured approach that aims to deliver continuous improvement in Clean &amp; Green services. The first recommendation is to <b>establish a quality management system</b> such as the international quality standard ISO 9001 with appropriate processes and procedures embedded in it.</i>	<p>The Project Group support the recommendation, but would prefer to implement the proposed new staffing and service structure before adopting a new quality management system.</p> <p>This is ensure consistency in the results and also to prevent overloading an already stretched management and supervisory team.</p> <p>It is recommended this work commences after one full year of the new structure being in place.</p>
2.	<i>A series of performance measures needs to be introduced as part of the quality management system, including a formal inspection process and a selection of <b>key performance indicators covering cost, quality and customer feedback from benchmarking like APSE's Performance Networks suite</b> which should be regularly reported to the Corporate Director (Director of Community &amp; Environmental Services).</i>	<p>The Project Group, along with colleagues from the Council’s Finance and HR teams, have identified concerns with the collation and formatting of data, in order to take advantage of the APSE benchmarking service. This is covered in the Performance Management section of the report.</p> <p>Whilst the current data set do not enable the Council to provide data in the necessary format, the Project Group would still like to monitor and measure performance against peers, and have outlined a possible alternative in 2.19.</p>

	<b>APSE Recommendation</b>	<b>Project Group Comment</b>
3.	<i>As a priority, Clean &amp; Green need to arrange to <b>survey a sample of public opinion</b> on their perception of how well the service is performing and how satisfied they are with the services being provided. This will provide a baseline to measure improvement against once changes have been implemented following the review.</i>	<p>The Project Group support the recommendation.</p> <p>The Project Team, in conjunction with APSE, have drafted a public survey as shown in Appendix E.</p> <p>It is proposed that the survey is undertaken on a bi-annual basis, with the support of the Council's Policy Officer (consultation resources).</p>
4.	<p><i><b>It is recommended that the inspection processes incorporate regular random cleanliness and quality audits on a range of streets and grounds maintenance sites within the district, in line with APSE's Land Audit Management System (LAMS) or similar.</b></i></p> <p><i>Other final inspections should be recorded for other work performed by Clean &amp; Green, such as cleaning public conveniences (APSE's CLAMS system or similar). In-process inspections should also be recorded on a regular basis to monitor work methods and health &amp; safety compliance on site.</i></p>	<p>The Project Group support the recommendation.</p> <p>Whilst initial trials of the LAMS system have proved successful, it is proposed that an internal auditing system is developed and introduced to the service.</p> <p>The reason for this recommendation is that the audits and inspections can then be recorded and accessed via the Council's Customer Relationship Management system. This will help reduce costs for purchase, software maintenance and also avoid duplication of data collection and reporting.</p> <p>Please see Appendix F.</p>
5.	<i>The most appropriate members of staff to undertake this inspection role are the Area <b>Supervisors, who should already be informally carrying these out in the course of their day-to-day duties</b> but appear to be hampered by the amount of paperwork that keeps them too often office bound.</i>	<p>The Project Group support the recommendation.</p> <p>The proposed new structure provides additional capacity for this work to take place. This point is also directly related to APSE recommendations 6 and 8.</p>
6.	<i>This is just one of the areas around the roles and responsibilities of staff that were highlighted as requiring improvement and it is recommended that changes to the organisational structure take place to facilitate the necessary improvements. Firstly, <b>the Clean &amp; Green Manager role needs additional support to overcome obvious capacity issues within the role and the amount of work involved at both operational and strategic levels. A supporting post of Assistant Manager should be</b></i>	<p>The Project Group support the recommendation.</p> <p>The Job Description and Person Specification for an Operations Manager has been prepared.</p> <p>Should the structure be approved, it will be subject to the District Council Job Evaluation process for graded, before being advertised and appointed to.</p> <p>Further detail on this post is covered in the main body of the report.</p>

	<b>APSE Recommendation</b>	<b>Project Group Comment</b>
	<i>created to oversee the operational side more directly, but also to provide strategic support to the Manager when needed.</i>	
7.	<i>The Clean &amp; Green Manager's role requires working closely with the head of service (Director of Community &amp; Environmental Services) in reviewing the performance and development of the service, including the <b>introduction of improved technology</b> and better use/development of skills and resources, liaising and proactively working with council staff, elected members, and other partners to develop corporate working and facilitate "joined up" solutions in relation to enquiries and complaints from members of the public and any other stakeholder groups, as well as trying to raise the profile of the service (particularly with an eye towards realising future commercial opportunities).</i>	<p>The Project Group support the recommendation, with much of the work already introduced before the review was finalised.</p> <p>All Clean and Green staff were issued with mobile devices with data capacity in August to improve communications and record before and after images for customer feedback.</p> <p>It is the intention of the Project Team to further develop this area of work, which includes the work outlined in recommendation 4 of the table.</p>
8.	<i>The functions of the Clean &amp; Green service requires a significant amount of administration, which should not be entirely the remit of the Supervisors, especially to the detriment of their own basic supervisory roles. It is therefore recommended that an <b>Administrative Assistant</b> post be added to the establishment, reporting to the Assistant Manager</i>	<p>The Project Group support the recommendation.</p> <p>The Job Description and Person Specification for an administration support post has been prepared.</p> <p>Should the structure be approved, it will be subject to the District Council Job Evaluation process for graded, before being advertised and appointed to.</p> <p>Further detail on this post is covered in the main body of the report.</p>
9.	<i>In addition to reducing paperwork, the three Area Supervisors and the Reactive Supervisor should all have the support of a working Team Leader, as currently operates in the south area. This would also provide better career path steps and progression opportunities within the organisation</i>	<p>The Project Group support the recommendation.</p> <p>The new structure requires a total of four Team Leaders. This will help improve communication and standards of work, as well as provide an increased level of support to the workforce and Supervisory team.</p> <p>Two Team Leaders are already established within the current structure, it is proposed that a</p>



	<b>APSE Recommendation</b>	<b>Project Group Comment</b>
		<p>further two are internally added as development opportunities.</p> <p>Further detail on this included in the Staff &amp; Structure section.</p>
10.	<p><i>The additional four <b>Team Leader posts</b> outlined above should come from the current pool of Chargehands on the service if there are appropriate candidates. These changes need to be designed with the appropriate duties and responsibilities to enable workloads to be better planned and resourced to increase productivity levels. The Chargehand posts would need to be reduced by the number of new Team Leader posts created</i></p>	<p>The Project Group support the recommendation.</p> <p>It proposed in the new structure and intended that new post of Operations Manager is part funded by the supervisor post being removed.</p> <p>An opportunity for one of the Supervisory team to be promoted, via a competitive recruitment process, will be offered in the first instance.</p>
11.	<p><i>The Supervisors need to be empowered and trusted to make decisions on day to-day operational issues, supported as required by the Assistant Manager and the Clean &amp; Green Manager when appropriate</i></p>	<p>The Project Group support the recommendation.</p> <p>The Director of Community &amp; Environmental Services and the Interim HR Manager have been working closely with the C&amp;G management team to help identify and improve understanding of roles, responsibilities and lines of communication.</p>
12.	<p><i><b>Working time arrangements</b> need to be amended to ensure that there are appropriate levels of supervisory support for staff at both ends of the day and at weekends, as required. A rotating shift rota can be put in place that provides a single supervisor at weekends based on examples within this report</i></p>	<p>The Project Group support the recommendation.</p> <p>A rota has been developed by the Project Team to ensure that all weekend working staff have a point of contact, who is available at all times during the shift.</p> <p>There is however, a financial cost pressure to consider in this option, as staff will need to be remunerated.</p>
13.	<p><i>This is linked to a larger piece of work around <b>establishing true demand for the service</b> that needs to be undertaken in order to establish precisely when and how much labour resource is required to meet that demand.</i></p> <p><i>Until that has been established, it is unclear whether the current size of the workforce is under-resourced as has been anecdotally suggested.</i></p>	<p>There are mixed views on this recommendation. The data suggests some of the teams are over resourced but, as noted in 2.11 of the report, the data sets do not offer a true reflection of the service.</p> <p>The staff throughout the workforce, as well as the Supervisory team, feel the service is under-resourced. This is a view also shared by the Clean &amp; Green Manager.</p>

	<b>APSE Recommendation</b>	<b>Project Group Comment</b>
	<i>The completed demand analysis will also show when the resource is needed and is likely to require a continuation of seasonal working arrangements, albeit suitably amended to where the evidence points</i>	As the Project Group feel that the new structure will go some way to addressing this issue, it is proposed that the situation is reviewed after one full year of the new structure being implemented, should it be approved.
14.	<p><i>The true demand for the service needs to take account of any improvements to standards that are implemented following this review. <b>It is recommended that some of the higher profile locations receive increased mowing and other general maintenance to improve their appearance.</b></i></p> <p><i>This may be offset by reducing maintenance in other areas, allowing them to grow wilder or to be planted with wild flowers. A review of grass areas should be undertaken to determine the status of each parcel of land</i></p>	<p>The Project Group support the recommendations and are confident that the new structure will be able to accommodate this.</p> <p>An example of this would be the increased mowing at cemeteries due to a designated team. This will also allow the separate mowing teams to incorporate the additional work required at the 30+ biodiversity areas.</p> <p>With the structure being District wide; this will regulate standards.</p>
15.	<i>The role of the 'Reactive' team needs to be clarified. It is recommended that this team be prioritised for the function that it was intended rather than providing a pool of cover for other tasks. Again, working hours should be assessed to ensure early and late coverage</i>	This recommendation will be addressed with the introduction of the new structure, should it be approved.
16.	<b>As part of the quality assurance process, a skills matrix needs to be established that matches the skill and competency requirements for Clean &amp; Green tasks against the training that staff have received. There should also be minimum competency requirements linked to the roles at each level. Identification of any gaps between the two should form the basis of the training and development programme</b>	<p>The Project Group support the recommendation.</p> <p>Once staff have been allocated to their new team, should the structure be approved, then the Clean &amp; Green Manager will produce a training and development plan for the teams. This work will include a skill gaps analysis.</p>
17.	<b>Standards of maintenance across all Clean &amp; Green functions should be consistent across all three areas and be relayed to staff as part of their competency training. Supervisors should be allocated specific areas of responsibility based</b>	The Project Group support the recommendation, and have factored this into the new structure.

	<b>APSE Recommendation</b>	<b>Project Group Comment</b>
	<i>on function (such as grounds maintenance, horticulture, street cleansing etc.) for the whole district in addition to their area duties</i>	
18.	<b><i>Clean &amp; Green need to increase the amount of commercial work undertaken in order to bring in more income, although the importance of getting the in house model right first cannot be overstated. There is also a requirement to accurately establish the correct fees and charges to be made to the private sector. However, there are opportunities that can be more quickly realised, particularly around mechanical sweeping and these should be investigated</i></b>	<p>The Project Group support the recommendation.</p> <p>Should the recommendations be approved, it is anticipated that this work could start before the end of 2023, once staff are settled in their new roles and the management team have the necessary data to manage the performance effectively.</p>
19.	<b><i>There needs to be an increase in technology within the service to replace outdated paper-based systems, such as timesheets, driver checks, inspections, job tickets/schedules. To achieve this, all appropriate staff will need to be provided with smartphone or tablet as appropriate, and software purchased or developed that increases their mobile working capability and reduces the amount of ineffective time spent on travelling back and to from the depot</i></b>	<p>The Project Group support the recommendation.</p> <p>The transformation project is already underway, as noted within the main body of the report.</p>
20.	<b><i>A Litter Bin Strategy should be formulated and agreed to standardise the types of bin used and inform on policy for future requirements.</i></b>	<p>The Project Group support this recommendation as an extension of work that is already underway.</p> <p>The first matter to be addressed has been the health and safety issues presented by the locations of certain bins. Any bins identified as having a health and safety issue, were communicated to the relevant Town or Parish Council and relocated accordingly.</p>
21.	<b><i>Litter bin sensors should be obtained and used to monitor and inform whether the councils litter bins have been correctly sited and whether some need to be removed or relocated for greater efficiency and to improve cleanliness levels</i></b>	<p>The Project Group support this recommendation as an extension of a piece of work already underway.</p> <p>This forms the second element of the Litter Bin Strategy discussed above.</p>

	<b>APSE Recommendation</b>	<b>Project Group Comment</b>
22.	<b><i>Sweeping schedules need to be reviewed and optimised to increase the use of the mechanical sweepers</i></b>	The Project Group support the recommendation.  These adjustments are outlined in Appendix C.
23.	<b><i>The council needs to try and change people's behaviour with regard to littering, dog fouling and fly tipping through targeted innovative campaigns, not just to educate but also to 'nudge' behaviour change through such things as 'ballot bins' and 'talking litter bins'</i></b>	The Project Group support this recommendation.  In previous years, the Clean and Green Team have held campaigns around foul fouling and litter picking in partnership with the Community Development Team and the Neighbourhood Safety Team. We will continue this in 2023.
24.	<b><i>In conjunction with education campaigns, Fixed Penalty Notices for littering and dog fouling offences should be issued and publicised to act as a deterrent and start to reduce the demand for street cleansing services</i></b>	The Project Group support this recommendation.  The Clean and Green Team have previously worked with the Neighbourhoods Safety Team to ensure hotspot areas have notices and camera support.
25.	<b><i>As part of the council's commitment to climate change, an investigation should take place into how the arising from Clean &amp; Green operations can be increasingly recycled</i></b>	The Project Group support the recommendation.  This work is currently underway.
26.	<b><i>It is recommended that Clean &amp; Green begin trials of alternative weed control methods, in conjunction with stakeholders, to minimise the use of chemicals, particularly glyphosate</i></b>	The Project Group support this recommendation as an extension of work that has already underway.  In 2020, the Clean and Green Team partook in trialling several alternatives to glyphosate and reported back to Members. Members agreed the use of a new weed ripper and hand weeding. This outcome and further recommendations are identified in this report.
27.	<b><i>The council should look to replace its seasonal bedding with sustainable and pollen rich planting schemes, which at the same time could offset some of the expenditure required in some of the recommendations above</i></b>	The Project Group support the recommendation.  Work was already underway to address this, the latest contract replaces bedding plants with pollen rich plants on a 25% reduction per year over the next 3 years.

- 2.7 In addition to the table above, further recommendations, as well as an expansion on detail on the ASPE recommendations is included below. Along with ideas and alternative options identified by the Project Group via feedback from Members, residents and staff over the last few years. This work is outlined in five separate key themes below, this includes:
- Performance Management – 2.8
  - Staffing & Staff Structure – 2.23
  - Technology – 2.68
  - Environmental – 2.77
  - Communication – 2.107

### Performance Management

- 2.8 A key piece of work required by the Director of Community & Environmental Services was the development and adoption of a performance management system to help monitor and manage standards and frequencies of work.
- 2.8 Whilst standards of work are inspected by the Clean & Green Supervisory team, there is currently no agreed or consistent method of monitoring and recording the performance of the work delivered. Nor is there provision of management information to help drive improvement.
- 2.9 The introduction of benchmarking was required to work in conjunction with internal monitoring by reviewing the performance of the service against our peers. Benchmarking also helps to identify the areas of best practice and areas for improvement.
- 2.10 However, one of the main areas for concern in the report is the benchmarking data and its relationship to the services provided. There have been significant challenges in collating and applying accurate data, due to some of this information being held by other agencies or not being collated in a compatible or amendable format.
- 2.11 In order to achieve accurate benchmarking data sets, the process relies heavily on 3 key factors:
- HR & Payroll systems for staffing being split into two separate services: Grounds Maintenance & Street Cleansing
  - Financial data also being split into two separate service areas (as above)
  - All data for land maintained by the service being measured in hectares. The Council has information on land maintained using a mix of hectares, mileage, metres and square foot. Some land (such as road sweeping) is managed on behalf of partners and the data required would be provided by them.
- 2.12 Currently, the Council does not separate employees into two separate areas of work. The staff are simply allocated to the Clean & Green team. This is mainly due to the workforce covering a variety of responsibilities across the service area, which cover duties in both grounds maintenance and street cleansing.
- 2.13 It was initially proposed that the Council used a percentage split (50% Grounds Maintenance and 50% Street Cleansing) for the APSE data set.

This is however, not a clear reflection of how the service works and performs.

- 2.14 Whilst some of the results in the APSE report offered the Project Group a useful insight into the performance of specific service areas and also raised further questions about operational performance, work patterns, allocation of teams, etc., the group are aware that due to lack of compatibility in the data, this may not be a fair reflection on actual performance. For example, where data was unavailable or incompatible, the result would be determined as 'poor'.
- 2.15 Should the Council wish achieve accurate and meaningful benchmarking figures, in line with APSE Benchmarking Service, it would be required to make a number of system changes to amend the reporting structure. These would include:
- Amending the HR & Payroll system to identify Grounds Maintenance & Street Cleansing employees, rather than operating as one service. The Payroll and HR team would also be required to input the data separately, which will have a significant impact on capacity. In addition, it would require a change in how Clean & Green employees record timesheets, holidays and absences and also require staff to be separated into two spate teams.
  - The Finance team would need to prepare budgets and accounts with an additional code or detail code in order to separate costs across the two sections rather than one service. This would place an increased demand on the Finance team, even if only in the short term. The process would also require the Clean & Green team to spate costs when making purchases, which will present further inaccuracies, as some equipment is shared across teams.
  - The Council would have to identify the width of roads, pavements and footpaths in order to calculate hectares, alternatively use mapping tools for each individual area maintained which would be extremely time consuming considering the amount of land managed by the Clean & Green Team.
- 2.16 As result of the challenges and necessary amendments required to internal systems, the Project Group recommend the Council looks at alternative options to benchmarking service performance.
- 2.17 It is proposed the Project Group, along with the Members Sub-Group, remain in place for the first year of implementation to monitor performance and consider options for future benchmarking.
- 2.18 One current option being explored, is the formation of a countywide group, with representation from each of the Derbyshire Local Authorities, to identify a series of performance indicators which can be benchmarked. This will also help in the sharing of information, best practice and possible joint working/procuring of services and products.

- 2.19 The current Core Standards and Frequencies for the Clean and Green Service were established in 2012 (Appendix D). The feedback from the Clean and Green team to both the Project Group and APSE is that they are, and always have been, 'unachievable' and 'unrealistic'.
- 2.20 The recommendation for new frequencies and standards, though aren't changing drastically, will better reflect the capacity of the Clean and Green Team. They will also represent a more realistic target based on the Derbyshire County Council Agency Agreement that finances a proportion of the work.
- 2.21 For example, the verge mowing frequency was set at 9 cuts a year in 2012. Derbyshire County Council requires, and finances, 6 cuts to maintain highway safety and the District Council agreed to an additional 3 cuts per annum – totalling 9.
- 2.22 It is proposed that the 9 cuts is amended to 9 inspections with a minimum of 6 cuts but possible further cuts, if there are safety/visibility issues.
- 2.23 In terms of parks (excl. Green Flag parks), open spaces and closed churchyards, the number of cuts and inspections already matches those proposed in 2.23. It is not recommended that this changes.
- 2.24 With regards to open cemeteries, initially the Project Group had hoped to introduce grass collection equipment. However, due to the size and limited manoeuvrability this equipment could cause damage to head stones and kerb edges. Therefore, it is recommended that instead the frequency of cuts remaining at 6 it is doubled to improve aesthetics and reduce the size of clippings, preventing unsightly clumps of grass.
- 2.25 It is unlikely that points 2.23 and 2.25 can be achieved in the current staff and management structure, and is reliant on the proposed structure being approved.
- 2.26 Currently, each town and village should receive 2 pavement sweeps a year (mechanical where possible), 2 road sweeps a year and 1 leaf clearance a year via a schedule. However, the team constantly receive requests for additional visits, which places a significant drain on resources and disrupts the cleaning schedule.
- 2.27 Therefore, it is recommended that a minimum of 4 inspections a year take place in each village and town. The inspections will be recorded with photographic evidence and used to determine a whether any additional visits are required, beyond the proposed 2 visits.
- 2.28 This process currently takes place when safety concerns arise, for example areas prone to flooding or traffic safety issue. When a standard of 'safe' is not met, the Supervisor or Team Leader will request an additional sweep; determining whether it needs to be a hand crew or mechanical sweeper and whether it needs to be with 24 or 72hours.
- 2.29 It is recommended that the maintenance of sport pitches, car parks and leisure centre remain the same. However, there will be Service Level Agreements (SLAs) set up with local sport clubs, Freedom Leisure and the

car park team ensure this work is agreeable. This recommendation will require the involvement of the Community Development Manager and Neighbourhoods Manager.

- 2.30 In order to help understand the level of internal demand on the Clean & Green team, the Project Group produced a questionnaire for colleagues across the Council.
- 2.31 The responses to the questionnaire are shown in Appendix H. It is recommended that the Clean and Green Manager use the responses to align future training opportunity with internal demand. This recommendations has the opportunity to reduce the cost of external contractors across the departments of the Derbyshire Dales District Council by upskilling and utilising the Clean and Green team.

### Staffing and Staff Structures

- 2.32 Concerns relating to capacity and consistency have been a theme throughout the Project Group's meetings with the management team, the consultants and the workforce.
- 2.33 As a result of the feedback, the Project Group have developed a proposed new structure for the service, which will provide greater resilience and efficiency of the teams. This can be seen in Appendix A, and compared to the current structure which is illustrated in Appendix B.
- 2.34 The current set-up is an area based structure, where individuals are allocated to an area supervisor within North, South, Central or to a Reactive or Waste Supervisors.
- 2.35 Each of the area teams are required to provide most of the necessary functions of the service in the areas they represent. Whilst the Reactive and Waste Teams work across the district with other services such as, countryside management, burials, play area inspections and toilets.
- 2.36 The current structure has numerous challenges; it offers limited resilience to deal with absences or the introduction of larger projects, it inhibits specialist skill sets and staff development and also hinders the application of a consistent approach to service delivery and standards of work.
- 2.37 In addition to the concerns raised above, there has been clear and consistent feedback from the Clean & Green team regarding the limitations presented by the last restructure and the multi skilling of the workforce, as a result of the 2012 review.
- 2.38 In meetings with both APSE and the Director of Community & Environmental Services, staff have raised concerns that the multi-skilling of the teams has resulting in the loss of 'specialists' or 'expertise' within the teams, and ultimately a loss of pride in certain areas of work.
- 2.39 Feedback from Members, Parish and Town Councils and the local community express an appeal for consistency in service delivery across the



Derbyshire Dales. The Project Group believe that a service led structure will be better equipped to deliver a more consistent service across the district.

- 2.40 The proposed new structure of the service, along with new job descriptions and person specifications, have been developed. Should Members approve the restructure, formal consultation with the relevant staff and unions will commence, in line with the Council's Change Management Policy.
- 2.41 One of the main changes to current operations is the centralising of the teams. Currently, each of the teams start and report into Northwood depot, with the exception of the south team who are based at Ashbourne depot.
- 2.42 Whilst some individuals may remain in a particular locality, the proposal will mean that all teams will be based at Northwood depot. This will help increase levels of consistency, provide clearer lines of communication, improve flexibility of the workforce and address concerns of silo working.
- 2.43 There are currently 11 employees in the south team, with 4 of them living in the local area. The proposed change is likely to cause concern for some of those employees, therefore early and considered consultations will be required.
- 2.44 In addition to the amendments to current job roles and responsibilities, APSE have identified a need for additional support with the management team, both in the form of administration support and in the operational management of the service. The report states that:
- The Clean and Green Manager role needs additional support to overcome obvious capacity issues within the role and the amount of work involved at both operational and strategic levels. A supporting Assistant Manager should be created to oversee the operational side more directly; but also to provide strategic support to the Manager when needed.*
- 2.45 The Operation Manager's post will provide much needed support to both the Clean & Green Manager and the Supervisors. The post holder will oversee operations on a day to day basis, ensuring structured and co-ordinated allocation of works, as well as monitor and report on service performance.
- 2.46 This role is necessary to ensuring the improvements that have been put in place over the last 3 years are maintained and continue to improve, for example: PPE records, Health and Safety records including checks on Hand Arm Vibration Syndrome (HAVS) and audit preparation, as well as inspection trends, training needs and apprenticeship management. These are all essential and time consuming responsibilities that currently place a significant amount of additional pressure on an already stretched management team.
- 2.47 In addition, the Operations Manager will be responsible for managing and maintaining the statutory requirements of the Council's fleet. There are currently 46 vehicles in the fleet, ranging from Ford Rangers, Ford Transits and Flatbeds, Ford Tippers, Land Rovers, sweepers, tractors, excavators and refuge vehicles.

- 2.48 The fleet consists of heavy goods vehicles (HGVs), and by law the Council is required to hold an Operator Licence and two employees that hold the qualification of Transport Manager Certificate of Professional Competence (CPC).
- 2.49 The expected salary for this post is likely to range between £46,746 - £50,074 (Grade 9, projected salary inc. current pay offer for April 2023 and on costs). The cost of the post will be offset by reducing the number of Supervisors from five to four, providing a potential promotion opportunity for one of the Supervisory team in the first instance. This is in line with the recommendations set out in the APSE report.
- 2.50 Whilst some of the cost is offset by the structural change, there is a shortfall of £4,551. It is requested that Members approve increasing the annual staff revenue budget by this amount to help fund the post.
- 2.51 An administration support post is also required to relieve the Clean & Green management team of office based tasks, this includes:
- daily timesheets
  - daily vehicle inspection sheets
  - annual leave and attendance calendars
  - creating purchase orders
  - obtaining quotes
  - driving licence checks
  - uploading KPI data to the Government website
- 2.52 Administration support was previously provided at the depot but was removed as part of the centralisation/rationalisation of the admin team in September 2018. This work is currently undertaken by the Supervisory team.
- 2.53 The removal of this post placed an extra demand on the management team and has resulted in a reduction in service, mainly in time previously available to undertake site inspections, day to day contract and supplier management (CSM), community engagement (inc Parish and Town Councils), as well as much needed visibility for the wider workforce.
- 2.54 It is a post that has been identified by the staff, the manager of the service and APSE, as key role in the development and effectiveness of the service. The report states that:
- The functions of the Clean and Green services require a significant amount of administration, which should not be entirely the remit of the Supervisors, especially to the detriment of their own basic supervisory role. It is therefore recommended that an Administrative Assistant post be added to the establishment, reporting to the Assistant Manager.*
- 2.55 The total cost of this post is £29,783 to £30,829. This can however, be funded via the reassignment of current vacant posts.

- 2.56 The final amendment to the structure recommends is that Team Leaders are introduced to all teams. The purpose of the Team Leaders is to provide additional support and cover for the Supervisors during annual leave, sickness, training and meetings.
- 2.57 Team Leaders will also cover sickness and absences within the team, working alongside colleagues to help continually develop skills and understanding of roles and responsibilities.
- 2.58 Creating formal Team Leader positions will also contributes to a defined career path for Clean & Green employees, something which is currently quite limited.
- 2.59 There are currently two Team Leaders, one in the Burials Team and one in the South Team. It is proposed that the additional two Team Leaders are created by offering a promotion opportunity within the current team and redistributing the posts accordingly. Whilst this will cover the majority of the funds required, there is a shortfall of £10,502. This again will need to be funded from the General Reserve.
- 2.60 Initially, it was hoped that some of these costs could have been offset by changes to working practices, such as moving from bedding plants to a greater level of perennials and pollenating plants. However, costs across the service have increased significantly since the review begun. This includes fuel, inflation, indexation on contracts, as well as increased staffing costs as a result of the cost of living pay award.
- 2.61 It is proposed that 2 additional operatives join the burials and play area inspection team; these are considered essential areas of work which have daily deadlines. The current structure consists of one dedicated Grave Digger, even though other team members have grave preparation skills utilising these staff impacts other areas of work. This is a similar situation within play area inspections.
- 2.62 In order to achieve the structural changes in 2.23 to 2.52 an additional £76,711 is required to the budget. This figure is based on an employee being at the top of the grade, includes the proposed pay award for April 2023 and on costs.
- 2.63 The current staff budget for Clean & Green Team is £1,763,921 per annum, which will increase from April 2023 once the pay award has been confirmed along with the additional contribution to employee's pension.
- 2.64 Throughout the engagement activities with the workforce and Trade Union Representatives it has been made clear that the project is about increasing effectiveness, enhancing and developing what we do, and not merely a cost cutting exercise. This was important because many members of the workforce remember the previous ASPE Review that centred on cutting costs.
- 2.65 Many of the workforce still hold very negative perceptions of the changes that were derived from the previous review and have a perception that the project had negative overall effects upon the team's ability to provide a

sustainable and cost effective service. The workforce have however, commented throughout that the engagement implemented to date through this review has been well considered and effective.

- 2.66 The Project Team have used the opportunity to work with the team to elicit a list of seven core team values with corresponding underpinning behaviours. It is planned that this work will be embedded into day to day practices. Primarily, it will be used to reinforce individual and team performance standards through team 1:1, Performance Development Reviews and introduce to recruitment and selection practices. This can be seen in Appendix G.

### Technology

- 2.67 The introduction of better technology to the service, such as mobile devices linking the technology to the Council's Customer Relationship Management System (CRM), will enable residents and Elected Members to report issues online - directly to the relevant team, and in real time. This will also support the management team in monitoring and reviewing performance and the allocation of resources.
- 2.68 All Clean and Green staff have been issued with mobile devices with data capacity. This has helped with the introduction of real time 'before and after' pictures and better communication. This has successfully been trialled in the last few months.
- 2.69 It is the intention of the Project Team to utilise the access to smart phones and data as much as possible to improve service efficiencies for example by adding real time inspection and reporting systems. This would be a significant improvement in service and communications.
- 2.70 As part of the work with APSE, the service has trialled the Land Audit Management System, a phone application referred to as LAMS that randomly selects areas for inspection and allows data and images to form a grading. The cost of the application is £3,652.00 plus VAT. This amount has already been incorporated into the 2023/2024 budget, which was approved on 2 March 2023.
- 2.71 During the review however, an alternative option was presented by the Council's Transformation Manager, who can create a similar inspection App which connects to the current CRM system. Along with offering smoother integration, reduces the duplication of data and reporting systems, it also offers a better value for money option and enables a saving to help offset the some of the increased structure costs.
- 2.72 In response to points raised by Members in the APSE consultation session as well as requests received from Parish and Town Councils, the mowing and street cleansing schedules will be made available on the Council's website.
- 2.73 The Project Team have worked with the Council's Technical Services team to design the schedules within the new 2023 GIS mapping system. This will allow residents and Members to access specific detail and schedule information via the Council's website by road names.

- 2.74 If the restructure of the service is approved, the schedules will be optimised to suit the new formation of the workforce. Following this, the schedules will be published on the website.
- 2.75 It should be noted that the scheduled dates may be subject to change, due to road closures, limited access to areas or adverse weather.

### Environmental

- 2.76 Members are already well aware of the work the Clean & Green team have done in establishing a successful biodiversity project for our verges, parks, green spaces, cemeteries and closed churchyards. That project continues to grow and also feeds into this review. The last report on the project was presented to the Community & Environment Committee on 29 November 2022.
- 2.77 Due to the success of the biodiversity project, Officers have continued to engage with colleagues at Derbyshire County Council to explore options to further develop the levels of biodiversity across the district.
- 2.78 In light of these discussions, Derbyshire County Council have appointed a Project Officer to set up a 'Pathfinder' Project. This project will explore the practical implications of changing the grass verge maintenance schedule by working closely and collaboratively with two District authorities (the 'pathfinders'). The pathfinders are not intended to trial different verge management techniques, but to explore the practicality of and barriers to implementation of wildlife friendly verge management in Derbyshire. DDDC has been invited to partake in the project as a pathfinder.
- 2.79 The Project Officer states that:
- "The Pathfinder Project is a trial to provide recommendations to County Councillors on grass verge management that are reasonable, achievable, and fundable while meeting accelerated biodiversity and climate change policy objectives. The project will require only a sample of verges in the District to be brought in, full control of which verges would sit with your officers. The work should not be onerous for the nominated officers, and I hope that it will have immediate value to you by feeding into other climate change, biodiversity or community improvement priorities that you are already committed to"*
- 2.80 It is recommended that the Council agrees to become a *Pathfinder* and continue its work on increasing the levels of biodiversity across the district.
- 2.81 As part of the *Pathfinders* project, the Council will be asked to identify 100km of verge to partake in a more conservative management scheme which will include the removal of clippings, options for composting and the use of alternative machinery.

### Glyphosate

- 2.82 A report was presented to Members on 14<sup>th</sup> October 2020 regarding Weed Management across the District. Since then, the Clean and Green Team have not used glyphosate on Council owned land, with the exception of invasion species like Japanese Knotweed, as approved during the meeting.
- 2.83 As agreed at the 2020 meeting, the Clean and Green Team have collaborated with the Derbyshire County Council on the use of glyphosate on highways; reviewed the use of glyphosate with other councils by utilising the APSE membership surveys, trailed the mechanical alternative across the district and reviewed the national position.
- 2.84 Glyphosate use in the EU had initially been approved until December 2022, however this approval was extended until 15<sup>th</sup> December 2023. Since the UK left the EU at the end of 2020, the UK Government have approved the use of glyphosate for another 5 years; in this time they will evaluate other options and fund more effective research.
- 2.85 Recent discussions within the agricultural industry were highlighted following the COP27. Mr Freestone won the 2020 Soil Farmer of the Year, and the 2021 Environmental Champion of the Year. When used correctly, Mr Freestone advocates that, without glyphosate, farmers would need to return to cultivation which disturbs the biological activity in the soil, harming earthworms that naturally rotate the fungi and bacteria and requires no cultivation. Reduced cultivation has been escalated in this years' discussion as an important factor for the biodiversity debate.
- 2.86 As agreed with the Elected Members Sub-Group, and stated in the original report; the future use of glyphosate was to be considered as part of the review due to benchmarking opportunities available with APSE. The Clean and Green Manager, along with the consultants from APSE, have reviewed the use of glyphosate and also compared its performance to alternative options.
- 2.87 Since 2020, the service has trailed a number of alternative options, such as natural vinegars, glyphosate-free Round-Up and Hot Foam. This was reported to the Community & Environment Committee on 14<sup>th</sup> October 2020. Therefore, as per the approved recommendation the service have used a weed ripper and hand weeding as the chosen alternative to glyphosate.
- 2.88 Overall, the team have given positive feedback on the use of a weed ripper, as it also acts as an edging off tool whilst pulling out the weeds. This is shrub or path borders that are neatened up with a clear maintenance line. The accuracy has been reported across numerous areas.
- 2.89 The feedback on the alternative methods highlighted the extra time required for both hand weeding and the weed ripper and for hand weeding; the physical strain involved. Table 2.79 highlights the difference in time spent and the labour required between hand weeding, using the weed ripper and spraying glyphosate. As noted the time in labour moves from hours to days when using a manual alternative to spraying glyphosate.
- 2.90

Date	Location	By Hand	Weedripper	Spraying
24 <sup>th</sup> & 25 <sup>th</sup> May	Town Hall	2 operatives 2 days	2 operatives, ½-1 day	2-3 hours, 1 operative
6 <sup>th</sup> June	Public footpath at Starkholmes	1 operative, 2 days	2 operatives, ½ day	1-2 hours, 1 operative
5 <sup>th</sup> July & 2 <sup>nd</sup> August	ARC Leisure Centre	2 operatives, 1 day	2 operatives, ½ day	2-3 hours, 1 operative
25 <sup>th</sup> , 26 <sup>th</sup> , 27 <sup>th</sup> July	Derwent Gardens	1 operative, 2 hours each night to do area around bandstand (this was completed outside of normal working hours.	Weed ripper not suitable as gravel paths	3-4 hours to do entire gardens, 1 operative
26 <sup>th</sup> July	Darley Dale Cemetery	1 operative, 2 days	3 operatives, all day but also edged up paths	2 hours, 1 operative

- 2.91 This has also created an impact to other services within the Clean and Green Team, as the need for additional vehicles and cause an increase in fuel costs due to the repeated visits.
- 2.92 It is also important to note that when a weed is removed by hand or by a weed ripper, growth is evident again within 1 – 2 weeks as the root is unable to be removed. Where glyphosate is used; it is systemic which means it will successfully kill the root so new growth should not be evident for 6 months.
- 2.93 The feedback, results and impact noted by the Clean and Green Team were comparable to those that were shared by the APSE consultants. Appendix I are quotes from anonymous members of APSE membership who provided feedback.
- 2.94 The APSE consultants shared a briefing note that was produced by APSE and can be found on their website;

[APSE briefing note](#)

- 2.95 The paper concludes:  
 “It appears the only realistic option at the moment, until affordable and effective alternatives can be found, is to use glyphosate products as sparingly as possible and away from high footfall areas. The adoption of more integrated weed control approaches is clearly the way to go as this reduces exposure to chemicals and can also improve levels of biodiversity. Obviously, there may be a need for the public to accept higher levels of weeds as a result, but perhaps this a price they would be willing to accept if it means the potential threat from chemical spraying can be avoided.”
- 2.96 An additional consideration that transpired during the review was that using manual alternatives at access roads to leisure centres and cemeteries creates an increased level of risks to operatives, as they will be working close to moving traffic for longer periods of time.
- 2.97 Following the suspension of use of glyphosate, some Members have raised concerns about the increase in weeds around the Town Hall. It is however,

important to understand that approving a reduction or ceasing to use glyphosate will result in increased weed growth.

- 2.98 With regards to closed churchyards, of which there are 19 across the district, the Council receives no additional funding when responsibility for maintenance is handed over. These areas are often subject to more invasive species. The paths are often very old and in order to prolong their life and avoid any plants growing through them; glyphosate is a suitable option. Using a weed ripper damages the paths further and will not kill the root.
- 2.99 Nevertheless, the Project Group support the reduction of glyphosate and will continue to use the weed ripper on play areas, tennis courts, cemeteries, parks and recreational grounds. It is recommended that the service continue to monitor the situation and trial alternative options, with the aim of ceasing the use of glyphosate when an effective and suitable alternative is developed/sourced.
- 2.100 It is however, recommended that glyphosate be that glyphosate is reintroduced but limited to closed churchyards and access roads to cemeteries and Leisure Centres for the reasons outlined above. This will be done in a tightly controlled manner and at times when footfall is low (i.e.: before 07:00).
- 2.101 Whilst discussions and recommendations regarding glyphosate relate to land that the District Council owns, the Clean and Green service also coordinate the weed management across highway roads on behalf of Derbyshire County Council (DCC). Currently, there is a contract in place to spray the highway roads twice a year.
- 2.102 The County Council are unable to provide extra funding to cover the costs for additional operatives or methods away from the current use of glyphosate on their land. Therefore, should Members wish to fund an alternative like Foamstream for example; it would be in addition of £26000 for each unit. Each unit works for 5 hours which would invite discussion to purchase more than one. With this, the Clean and Green Team would increase safety measures for staff working on highways, including the use and training for traffic management systems.
- 2.103 In recent discussion with colleagues at the County Council, Officers were informed that no other Council within Derbyshire has requested they consider a reduction or ceasing to use glyphosate.
- 2.104 Following discussions with Town and Parish Councils, some requested that glyphosate is not used within their wards and weeds be removed by hand. In these areas, there are community groups who also undertake hand weed removal, which the Clean and Green team collect and dispose of - and will continue to do so to support 'no spray areas'.
- 2.105 Officers have been in regular contact with the DCC and following a Verge Conference held in December 2021 by the Leader of the County Council, Barry Lewis, The Derbyshire Road Verge Project has been launched. This will focus on increasing the biodiversity of all Derbyshire verges, connecting the work of



individual Councils like the Derbyshire Dales to identify areas of best practice. Weed management on the verges will be part of this project.

### Communication & Engagement

- 2.106 Throughout the review process the Clean & Green team have been kept up-to-date by the Project Team via a series of emails, in-person briefings and workshops.
- 2.107 Representation from both GMB and Unison has been encouraged throughout, with the relevant union representatives being provided regular updates and invitations to briefings and workshops.
- 2.108 Mick Coppin, the Regional Representative for GMB, has attended a number of the workshops and briefings, including the most recent ones held at the Agricultural Business Centre in Bakewell on 9 September, 13 December and most recently on 8 March.
- 2.109 Mr Coppin also attended several of the staff 1:1 and group consultation sessions hosted by APSE.
- 2.110 After a recent staff briefing Mr Coppin remarked upon the commitment of the District Council and its employees in respect to the levels of positive interactions and engagements that have been fostered throughout the project to date.

*I am the Full Time GMB Trade Union Officer with responsibility for GMB Members employed at Derbyshire Dales District Council. I was invited and attended all local consultation workshops at the ABC facility in Bakewell. I am very pleased to report all the meetings and communications I have supported and been involved with have been inclusive and supportive, ensuring all staff had a voice and opportunity to contribute to the consultations. From my perspective I do believe the authority and this staff group are exemplary in the region and probably one of the most forward-thinking organisations should all the recommendations be implemented; my only caveat is that because of serious implications which can occur I believe a measured pilot approach would reward best results and give greatest security to the Council. I would like to thank everyone for their help and engagement especially Samantha Grisman, Chrissie Symons, Dave Turvey and Ashley Watts.*

- 2.111 The Interim HR Manager has also been involved throughout the review and has been present at most of the staff and full workforce sessions and has reported the following:

*When initial discussions were held to review the Clean & Green Service, we knew that we had to draw clear distinctions from the review that took place approximately 10 years ago. The former review took place on the basis that costs needed to be reduced and, although this objective was met, decisions that were necessary at the time still have a clear impact on the operations of the Service to the present day.*

*We knew that this review needed to focus upon developing and adding value to the Service. In addition we were clear that good focused communications with the team needed to be prioritised and delivered in a supportive way.*

*The Director of Communities and Environmental Services has addressed this by ensuring that the whole workforce has been involved in information gathering workshops and held regular meetings to brief the teams on the projects progression. Employees have been given the opportunity to share their views and feedback their concerns. In addition Trade Union Representatives have been invited to briefing meetings and a questions and answers process has been set up. Staff concerns have been addressed directly at the meetings, on a one to one basis and via the questions and answer process.*

*Employees have commented that this review feels different. They have felt more included, communication has been better and they have felt more secure in the knowledge that this review is about adding value to the Service. Indeed this sentiment has also been echoed by one of our Trade Union Representatives.*

*It is imperative that good communication continues throughout the second stage of the project and I believe that the Director of Communities and Environmental Service, with the support of the Project Team are focused upon this goal.*

On the Wednesday 8 March 2023 a draft of this report, along with the finalised proposals for change were share and discussed with all staff within the Clean & Green service. All relevant Trade Union representatives were invited to attend this meeting.

## **Timeline**

2.112 Should Members approve the recommendations put forward in the report, below is a proposed timeline for implementation:

<b>Action</b>	<b>Date</b>
Seek Member approval	March 2023
Job Evaluation for Operation Manager role	March 2023
Advertise Operation Manager role	March 2023
Advertise Administration Support role	March 2023
Initiate Change Management process with Supervisory team	March 2023
Sign agreement to join DCC's <i>Pathfinder</i> pilot scheme	March 2023
Formal consultation with staff and unions on allocation of teams and subsequent changes to Job Descriptions	April – May 2023
Appointment of Team Leaders	April – May 2023
Develop rota for weekend support	April 2023
Finalise restructuring and aligning of new mowing, street cleansing schedules to new structure	April 2023

<b>Action</b>	<b>Date</b>
Publicise new schedules on website and signpost Parish and Town Council's to pages	May – June 2023
Develop new inspection policy and protocol with Supervisory team	May 2023
Training for staff on new schedules and standards of work	May 2023
Training for Team Leaders and Supervisors on inspection App	June 2023
Implement new schedules, standards and working arrangements	July 2023
Report first year findings and performance to Members	TBC (2024)

### **3 Options Considered and Recommended Proposal**

3.1 See main body of report.

### **4 Consultation**

4.1 The whole Clean & Green Team have been invited to two rounds of project briefings which took place on 1<sup>st</sup> April 2021 and 12<sup>th</sup> September 2022. In addition, various members of the Clean & Green Team have been involved in workshops and consultations with APSE in the preparation of the report.

4.2 An FAQ document has been generated and updates have been made and circulated on 1<sup>st</sup> April 2021, 12<sup>th</sup> April 2021, 23<sup>rd</sup> July 2021, 2<sup>nd</sup> September 2021 and 27<sup>th</sup> January 2022.

### **5 Timetable for Implementation**

5.1 See Table 2.32

### **6 Policy Implications**

6.1 None at this stage

### **7 Financial and Resource Implications**

7.1 The recommendations in this report include requests for approval of two supplementary revenue budgets for 2023/24 totalling £76,711 in respect of changes to employee costs, and for the ongoing costs to be built into the Medium Term Financial Plan. The supplementary revenue budgets will have to be financed from the General Reserve as the service has not been able to identify further savings to offset these additional costs.

7.2 As the Council currently has a savings target of £286,000 to meet for 2024/25, and these supplementary revenue budgets will increase that around £77,000, the financial risk has been assessed as Medium.

7.3 Should the recommendations be approved, the main demand on resources will be on the Clean & Green Manager and Director of Community & Environmental Services. There will also be need for ongoing support for the

Council's Human Resource team during staff and union discussions and the implementation of the Change Management Policy.

## **8 Legal Advice and Implications**

- 8.1 The report outlines the work to date on the review of Council's Clean & Green service. There are 7 recommended decisions contained within this report. The Legal risk associated with this report has been assessed as low.

## **9 Equalities Implications**

- 9.1 An Equality Impact Assessment is currently being formed and a verbal update will be given on the 16<sup>th</sup> March.

## **10 Climate Change Implications**

- 10.1 While there are no direct climate change implications as a result of the recommendations of the report the review seeks to make operational efficiencies which overall could lead to reduced travel and therefore emissions associated with vehicle use. Vehicle utilisation will be recorded as part of the update report to be presented in 2024.
- 10.2 The biodiversity project and glyphosate use have environmental impacts but these are well covered so nothing to add.

## **11. Risk Management**

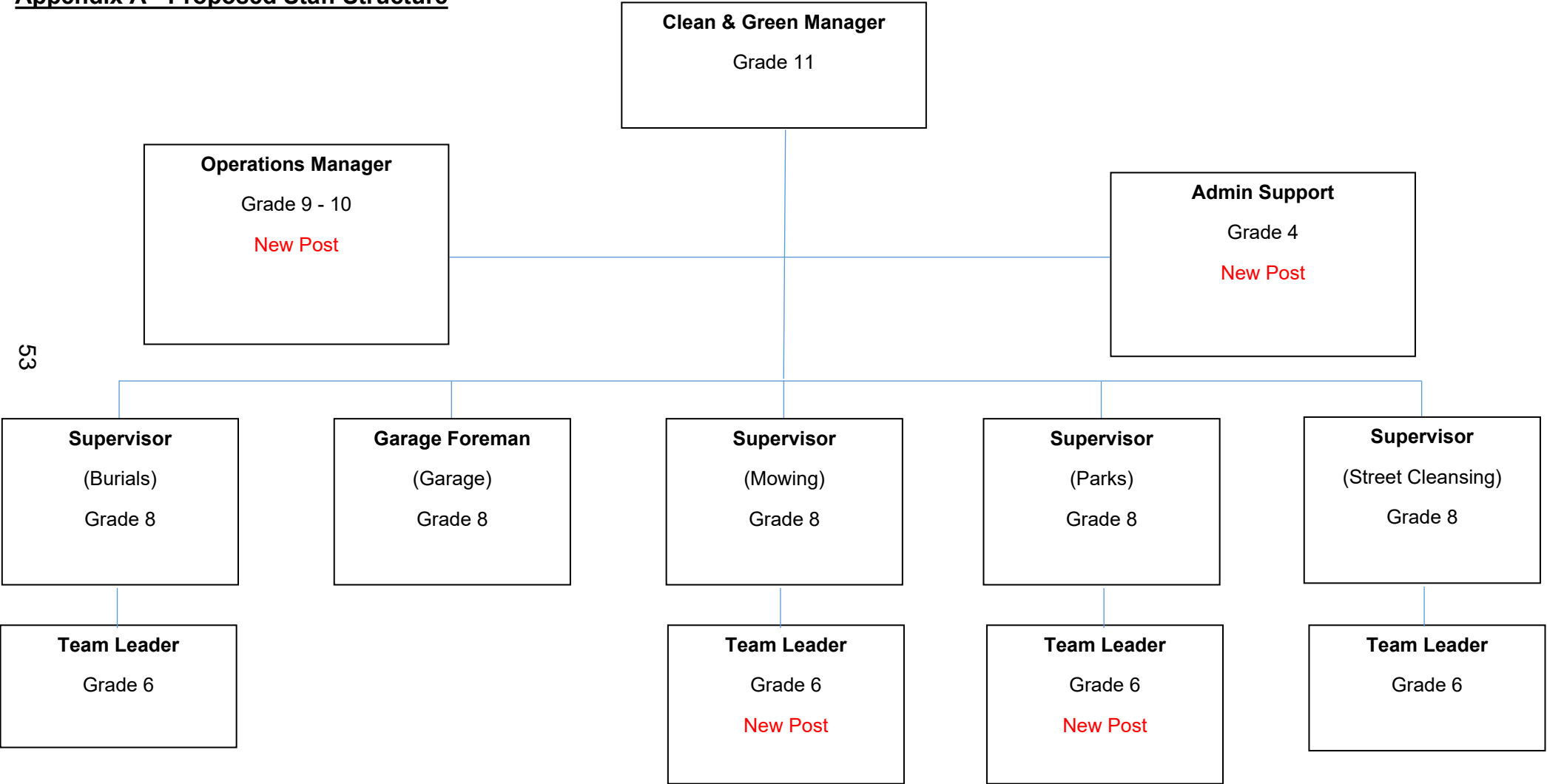
- 11.1 None at this stage

### **Report Authorisation**

Approvals obtained from:-

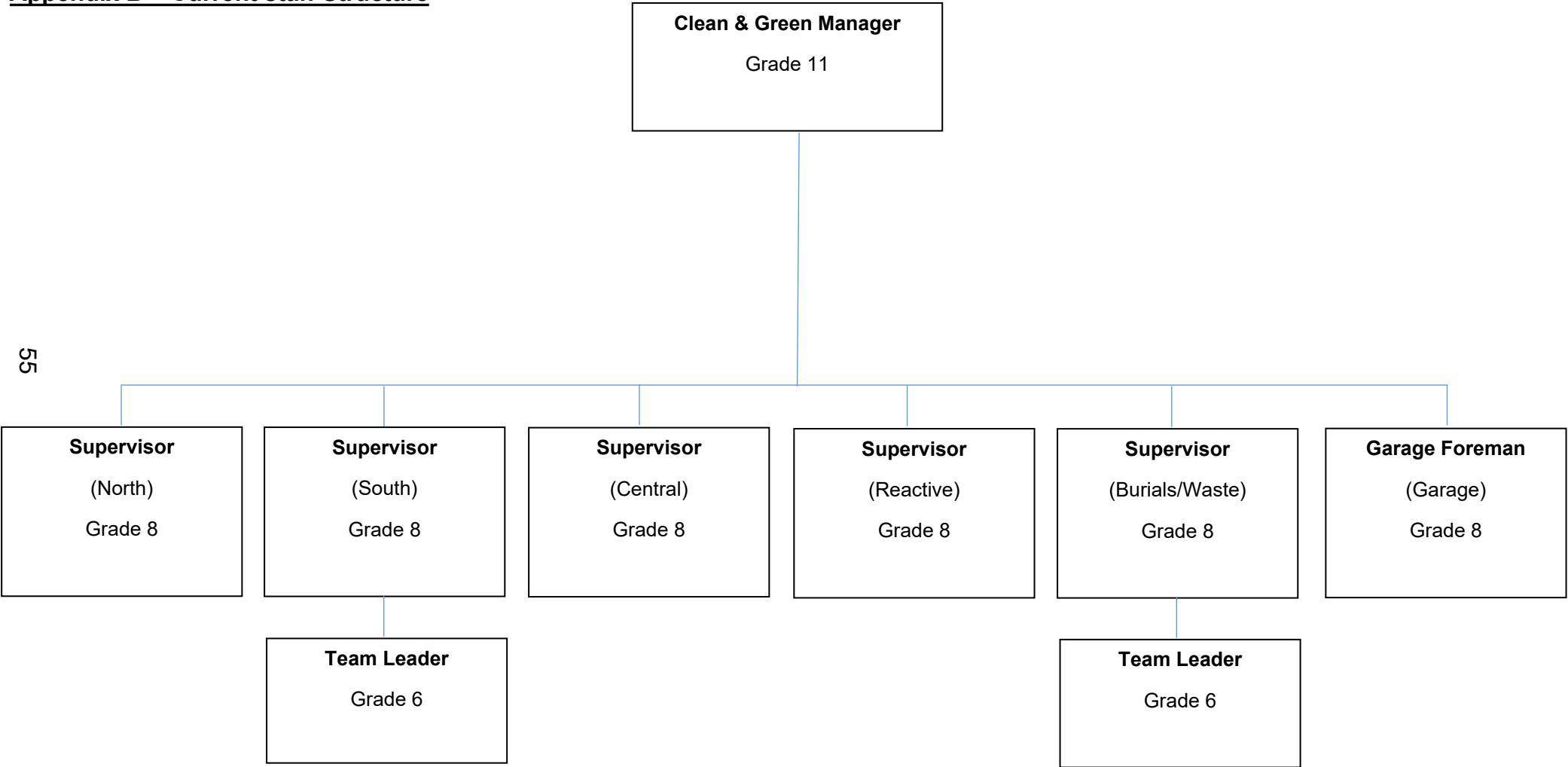
	<b>Named Officer</b>	<b>Date</b>
Chief Executive		
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	08/03/2023
Monitoring Officer (or Legal Services Manager)	Kerry France	08/03/2023

**Appendix A - Proposed Staff Structure**



This page is intentionally left blank

**Appendix B – Current staff Structure**



This page is intentionally left blank



OFFICIAL-[SENSITIVE]  
**Appendix C – Proposed Standards and Frequencies**

Classification of Area	Treatment	Previous Treatment	Proposed change	Further considerations
Grass in the main 4 parks **, children's play areas and other public spaces	Mowing. Grass clippings to be left on site. This excludes areas that have already been classified and Biodiversity Areas and have their own management specification.	3 weeks	weekly	
Highway Verges - urban	Mowing. Grass clippings to be left on site. This excludes areas that have already been classified and Biodiversity Areas and have their own management specification. Daffodils will continued to be protected when planted in the back 1/3 of the verge.	3 weeks	4 weeks	There will be continued collaboration between Derbyshire Dales District Council and Derbyshire County Council and improved conversation.
57 Highway Verges - rural	Flail Mowing. This is specified by the DCC at 1m width from the highway plus visibility splays. Grass clippings to be left on site. This excludes areas that have already been classified and Biodiversity Areas and have their own management specification.	1 or 2 a year depending on DCC Schedule	Remains the same but in review with DCC	There will be continued collaboration between Derbyshire Dales District Council and Derbyshire County Council and improved conversation.
Municipal Cricket Pitches	Rolled. Grass cuts per week: Wicket table outfield Drag brush Scarify Spike or hollow tine Top Dressing general Fertiliser  Additional treatments are available at the clubs expense	1 x week 3 x week 1 x week 1 x week 3 x week 2 x year 1 x year 1 x year 1x year	1 x week 3 x week 1 x week 1 x week 3 x week 2 x year 1 x year 1 x year 1x year	costing to be incorporated into lease or hourly charge

OFFICIAL-[SENSITIVE]

<p>Municipal Bowling Greens</p>	<p>Drag brush Grass cut with clipping removed Clip edges/clear gullies Scarify Spike or hollow tine Top Dressing general Fertiliser</p> <p>Additional treatments are available at the clubs expense</p>	<p>3 x week 3 x week Fortnightly 2 x year 1 x year 1 x year 1 x year</p>	<p>3 x week 3 x week Fortnightly 2 x year 1 x year 1 x year 1 x year</p>	<p>costing to be incorporated into lease or hourly charge</p>
<p>Football and Rugby Pitches</p> <p>58</p>	<p>Walk over and repair Mow Rolled Slitted Chain harrowed Over seed worn areas</p>	<p>1 per week 1 per week 2 per year 1 per year 1 per year 1 per year</p>	<p>1 per week 1 per week 2 per year 1 per year 1 per year 1 per year</p>	<p>costing to be incorporated into lease or hourly charge lad expectations as the standard is compliant with level of play</p>
<p>Municipal Cemeteries</p>	<p>Mowing Weed management Memorial safety</p>	<p>3 weeks Monthly Annual check every 5 years</p>	<p>2 weeks Monthly Annual check every 5 years</p>	<p>A number are being considered for the biodiversity project, and the weed management is mechanical or hand weeding.</p>
<p>Closed Churchyards</p>	<p>Mowing Weed management Memorial safety</p>	<p>3 weeks Monthly Annual check every 5 years</p>	<p>4 weeks 2 x a year Annual check every 5 years</p>	<p>A number are being considered for the biodiversity project, and the weed management is based on the return to glyphosate.</p>
<p>Formal Beds in the Parks</p>	<p>Bedding plants</p>	<p>summer and winter planting</p>	<p>To reduce the amount of bedding plants</p>	<p>To be reviewed with the Community Team each year.</p>

OFFICIAL-[SENSITIVE]

OFFICIAL-[SENSITIVE]

			by 25% every year.	
Car Parks	Shrub beds Hedges to be cut back Mowing Litter clearance	Attend and prune once a year and remove shrub beds.	Visit every month plus a reactive procedure	To be reviewed with car park team to set a specification for each car park.
Pavilions an Changing Rooms	Clean all pavilions.	1 week	1 per week	incorporate into toilet cleaning schedule
Hedges/Shrubs	Cutback excess growth I line with area specification	1 year	2 a year	This will incorporate the extra cuts we provide for certain locations and events like Remembrance Day.
59 Litter Bins/Dog Bins	Litter and dog bins emptied throughout the district according to schedules.  Replace small and post mounted bins with full size bi where possible.	These are daily in town centres and weekly elsewhere.	The current schedules will be available on the website.	To be reviewed with policy in 2023
Leaf Collection	Urban areas	1 a year	1 a year	Delivery will be monitored to determine hotspots in conjunction with gully clearance and area demand.
Town Centre Litter	This is specifically the four market town centres.	one barrow man a day	2 x weekly team on site	time of day to be taken into account

OFFICIAL-[SENSITIVE]

OFFICIAL-[SENSITIVE]

Pavement Sweepers	Four market town centres Town/village where footfall is high	2 x per week 2 x per year	2 x per week 2 x per year	The time of day to be taken into account as well as footfall and area needs.
Channel Sweepers	Main highway roads Other main roads Minor roads	3 x per year 1 x per year 0.5 per year	Additional requests to be recorded in order to reflect demand and seasonal trends.	The time of day to be taken into account as well as through traffic and surrounding needs.
Litter Standard - we aim to maintain the following standard the majority of the time	Town centres Dense Residential areas	No litter or refuse Substantially free of litter	Remain reactive to service requests through social media, CRM and phone calls.	no policy previously written so this is to commence in 2023
Litter Response - Litter accumulates at peak times and when staff observe it, or when the public report it, we will respond as follows	Town centres Residential areas Other areas	Same working day Within 24 hours Within 48 hours.	Same working day Within 24 hours Within 48 hours	There is no policy written so this is to commence in 2024. Having a dedicated Street Cleaning Team will allow this to be scheduled
Fly Tipping	Collection and disposal.	Requests to be visited within 24 hours; up to 80% on the time	Requests to be visited within 48 hours up to 80% on the time	This will be a monitored KPI once the information can be captured. The Health and Safety elements of the tipping will continue to dictate the urgency of the collection. For example, asbestos.
Enforcement Routine Patrols	Where public complaints are high, visible patrols will be undertaken.	To be reviewed with a policy in 2024 with the Neighbourhood Team. The team will continue the hotspot campaigns.		
Enforcement Focus	Where public complaints are high, visible patrols will be undertaken.	To be reviewed with a policy in 2024 with the Neighbourhood Team. The team will continue the hotspot campaigns		

OFFICIAL-[SENSITIVE]

**Appendix D – Current Standards and Frequencies**

**Parks and Public Open Space Core Standards**

<b>Classification of Area</b>	<b>Treatment</b>	<b>Previous Standard</b>	<b>2014 Target Frequency</b>	<b>Achieved</b>	<b>Proposed Core Standards</b>
Grass in Parks, Children's Play areas and other public open space;	Mowing. Grass clippings left on site.	3 weeks	2 weeks	3 weeks	3 weeks
Highway verge -urban	Mowing. Grass clippings left on site. (Daffodil leaves only protected from mowing when planted in back 1/3 of verge)	5 weeks	3 weeks	3 weeks	3 weeks
Highway verge - rural	Flail Mowing, 1m width from the highway plus visibility splay where needed for road safety. Grass clippings left on site.	1 or 2 /year	1 or 2 /year	1 or 2/year	1 or 2 /year
Municipal Crickef Pitches	Rolled Grass cuts per week: wicket table outfield  Drag brush, - up to scarify Spike or hollow tine Top dressing general Fertiliser  Additional treatments e.g worm kill, moss kill fungicide.	5 x /week  5 x /week 1 x /week 1 x /week  5 x /week 2 x /year 2 x /year 1 x /year 2 x /year  No charge made	1 x per week  3 x per week 1 x per week 1 x per week  3 x per week 2 x per year 1 x per year 1 x per year 1 x per year  available at club's expense	1 x /week  3 x /week 1 x /week 1 x /week  3 x /week 2 x /year 1 x /year 1 x /year 1 x /year  available at club's expense	1 x /week  3 x /week 1 x /week 1 x /week  3 x /week 2 x /year 1 x /year 1 x /year 1 x /year  available at club's expense
Municipal Bowling Greens	Drag brush, - up to Grass cut with clippings removed Clip edges/ clear gullies Scarify Spike or hollow tine Top dressing general Fertiliser  Additional treatments (worm-kill, fungicide, moss killer, iron application,etc)	5 x /week 3 x /week  1 x /week 5 x /year 1 x /year 1 x /year 2 x /year  No charge made	3 x /week 3 x /week  fortnightly 2 x per year 1 x per year 1 x per year 1 x per year  available at club's expense	3 x /week 3 xi week  fortnightly 2 x per year 1 x per year 1 x per year 1 x per year  available at club's expense	3 x /week 3 xi week  fortnightly 2 x per year 1 x per year 1 x per year 1 x per year  available at club's expense

Croquet Pitch	As per cricket outfield				
Football and Rugby Pitches	Walk over, divot replace and repair	1 x/week	1 x per week	1 x /week	1 x /week
	Mow	1 x /week	1 x per week	1 x /week	1 x /week
	Rolled, Slitted	Varies	2 x per year	2 x /year	2 x /year
	Chain Harrowed	1 x/year	1 x per year	1 x /year	1 x /year
	Over seed worn areas	1 x/year	1 x per year	1 x /year	1 x /year
Municipal Cemeteries	Mowing lawned areas and main paths	3 weeks	Fortnightly	3 weekly but some exceptions - Bakewell/Fanny Shaw	3 weekly
	Strim roundkerb edged graves	3 weeks	Fortnightly		Reliably at all cemeteries
	Dig graves within 48 hrs notice, subject to the Absence of prior bookings.	48 hrs	48 hrs	48 hrs	48 hours
	Top up and seed sunken graves	No target defined	Within 4 weeks of need being visible	Within 8 weeks of need being visible	Within 8 weeks of need being visible
	Ensure monument and headstone safety including;	Annual detailed check	Annual check and 2 weekly Visual check.	5 yearly check and-2 weekly visual Check.	5 yearly check and 2 weekly visual check.
	Bracing stonework in Imminent danger of falling over.	Not done for many years	Each memorial checked every 5 years	All unstable memorials braced in 2 locations	All unstable memorials- braced in all locations
Closed Churchyards	Mow lawned areas and main paths	3 weeks	Fortnightly	3 Weekly	3 Weekly
	Mow between graves where compact tractor fits,	3 weeks	Fortnightly	3 Weekly	3 Weekly
	Strim or spray off grass and weed growth in less accessible areas.	3 weeks	Fortnightly	3 Weekly	3 Weekly
	Ensure monument and headstone safety. By use of warning markers on loose stonework and	Annual	All memorials inspected within 5 yrs.	Annual checks and 3 weekly visual check.	Annual checks and 3 weekly visual check.
	notify Church Authorities if unstable	Not done in recent years	Notify promptly	Programme commenced	Notification on an within 5 years
Formal beds in Parks	Bedding plants; planting out	Summer bedding	Summer bedding	Summer bedding reduced	Retain Summer bedding,

	One summer planting and one planting of bulbs	Winter bedding  Some spring_bulbs	and  Spring bulbs	scheme  only	reductions.  Reduced winter bedding scheme
Car parks	Shrub beds Hedging Detritus removal Ditch clearance		TBC	Detritus removed on request.  Shrubs left.	Remove some shrub beds. •  Clean and prune 1/year.  Keep markings visible.
Changing rooms /pavilions	Clean out	1 x per week	1 x per week	1 x per week	1 x per week
Hedges/ shrubs	Cutback	1 x per year	1 x per year	Partially achieved	Full annual programme.
Litter Bins/Dog bins  Includes those on streets, in parks etc	Litter/dog bins emptied: Generally  Town centres  Dog bins: Generally replace with full sized litter bins unless within 30 metres of full sized litter bin. Remove existing dog bins adjacent to litter bins.  Post mounted litter bins: phase out in favour of full sized litter bins.	Weekly  Daily	Weekly  Daily	Weekly  Daily  Changes on schedule for completion by Dec 14	Weekly  Daily
Leaf Collection	Urban areas one main leaf collection	On request	1 per year	1 per year	1 per year
Town Centre Litter  - hand sweep by team	4 main town centres	One barrow man around all day	2 visits by mobile handsweeping team /day	Partially achieved staff vacancies hindered this.	Reliable twice daily litter cleanse
Pavement Sweepers	4 main town centres  Villages (where footpaths suitable)	1x per week  On request	2 x per week minimum  2 x per year	2 x per week minimum  2 x per year	2 x per week minimum  2 x per year
Channel	Main Arterial Roads		6 x per year	3 x per year	3 x per year

sweeper	Other Main Roads	On request	4 x per year	1 x per year	1 x /year
	Minor Roads		1 x per year	0.5 x per year	0.5 x /year
Litter standard - we aim to maintain the following standard the majority of the time.	Town Centres = Grade A = (no litter or refuse)  Dense residential = Grade B (substantially free of litter)	No change	No change	No change	No change
Litter response:  Litter accumulates at peak times and, when Staff observe it, or the public complain about it, we will respond as follows;	town centres  residential areas  Other areas	24 hours	same working day  within 24 hours  within 48 hrs	same working day  within 24 hours  within 48 hrs	same working day  within 24 hours  within 48 hrs
Fly tipping	Respond within 24 hours 80% of time	24 hours	24 hours	48 hours	48 hours
Enforcement Routine Patrol	Visit and inspect every play area issuing Fixed Penalty Notices where littering and fouling offences observed.	None	1 x per week	1 x per week	1 x per week
Enforcement Focus	Where public complaints are most intense, high visibility patrols or stakeouts.	None	Occasional	None	Weekly patrols in Parks/ Periodic patrols in "hot spots"



## Appendix E – Sample Public Survey

### Section One: CURRENT PERFORMANCE

The purpose of the Clean & Green Service Review is to assess the current performance of the service and then set a strategic direction for the service to ensure it focuses its resources and efforts on what our customers, residents and visitors value the most.

This first section is aimed at helping us understand your view of the CURRENT performance of the service.

**About you; please enter your age group and post code below.** Your postcode will highlight the specific needs for your area and your age group will help us identify

- 1. How satisfied are you with the current overall satisfaction with the service provided by the District Council. This rating is for the overall service, questions about specific areas of work will follow.**

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

- 2. How satisfied are you with the following:**

Countryside Management (Pic Tor, High Tor, Lover's Walks, grounds maintenance and safety checks)

Frequency:

Too much	Just Right	Needs More	Needs a lot more
----------	------------	------------	------------------

Quality of work:

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

Grave Preparation and Safety Maintenance; the Clean and Green Team work as part of a wider burial service to provide grave preparation across 8 active burial sites. This includes grave digging, ensuring headstones are moved and laying artificial grass. We also work across XXX number of closed churchyards to ensure headstones are safely maintained; following legal guidance to check every headstone once every five years.

Frequency:

Too much	Just Right	Needs More	Needs a lot more
----------	------------	------------	------------------

Quality of work:

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

Grounds Maintenance – parks, churchyards and open spaces

Frequency:

Too much	Just Right	Needs More	Needs a lot more
----------	------------	------------	------------------

Quality of work:

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

Pest Control Service; we have 2 pest control operatives highly qualified to manage rats, bedbugs, cockroaches, ants, fleas, mice, wasps in indoor and outdoor settings.

Quality of work:

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

Play Area Maintenance

Frequency:

Too much	Just Right	Needs More	Needs a lot more
----------	------------	------------	------------------

Quality of work:

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

Public Litter Bin Emptying

Frequency:

Too much	Just Right	Needs More	Needs a lot more
----------	------------	------------	------------------

Sport pitches - marking and maintenance

Frequency:

Too much	Just Right	Needs More	Needs a lot more
----------	------------	------------	------------------

Quality of work:

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

Street Cleansing – dealing with fly tipping, litter, dog fouling (more than this?)

Frequency:

Too much	Just Right	Needs More	Needs a lot more
----------	------------	------------	------------------

Quality of work:

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

Cleaning of Public Toilets

Frequency:

Too much	Just Right	Needs More	Needs a lot more
----------	------------	------------	------------------

Quality of work:

Excellent	Very Good	Average	Poor	Very Poor
-----------	-----------	---------	------	-----------

**Also, if you have needed to make a service request or access information, we would really appreciate your views on the following:**

Ease of access to information (i.e. mowing or cleaning schedules, what we do etc.)

Excellent	Very Good	Average	Poor	Very Poor	n/a
-----------	-----------	---------	------	-----------	-----

Response to queries or complaints

Excellent	Very Good	Average	Poor	Very Poor	n/a
-----------	-----------	---------	------	-----------	-----

Friendliness, approachability and helpful of our team

Excellent	Very Good	Average	Poor	Very Poor	n/a
-----------	-----------	---------	------	-----------	-----

**3. Can you please rank the following services in order of importance to you**

- Countryside Management
- Play Area Maintenance
- Street Furniture Installation
- Street Cleansing
- Grounds Maintenance
- Sport pitches marking and maintenance
- Pest Control
- Public litter bin emptying
- Cleaning of public toilets
- Grave Preparation and Safety Maintenance
- Taxi Inspections

Section Two: FUTURE IMPROVEMENTS

This next section aims to help us understand how you would like to use to focus our resources and efforts in the coming years, as we look to development the service to meet future demands and requirements.

**4. Which 3 areas of work would you like us to improve on in the future:**

- Countryside Management
- Play Area Maintenance
- Street Furniture Installation
- Street Cleansing
- Grounds Maintenance
- Sport pitches marking and maintenance
- Pest Control
- Public litter bin emptying
- Cleaning of public toilets
- Grave Preparation and Safety Maintenance
- Taxi Inspections

**5. Can you please rank the below list in order of importance to you**

- Easier access to information (mowing and cleaning schedules, etc.)
- Improved communication (social media and web updates, etc.)
- Greater focus on environmental issues (biodiversity, nature habitats, greener technology and equipment, etc.)
- More community projects and/or greater community involvement
- Developing a more commercial approach to help reduce to the cost of the service (i.e.: increased capacity in pest control)
- Keep doing what you're doing

MORE

**6. If the Council was to extend its commercial aspects, what services would you like us to offer?**

---

---

**7. Do you have any other requests or comments that would help in the development of the service?**

---

---

**8. Please share any positive experiences you have had with our service?**

---

---

**9.** We would like to hold a further consultation survey to delve deeper into some of the areas above and to give us more specific feedback. If you would be willing to take part, please provide your email below.

---

---

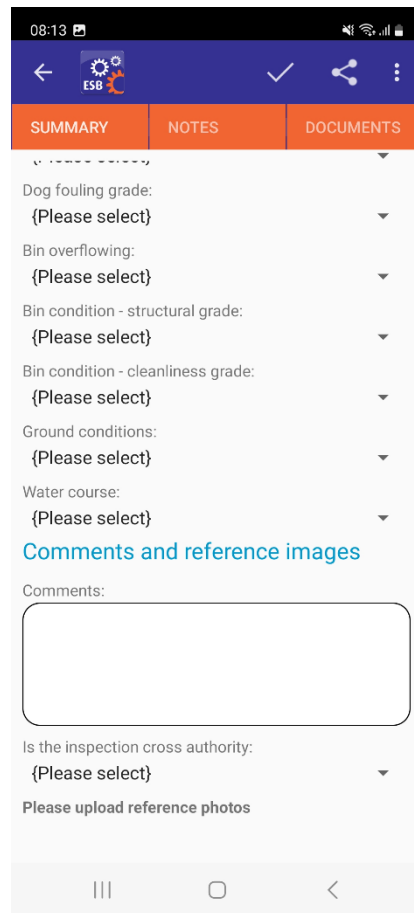
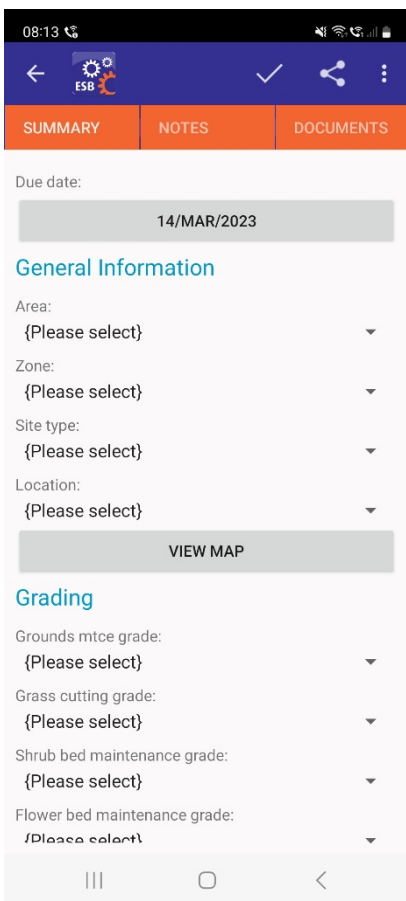
This page is intentionally left blank

**Appendix F – Quality Management Audit**

Digital Transformation and Clean and Green have worked together to develop a new inspection portal within the Council’s CRM system. This new functionality will automatically generate periodic areas for inspection, allowing for Clean and Green supervisors to assess Council owned/managed land. The portal covers a number of key criteria including; grass cutting, hedge cutting, bin condition, ground condition etc. This new facility will be available to supervisors whilst on the road through the use of the newly implemented CRM app, allowing real-time recording and evidencing of data. The data will then be made available for analysis and tracking over time to better inform the Council’s decision making. The following link can be used to show a short demonstration of the application and the images below are a snapshot of the portal when opened.



YouCut\_20230303\_1  
10911880.mp4



This page is intentionally left blank



## **Appendix G – Team Values and Behaviours**

### **Briefing: Development of Clean & Green Team Values and Identification of Complementary Behaviours**

Briefing by: Chrissie Symons, Interim HR Manager

Date: 21<sup>st</sup> September 2022

#### **Overview**

As part of the Clean & Green Review process, we decided to spend some time thinking about the team culture and the influence this will have upon imbedding future ways of working, maximising the benefits of change.

Culture affects perception, and perceptions drive behavior. As a result the culture we belong to has a direct impact on our behavior. It is important that we identify the positive team culture we wish to establish and nurture and identify the underlying complementary behaviors that will support it.

On Monday 12<sup>th</sup> September 2022 we arranged three workshops at the Agricultural Business Centre, Bakewell. All members of the Clean & Green Team were invited to attend one of the three workshops. The following team members were also present:

Ashley Watts, Director of Community & Environment  
Mick Copping, Trade Union Representative GMB  
Samantha Grisman, Clean & Green Manager  
David Turvey, Events Manager  
Chrissie Symons, Interim HR Manager

The workshop commenced with a brief update on the current Clean & Green Review, a question and answers session followed by an interactive group session designed to get the team thinking about what motivates them at work.

Staff worked in small groups with a table facilitator to elicit a list of their top 6 values, prioritised in order of importance. Approximately 40 printed cards were available on the tables to help the team identify values that are deemed to be important, less important and unimportant.

#### **The Results**

We were all really encouraged by the results. The majority of staff fully engaged in the session and actually seemed to value the opportunity to express their

values, exchange views on the meaning of words, identify links and develop group awareness of the importance of team culture.

Values were very similar between all nine individual groups. All individuals seemed to be able to draw clear associations and commonality between each of the groups.

All values have been drawn together and a list of 9 of the most commonly repeated and ranked values have been identified. The highest scoring values were Quality, Respect, Relationships/Friendships followed by Learning & Development. Please refer to table one for the full list of values.

Overall there was a common held perception that the Council is different to other employers. Employees were clear that working for the council is a lot more than a transactional relationship based upon money. A wonderful comment from one of the team “let’s face it, if it was only about the money we would probably work for someone else, we obviously keep coming for more than that”.

### **The Next Steps**

We plan to share the results with the team in a round of follow up workshops. We will move the team focus onto the positive behaviours we exhibit which underpin each value.

### **The Future**

Once we have identified team values and behaviours we plan to embed the new behaviours. To do this the following ideas are currently being considered:

- Share the team values and underpinning behaviours when inducting new members of staff into the team.
- Develop a new PDR process and supporting documentation unique to the needs of the Clean & Green Team.
- The management and supervisory team to identify new ways to encourage and recognise individual and team exemplary behaviours. Examples may include:
  - One to one supervisor feedback and support
  - Submission of monthly achievement awards
  - Concentration of a key value in rotation at team meetings. This could involve talking to the team about the behaviours they have identified from individuals and teams since the last meeting and identify how this behaviour underpins the corresponding value.

**Table One**

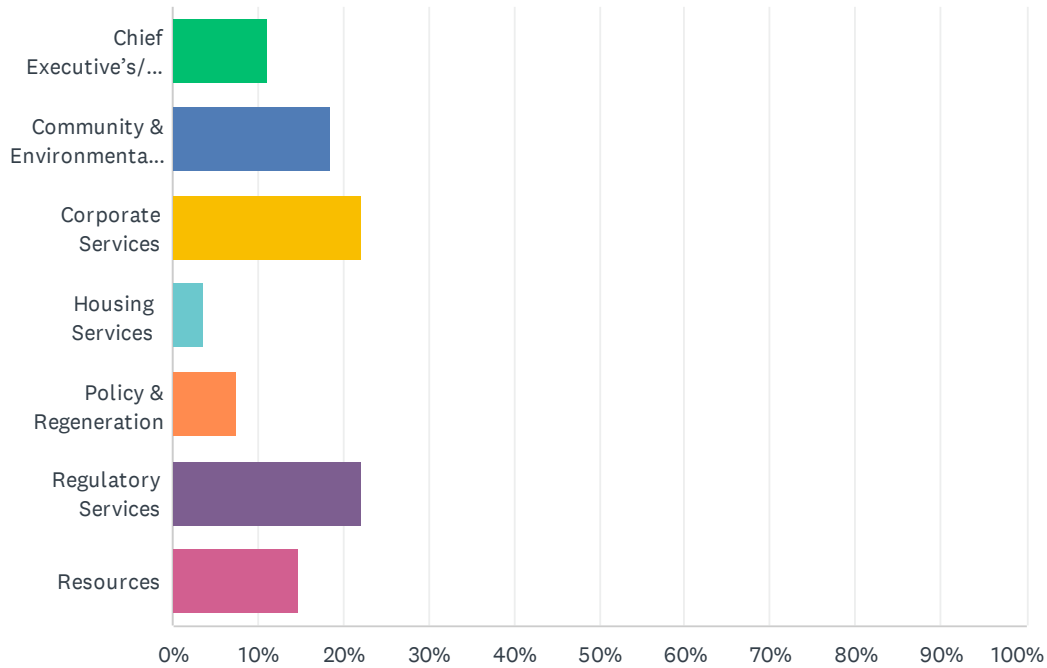
<b>Times</b>	<b>Value</b>	<b>Descriptive words used</b>
--------------	--------------	-------------------------------

Mentioned		
6	Quality	Recognition of Quality, Self-Respect, Doing a good job, Pride, Impact Accountability, Autonomy, Responsibility Ownership, Fit for purpose
6	Relationships & Friendships	Friendly & Supportive, Interacting, Helping, Participation, Humour, Fun Empathy, Loyalty, Diversity, Kindness, Popularity, Acceptance, Respect, Compassion, Peace, Team Work
6	Respect	Respect for each other, equipment, vehicles and the public. Valued, Trusted, Transparency, Reliability, Empathy, Understanding, Appreciation, Loyalty.
5	Learning & Development, Career and Opportunities	Helping, Development, Succession, Try new Things/Roles, Creativity, Innovation, Money, Training, Progression, Service Development, Growth
3	Flexibility	Different types of work Priorities change Flexibility in working day T&C of Employment Supportive Teamwork, helping each other Moving to alternative roles when required
3	Reliability	Arriving on time Creating trust Dependability, Willing, Capable
3	Recognition	Reputation, Acknowledgement
3	Making a Difference/Impact	Pride, Seeing Improvements, Quality, Accountability, Responsibility
3	Transparency	Clear Instructions Clarity Being honest – Internal and Public Honest – Treated right Simplicity, Reliability, Dependability

This page is intentionally left blank

## Q1 Which service area do you work in?

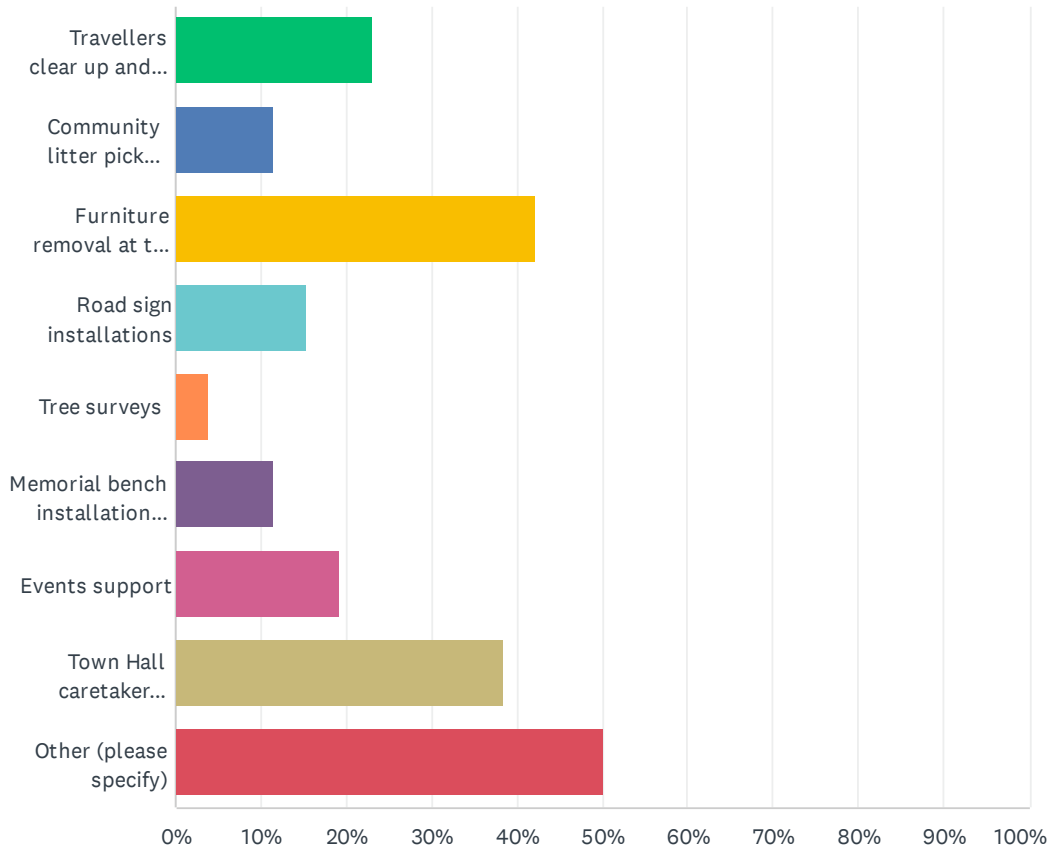
Answered: 27 Skipped: 0



ANSWER CHOICES	RESPONSES
Chief Executive's/HR & Payroll	11.11% 3
Community & Environmental Services	18.52% 5
Corporate Services	22.22% 6
Housing Services	3.70% 1
Policy & Regeneration	7.41% 2
Regulatory Services	22.22% 6
Resources	14.81% 4
<b>TOTAL</b>	<b>27</b>

## Q2 What service/s does the Clean & Green team provide for your department (tick all that apply)?

Answered: 26 Skipped: 1



ANSWER CHOICES	RESPONSES
Travellers clear up and evictions	23.08% 6
Community litter pick collections	11.54% 3
Furniture removal at the Town Hall	42.31% 11
Road sign installations	15.38% 4
Tree surveys	3.85% 1
Memorial bench installation and maintenance	11.54% 3
Events support	19.23% 5
Town Hall caretaker support	38.46% 10
Other (please specify)	50.00% 13
Total Respondents: 26	

#	OTHER (PLEASE SPECIFY)	DATE
---	------------------------	------

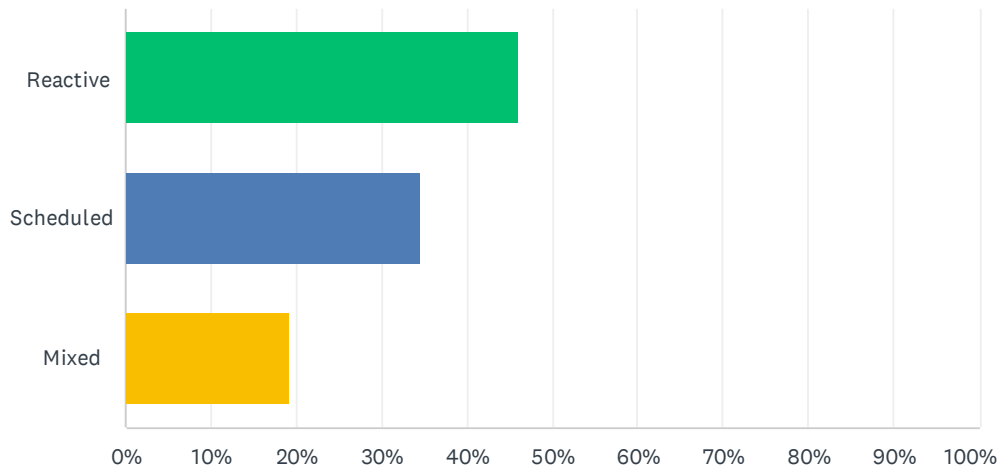
78

## Clean & Green Service Review

1	Pavement Licence and Street Trading Licence Advice. The depot garage mechanics provide taxi testing service	12/7/2021 9:41 AM
2	Help with fly tipping/removal and general waste. Sometimes the C&g team are the eyes and ears of the Council as they are out and about on district daily.	12/7/2021 8:48 AM
3	Cutting back hedges/shrubs and trees in council car parks and around CCTV cameras	10/21/2021 9:21 AM
4	Operational side of the Burial Service	9/28/2021 9:09 AM
5	Burials	9/27/2021 2:00 PM
6	Attend reported Anti-social behaviour complaints re littering/drug use and clean up. Cut back and tidy overgrown hidden areas causing concern.	9/22/2021 9:20 AM
7	Providing information (e.g. absence data and accident reports)	9/21/2021 12:54 PM
8	help with insurance	9/20/2021 1:58 PM
9	N/A C&G team and my work do not really overlapp, except for the maintenance of the green spaces on Hurst Farm	9/20/2021 11:25 AM
10	advice on current jobs from supervisors. Grafitti removal	9/20/2021 10:58 AM
11	Note for Qs 3 and 4 - it is part reactive, part scheduled. And partly from budget, partly not	9/20/2021 9:50 AM
12	Ground maintenance of parks	9/20/2021 9:22 AM
13	assistance delivering urgent bin requests, receive our bin orders, help store bins at the depot	9/20/2021 9:18 AM

### Q3 Is the service/s mainly reactive or scheduled?

Answered: 26 Skipped: 1

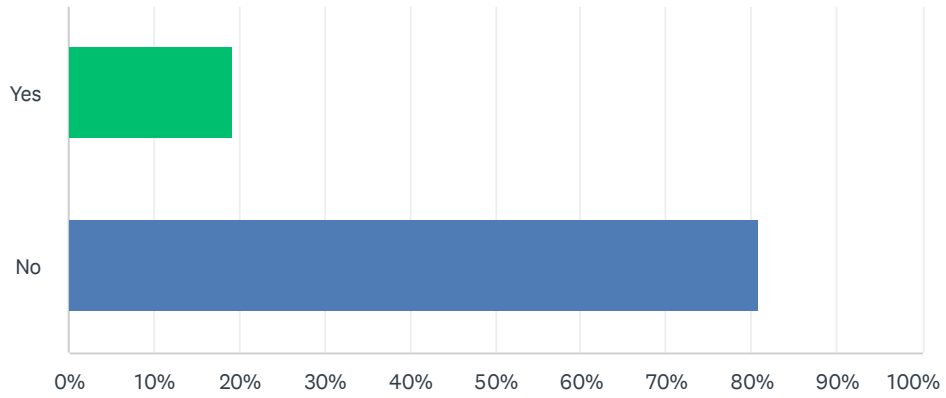


ANSWER CHOICES	RESPONSES	
Reactive	46.15%	12
Scheduled	34.62%	9
Mixed	19.23%	5
<b>TOTAL</b>		<b>26</b>



### Q4 Do you hold a budget for this service?

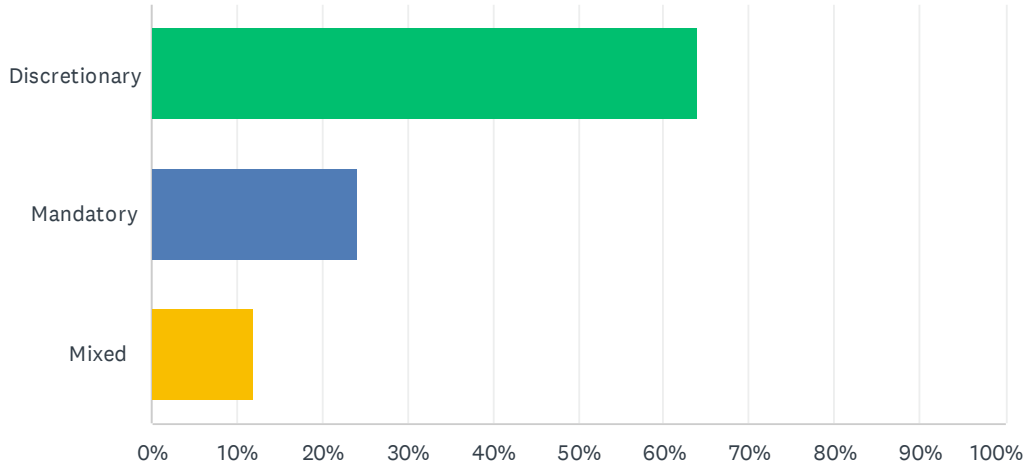
Answered: 26 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	19.23%	5
No	80.77%	21
TOTAL		26

### Q5 Is the service/s mainly discretionary or mandatory? (Mandatory by law e.g. burials service)?

Answered: 25 Skipped: 2



ANSWER CHOICES	RESPONSES	
Discretionary	64.00%	16
Mandatory	24.00%	6
Mixed	12.00%	3
<b>TOTAL</b>		<b>25</b>

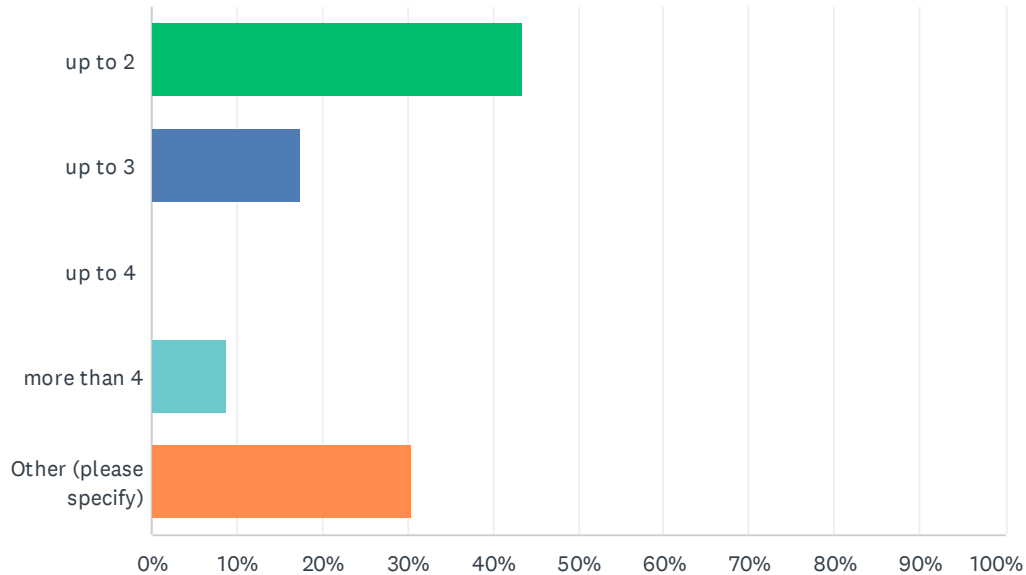
## Q6 What skills do you think the Clean & Green team need to carry out this work?

Answered: 17 Skipped: 10

#	RESPONSES	DATE
1	technical, efficiency, attention to detail, can-do attitude.	12/7/2021 9:41 AM
2	they use tractors/tow vehicles and elbow grease! and a strong stomach.	12/7/2021 8:48 AM
3	Nothing addition to what skills they already have as a grounds maintenance team	10/21/2021 9:21 AM
4	Street Name plates - Need knowledge of the area and how to erect said signs and memorial benches Work with colleagues to find alternative locations should they need to	10/19/2021 1:05 PM
5	Empathy, sensitivity, discretion, grave digging	9/28/2021 9:09 AM
6	know land ownership, work standards	9/28/2021 8:45 AM
7	sack barrow and be able bodied	9/27/2021 11:31 AM
8	Full able body with a Sack barrow	9/27/2021 11:31 AM
9	To be able to plan a series of site visits, interpret provided plans of land holdings, recognise the high risk areas within a site, identify tree species, undertake visual tree assessments of trees in those areas to identify hazards presented by the trees, recommend appropriate and prioritised mitigation works, request further inspection by DDDC's Trees Officer for cases requiring more experience/detailed knowledge, record gathered information for storage and further processing.	9/24/2021 8:18 AM
10	As well as general litter clean up, they need to be aware of drug equipment (needles etc). Also skills in dealing with the public who can be angry and upset.	9/22/2021 9:20 AM
11	Manual handling & customer service for office moves Administration and time management for administration	9/21/2021 12:54 PM
12	polite and honest and equipment to photograph areas	9/20/2021 1:58 PM
13	-Landscape and horticulture skills - aboricultural skills	9/20/2021 11:25 AM
14	Politeness, Manual handling, flexibility, helpful.	9/20/2021 10:58 AM
15	Spacial awareness	9/20/2021 9:52 AM
16	a strong stomach reactive and efficient	9/20/2021 9:25 AM
17	Those working in parks maintenance require horticultural knowledge.	9/20/2021 9:22 AM

## Q7 How many staff do you think would be needed to undertake this work if known?

Answered: 23 Skipped: 4

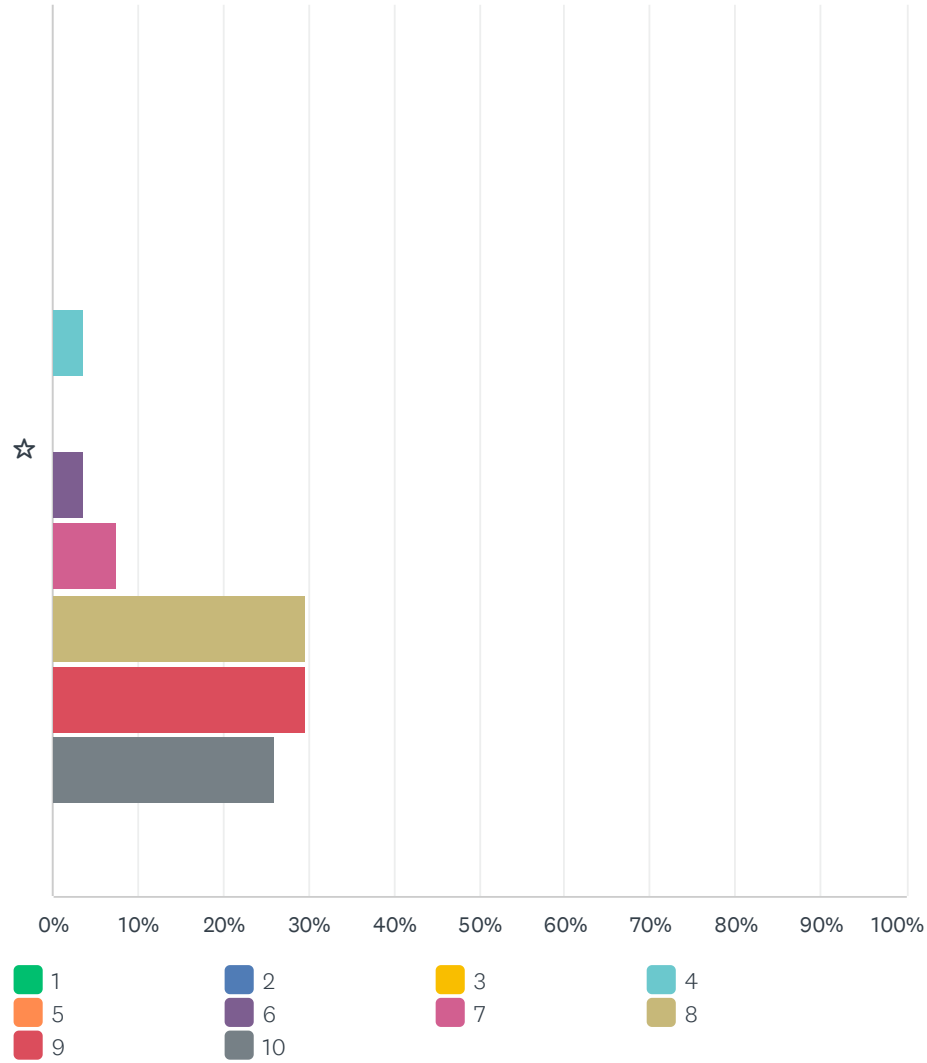


ANSWER CHOICES	RESPONSES	
up to 2	43.48%	10
up to 3	17.39%	4
up to 4	0.00%	0
more than 4	8.70%	2
Other (please specify)	30.43%	7
<b>TOTAL</b>		<b>23</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Don't know as it is usually pulled in with other duties.	12/7/2021 9:41 AM
2	it depends on the size of the Traveller encampments, the amount of waste to be removed and the size of the site	12/7/2021 8:48 AM
3	Unknown	10/21/2021 9:21 AM
4	dont know	9/28/2021 8:45 AM
5	I would think it would depend on the job	9/22/2021 9:20 AM
6	do not know	9/20/2021 11:25 AM
7	different skill set for different activities so unable to specify how many	9/20/2021 10:58 AM

## Q8 From 1 to 10 with 10 being excellent how well you do rate the service the Clean & Green team provide?

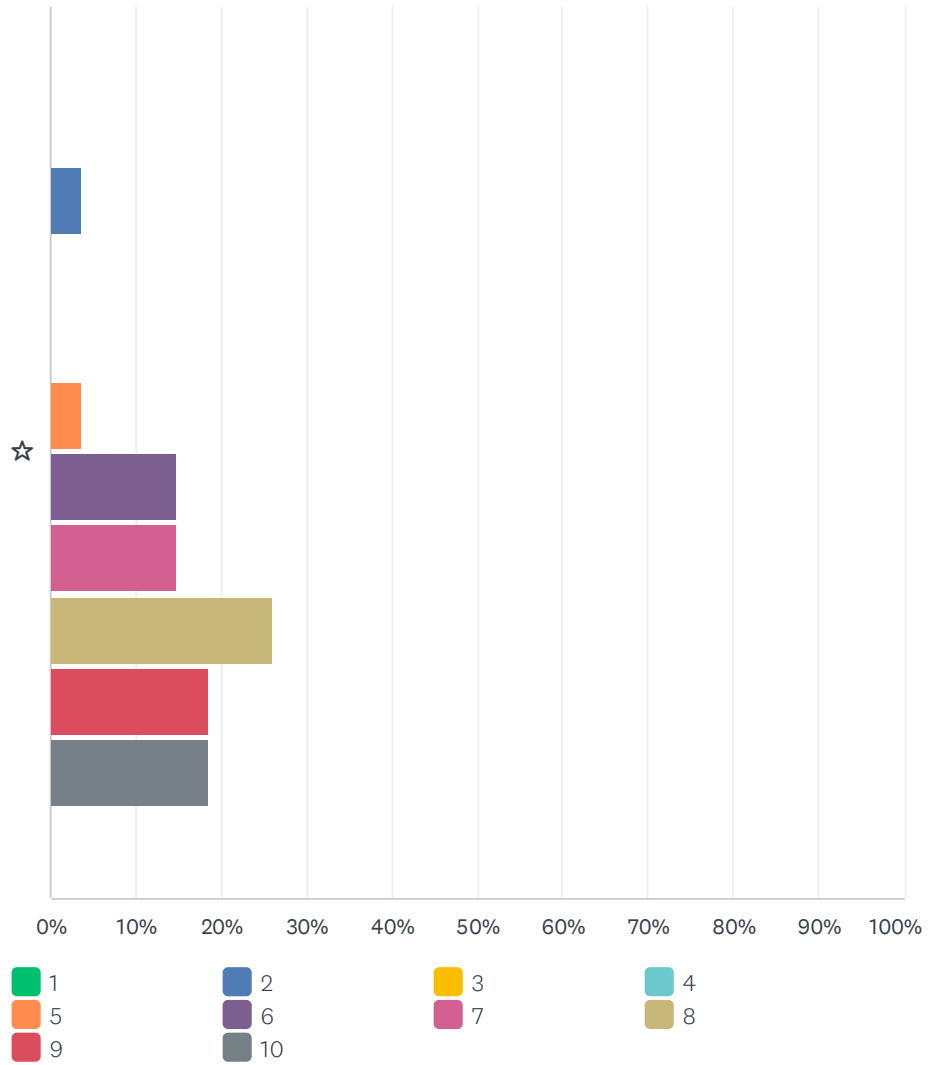
Answered: 27 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
☆	0.00%	0.00%	0.00%	3.70%	0.00%	3.70%	7.41%	29.63%	29.63%	25.93%	27	8.52
	0	0	0	1	0	1	2	8	8	7		

## Q9 How to you rate the communication from the Clean & Green team?

Answered: 27 Skipped: 0



	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
☆	0.00%	3.70%	0.00%	0.00%	3.70%	14.81%	14.81%	25.93%	18.52%	18.52%	27	7.78
	0	1	0	0	1	4	4	7	5	5		

## Q10 How do you think we could improve our service delivery?

Answered: 16 Skipped: 11

#	RESPONSES	DATE
1	Can't improve on excellency - but to maintain the standard an increase in staff is probably necessary long-term.	12/7/2021 9:41 AM
2	We all ready have an excellent inter department working relationship with the C&G team, but it would be nice to see the team more often.	12/7/2021 8:48 AM
3	More resource and equipment	10/21/2021 9:21 AM
4	We have been fortunate in recent years that the C&G team have fitted memorial benches and street name plates (although this has not been formalised) and this has worked extremely well as the Supervisors are very familiar with their areas and the signs been installed in the right place at the right time. This reduces the amount of officer time working with external contractors with the margin for error greater. Unfortunately, they have not been able to provide this service this year due to other commitments, so more resource would ensure efficiencies both financial and timescales terms.	10/19/2021 1:05 PM
5	Since holding regular Burials 'staff' meetings the service is much improved. Better communication and improvements to the service overall	9/28/2021 9:09 AM
6	Speed and accuracy in administration from supervisors	9/21/2021 12:54 PM
7	timeliness. they are under pressure to deliver but insurance deadlines are very tight	9/20/2021 1:58 PM
8	think we should re-visit how we maintain our green spaces, look at how to maintain for wildlife, but not to the detriment of making spaces neglected, or unusable because open spaces become overgrown, which is what I am seeing is happening. There needs to be more flexibility to adjust maintenance regime, as usage of parks change. Think this is a district wide issue that needs to be looked at. How does this fit in with a wider District with policy of improving wildlife and biodiversity. Should we identify a 're-wielding' strategy that looks at all green spaces we own in the district.	9/20/2021 11:25 AM
9	employ more staff	9/20/2021 10:58 AM
10	Clearer schedules/info etc for jobs so members of the public get the info when they call	9/20/2021 10:13 AM
11	Knowing which supervisor does what, (eg parks toilets markets, or areas?) or do they all do the same?	9/20/2021 10:10 AM
12	Provide overtime and sickness paperwork in a more timely manner	9/20/2021 9:52 AM
13	Lower service standards a little - C&G provides a gold plated service to the public and it should lower these slightly to provide better value	9/20/2021 9:50 AM
14	you do a grand job	9/20/2021 9:25 AM
15	Increase the numbers of staff. The staff are doing a good job but there is not enough of them	9/20/2021 9:22 AM
16	The Clean and Green Team have been very supportive of the Waste Team over the last 10 months and all the work that they have done for us has been excellent	9/20/2021 9:18 AM

## Q11 What do you think the team does well?

Answered: 18 Skipped: 9

#	RESPONSES	DATE
1	Keep all of our parks and roundabouts in an excellent condition. Do a great job keeping litter bins emptied and the town centre pavements clean. Work really hard supporting the Council Markets and other ones at Xmas etc... They do seem to enjoy their work - and should be very proud of their achievements.	12/7/2021 9:41 AM
2	They get stuck in and face some unpleasant tasks head on. we (Environmental Health) have good telephone and email communication with supervisors and manager.	12/7/2021 8:48 AM
3	The want to do a good job, familiarity with the area	10/21/2021 9:21 AM
4	They are dedicated to doing a good job for their community and attention to detail is second to none, always willing to look for solutions to issues which may arise.	10/19/2021 1:05 PM
5	Continues to improve and the Manager is keen and enthusiastic to understand and improve the service	9/28/2021 9:09 AM
6	Reports issues	9/28/2021 8:45 AM
7	Responding to requests and feedback is good.	9/22/2021 9:20 AM
8	Looking after the District	9/21/2021 12:54 PM
9	they are good natured and cheerful even under stress	9/20/2021 1:58 PM
10	the work they do, they do well.	9/20/2021 11:25 AM
11	attendance to jobs	9/20/2021 10:58 AM
12	react to issues when they arise	9/20/2021 10:13 AM
13	they keep the district tidy and the parks a nice place to visit	9/20/2021 10:10 AM
14	Any of my contacts with Clean and green staff I find all staff polite and friendly	9/20/2021 9:52 AM
15	Exceptionally high service standards	9/20/2021 9:50 AM
16	respond quickly to request for service and do a good clear up.	9/20/2021 9:25 AM
17	Many have pride in their work and are very helpful	9/20/2021 9:22 AM
18	The Clean and Green Team are always ready to help	9/20/2021 9:18 AM



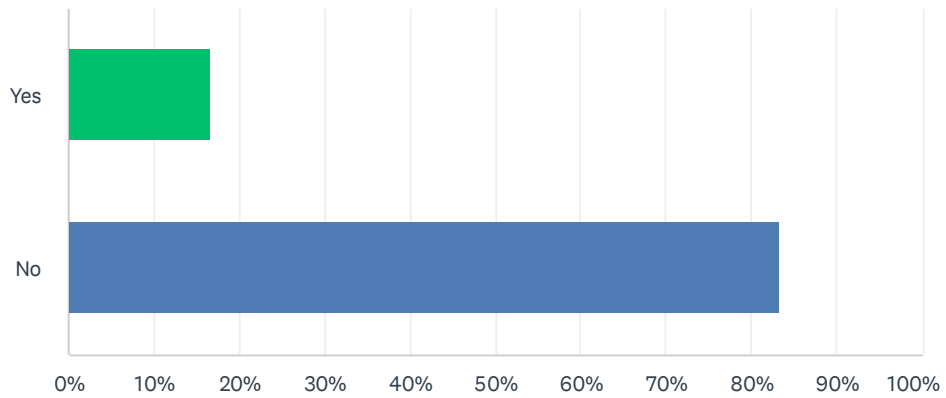
## Q12 Are there any other services you would like the Clean & Green team to perform for your department?

Answered: 12 Skipped: 15

#	RESPONSES	DATE
1	Can't think of any at the moment.	12/7/2021 9:41 AM
2	N/A	12/7/2021 8:48 AM
3	Gully cleansing in car parks General street furniture works, such as installing height barriers and minor repairs in car parks	10/21/2021 9:21 AM
4	Occasionally site inspections and technical advice	10/19/2021 1:05 PM
5	No	9/28/2021 9:09 AM
6	no	9/27/2021 11:31 AM
7	No	9/27/2021 11:31 AM
8	No	9/21/2021 12:54 PM
9	no suggestion	9/20/2021 11:25 AM
10	supply of temporary toilet cleaners	9/20/2021 10:58 AM
11	Window cleaning	9/20/2021 10:13 AM
12	no	9/20/2021 9:18 AM

### Q13 Thinking of question 12, is there a budget for this service?

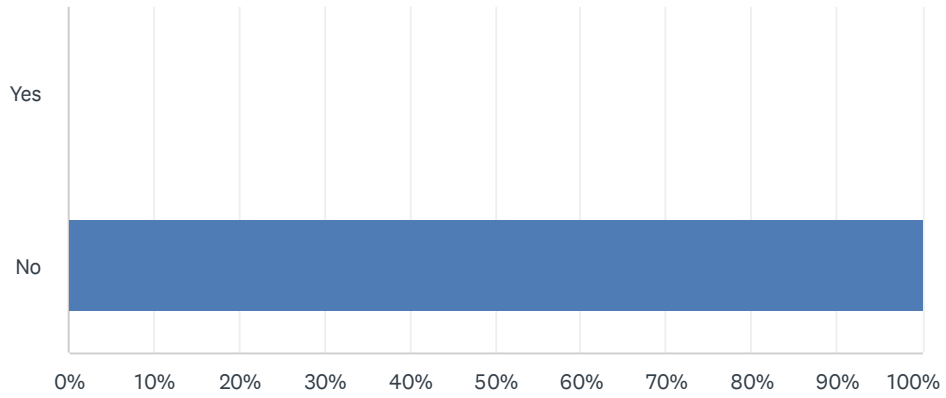
Answered: 12 Skipped: 15



ANSWER CHOICES	RESPONSES	
Yes	16.67%	2
No	83.33%	10
<b>TOTAL</b>		<b>12</b>

### Q14 If so, are you the budget holder?

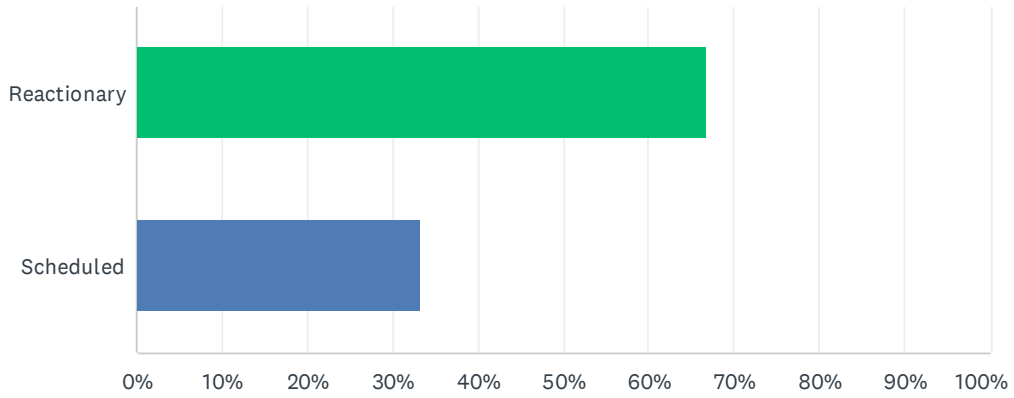
Answered: 10 Skipped: 17



ANSWER CHOICES	RESPONSES
Yes	0.00% 0
No	100.00% 10
TOTAL	10

## Q15 Would this service be reactionary or scheduled?

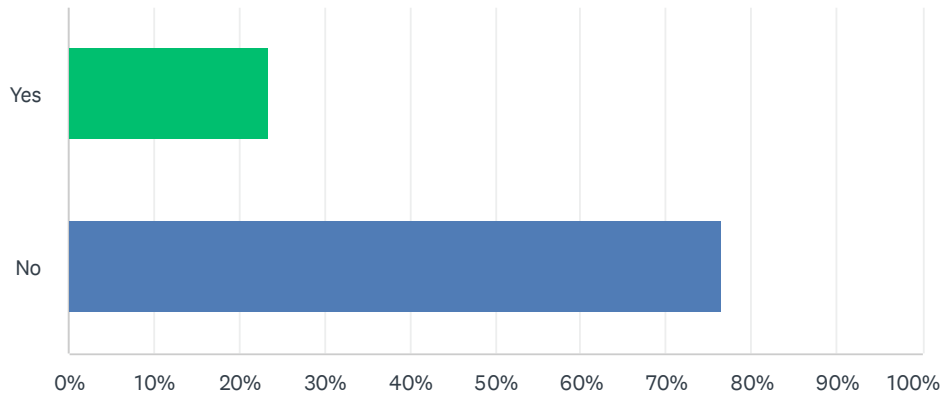
Answered: 9 Skipped: 18



ANSWER CHOICES	RESPONSES	
Reactionary	66.67%	6
Scheduled	33.33%	3
TOTAL		9

### Q16 Do you think it would be worthwhile to have a team dedicated to your departments and others in order to complete your work and not collide with the clean and green duties?

Answered: 17 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes	23.53%	4
No	76.47%	13
TOTAL		17

## Q17 Are there any other comments that would be beneficial to add to our service review

Answered: 12 Skipped: 15

#	RESPONSES	DATE
1	Not sure that there would be sufficient work for the team - but may be for the whole of Regulatory Services.	12/7/2021 9:41 AM
2	With regards to Q14 there are multiple budget holders and Q15 this could be mixed and Q17 i am not sure there would be enough works for a while team and the works not all the same so i am not sure i would be best placed to determine this	10/21/2021 9:21 AM
3	I would prefer C&G to carryout the aforementioned works rather than outsource the work, as i believe it would be more effective and efficient. I also believe this would provide a better service and help manage customer expectations and satisfaction	10/19/2021 1:05 PM
4	no	9/27/2021 11:31 AM
5	I recommend that the Countryside Rangers, who are the members of the C and G team involved in the tree surveys, are encouraged to attend 'Basic Tree Survey' training course provided by the Arboricultural Association.	9/24/2021 8:18 AM
6	The volume of requests is fairly infrequent and I always get a good job done and positive feedback from complainants.	9/22/2021 9:20 AM
7	To manage attendance more closely/ timely to support staff but also to maximise the capacity of the team	9/21/2021 12:54 PM
8	Think there is an issue around tree maintenance, esp ash die back tree removal and how we replant. Suggest we set up local tree seedling nurseries (to grow local provenance trees from local seeds) working with local schools. Something we are working on already on Hurst Farm, but maybe we can role this out in the wider district and clean and green team can replant x-number of trees a week as part of their jobs? Think that be also nice contribution towards climate change action to publicise to the public.	9/20/2021 11:25 AM
9	the teams work extremely hard under difficult circumstances which is much appreciated.	9/20/2021 10:58 AM
10	A different questionnaire would perhaps gained more info. BSU takes calls for C&G all the time. We have a better idea than some what people ask for.	9/20/2021 10:13 AM
11	Seasonal hours are problematic when staff change roles or leave from an admin point of view, staff can end up owing the Council salary or the Council may owe the employee dependant on when the change takes place.	9/20/2021 9:52 AM
12	Fundamentally disagree with Q16 - we should NOT be considering setting up tiny empires. We need to think across the WHOLE council (we are small enough as it is)	9/20/2021 9:50 AM

## Appendix I – APSE Weed Management Survey

This information is taken from the APSE report that is saved on the Member’s Portal.

APSE present the following trial results from other councils within their membership:

<b>Method</b>	<b>Positives</b>	<b>Negatives</b>	<b>Results/recommendations</b>
Foam	none	Requires considerable setup & running costs and heavy goods vehicle to transport. Slow, very little control of areas treated during application. Restricted to certain sites.	Impractical for normal use as the vehicle cannot access certain areas. With lack of control of application, it can damage flora and fauna in surrounding areas and would impact biodiversity in the soil because of volume.
Manually Removing weeds	Good publicity, reduces the days lost through poor weather.	This method is very time consuming and labour intensive, scraping weeds will not completely kill the weed as the root will still be in the ground and the weed will simply grow back.	Instant improvement of the appearance of the highway pavement but very short lived, this is due to not killing the plant. This is definitely something I would recommend continuing but not wholesale as a replacement to Glyphosate
Volunteers removing weeds Manually	Good publicity and community engagement	This method is very time consuming and labour intensive, scraping weeds will completely kill the weed as the root will still be in the ground and the weed will simply grow back.	Instant improvement of the appearance of the highway pavement but very short lived, this is due to not killing the plant. This is definitely something I would recommend continuing but not wholesale as a replacement to Glyphosate. Due to the inexperience of the volunteer’s damage to the infrastructure of the path or harm to an individual

Method	Positives	Negatives	Results/recommendations
Alltrec electric heat	Electric Vehicle. Changeable implements	Very expensive, Heavy, and slow. Restricted to certain areas of use. High maintenance costs for Battery	Impractical for cost and limited usage.
Maxwind Pedestrian steam	Able to be used in ornamental areas	Very very slow, heavy for pedestrian use and limited to water capacity	Impractical for speed of application needing multiple treatments. Only suitable for very small, limited areas.
Johnston CN101 1m2 Sub-compact sweeper (carbon fibre brushes)	Very good machine for clearing paths of leaves and detritus.  Multi use	Very slow, small holding take, very little effect on larger weeds.	Impractical for highway pavements.  Costly and would not be suited for the job required

Method	Positives	Negatives	Results/recommendations
'Vinegar' 20% Acetic Acid	Effective within a few days. Natural way of removing weeds	The effectiveness of the acid does not last long, new growth quickly appears. Really pungent smell. Limited knowledge of its safe use.	This method of weed treatment is widely used across Europe as an alternative to Glyphosate use.  Look to develop the use of this in our Parks, trialling it on hard surfaces





This page is intentionally left blank



**OPEN REPORT  
COUNCIL**

# Agenda Item 10

---

**Council – 16 March 2023**

## **CALENDAR OF MEETINGS FOR COUNCIL AND COMMITTEE MEETINGS IN THE 2023/24 MUNICIPAL YEAR**

### **Report of Director of Corporate and Customer Services**

#### **Report Author and Contact Details**

James McLaughlin, Director of Corporate and Customer Services

#### **Wards Affected**

District-wide

#### **Report Summary**

The purpose of this report is to submit the proposed Calendar of Meetings for Council and Committee Meetings in the 2023/24 municipal year.

#### **Recommendations**

1. That the Calendar of Meetings for the 2023/24 municipal year be approved.

#### **List of Appendices**

Appendix 1 Calendar of Meetings for the 2023/24 Municipal Year

#### **Background Papers**

None

#### **Consideration of report by Council or other committee**

No

#### **Council Approval Required**

Yes

#### **Exempt from Press or Public**

No

# **Calendar of Meetings for Council and Committee Meetings in 2023/24 Municipal Year**

## **1. Background**

- 1.1 The procedure rules within the Council's constitution requires that the calendar of meetings be approved annually by the Council.

## **2. Key Issues**

- 2.1 It is good practice to set meeting dates in advance for the forthcoming year. This approach enables the Council to have robust governance arrangements in place to facilitate informed decision-making.

## **3. Options Considered and Recommended Proposal**

- 3.1 The Council is required to consider and approve a Calendar of Meetings for the forthcoming municipal year. There are no alternative options available and the attached Calendar of Meetings is recommended for adoption.

## **4. Consultation**

- 4.1 When preparing the draft calendar of meetings, officers have been mindful to take account of the meeting dates of some of the Council's partner organisations to avoid conflicts where possible. Consultation has also taken place with officers to ensure that where needed, meeting dates coincide with the Council's statutory reporting requirements.

## **5. Timetable for Implementation**

- 5.1 The determination of the calendar of Council and committee meetings for the ensuing municipal year is a matter for the Council. If approved, it will be effective from the date of the Annual Meeting of the Council.

## **6. Policy Implications**

- 6.1 There are no direct policy implications associated with this report, but given that strategic decision making is reserved to the Council it is important that the Calendar of Meetings is structured in a way that ensures that decision making is efficient and timely.

## **7. Financial and Resource Implications**

- 7.1 There are no direct financial implications associated with this report.
- 7.2 There are no resource implications associated with this report.

## **8. Procurement Implications**

- 8.1 There are no procurement implications associated with this report.

## **9. Legal Advice and Implications**

9.1 This report relates to the proposed Calendar of Meetings for Council and Committee Meetings in the 2023/24 municipal year. There are no direct legal implications associated with this report.

## **10. Equalities Implications**

10.1 There are no direct equalities or human rights implications associated with this report.

## **11. Climate Change Implications**

11.1 There are no direct implications for Climate Change associated with this report.

## **12. Risk Management**

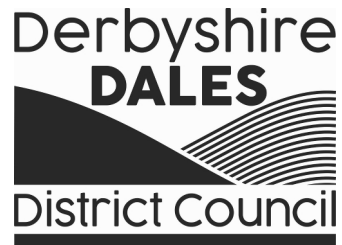
12.1 There are no risks directly associated with this report.

### **Report Authorisation**

Approvals obtained from:-

	<b>Named Officer</b>	<b>Date</b>
Chief Executive		
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	08/03/2023
Monitoring Officer (or Legal Services Manager)	Kerry France	07/03/2023

This page is intentionally left blank



**Notable Dates 2023 - 2024:**

29 May 2023 Spring Bank Holiday  
 28 Aug 2023 Summer Bank Holiday  
 25 Dec 2023 Christmas Day  
 26 Dec 2023 Boxing Day  
 01 Jan 2024 New Year's Day  
 13/14 Feb 2024 Shrovetide  
 29 Mar 2024 Good Friday (Easter)  
 01 Apr 2024 Easter Monday  
 06 May 2024 Early May Bank Holiday  
 27 May 2024 Spring Bank Holiday

**PROGRAMME OF MEETINGS 2023/2024 DRAFT**

1 = Budget Meeting  
 2 = Annual Meeting

	2023								2024				
All at 6.00pm in the Town Hall Matlock (unless otherwise stated)	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Council	25 <sup>(2)</sup>		27		28		23		25		7 <sup>(1)</sup>	4	23 <sup>(2)</sup>
Governance & Resources Committee			19		20		08			15	20		
Community & Environment Committee			05		06		01	07		08			
Scrutiny Committee		08		10		19		14		29			
Licensing & Appeals Committee		27				03		05			26		
Planning Committee		13	11	08	12	10	14	12	16	20	12	9	
Ernest Bailey Charity Committee							28						
Joint Consultative Group (2.30 pm)		21			26				11			3	
Town & Parish Conference										01			

This page is intentionally left blank



# Agenda Item 11

---

**Council – 16<sup>th</sup> March 2023**

## **Decarbonisation of the Arc Leisure Centre (Matlock) and Wirksworth Leisure Centre**

### **Report of the Chief Executive**

### **Report Author and Contact Details**

Jo Hill, Climate Change Project Officer  
01629 761243 or joanna.hill@derbyshiredales.gov.uk

### **Wards Affected**

- Darley Dale
- Matlock All Saints
- Wirksworth

### **Report Summary**

To gain agreement for the acceptance of a grant offer from the Public Sector Decarbonisation Scheme (PSDS) phase 3b of £1.9m in order to decarbonise the Arc Matlock and Wirksworth Leisure Centre.

### **Recommendations**

1. That the recommendation of the Governance and Resource Committee of 8<sup>th</sup> March 2023 to accept the grant offer, as set out in this report, be approved.
2. That the recommendation of the Governance and Resource Committee of 8<sup>th</sup> March 2023 be approved for the addition of £2,189,500 to the capital programme for 2024/25 for 'PSDS3b Decarbonisation at Arc Leisure Centre Matlock and Wirksworth Leisure Centre', to be financed by a grant of £1,925,500 and a 'like for like' contribution of £264,000, the latter being financed from the capital receipts reserve.

### **List of Appendices**

None

### **Background Papers**

None

### **Consideration of report by Council or other committee**

None

**Council Approval Required**

Yes

**Exempt from Press or Public**

No

# Decarbonisation of the Arc Leisure Centre (Matlock) and Wirksworth Leisure Centre

## 1. Background

- 1.1 The PSDS provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures, putting the public sector at the forefront of decarbonising buildings in the UK and in a leadership role to create exemplar projects in our communities that pave the way to help the UK meet its Carbon Budgets and Net Zero commitments. It is aimed at taking a 'whole building' approach to heat decarbonisation, combining heat decarbonisation with energy efficiency measures. Most of the buildings in the public sector still rely on fossil fuel-based heating and, as these heating systems approach the end of their working lives, it is an ideal opportunity to transition those systems to low carbon heating.
- 1.2 Reflecting the importance of the public sector's role in meeting the government's commitment to net zero by 2050, the Net Zero Strategy and Heat and Buildings Strategy confirmed that Phase 3 of the PSDS would comprise of £1.425 billion of funding over the period 2022/2023 to 2024/2025.
- 1.3 The approved Climate Change Strategy and Action Plan set out a pathway to reducing emissions from Council operations in order to achieve net zero by 2030. This included energy efficiency projects at key sites, electrification of heating and installation of roof mounted solar PV panels to reduce electricity consumption.
- 1.4 Emissions from leisure centres were not included in the Council's estimated baseline carbon footprint in 2019-20 due to their outsourced management arrangement. However, the strategy and action plan recommended that their emissions were addressed in addition to the emissions that the Council is directly responsible for. As such, an emissions report for 2021-22 was produced. This estimated the emissions from the leisure centres in Ashbourne, Bakewell, Matlock and Wirksworth as 995t CO<sub>2</sub>e. For context, the rest of the Council's estate and operations generated 605t CO<sub>2</sub>e in total in the same year. It is therefore clear that emissions from the leisure centres are significant.
- 1.5 The PSDS grants are available through a competitive process administered by Salix on behalf of BEIS (now ESNZ – Department of Energy Security and Net Zero). The Council has previously been successful in being awarded Phase 1 funding (£734k – Ashbourne Leisure Centre) and Phase 3a funding (£562k – Town Hall and ABC). The Phase 1 project is nearing completion and the Phase 3a project is just about to start delivery, due to complete by end July 2023.
- 1.6 In addition to PSDS, the government also offers funding for the necessary technical studies and design work required before installations can begin – Low Carbon Skills funding (LCSF). Again, this funding is competitive.
- 1.7 The Council was successfully awarded phase 3 LCSF in July 2022 to produce heat decarbonisation plans (HDPs) for the Arc, Wirksworth Leisure

Centre and a less detailed study of Bakewell Leisure Centre. The value of this grant was £120,555. The resulting HDPs will be available in late March.

- 1.8 The HDPs are effectively the pre work which should ensure the delivery phase of the capital PSDS projects can begin on time and not encounter unexpected costs or challenges. It would therefore have been of significant value to have these plans completed before the next round of the funding became available. However, the Phase 3b PSDS application portal opened for applications on 13th October 2022.
- 1.9 As in previous rounds applications were assessed in the order in which they were received and so the Council submitted a bid on the same day. The details of the proposed works are set out below. The total project value is £2,189,500 which includes 5% contingency.
- 1.10 It should be noted at this stage that the total project value is pre procurement, based on budgetary figures and is subject to increase following detailed designs and costs. At this stage it would be prudent to anticipate at least a 5% inflationary increase in costs given that orders will not be placed until April 2024. While every effort will be made to minimise and manage any increases, the terms of the grant are such that covering any increase is the responsibility of the Council. No additional funding will be provided from Salix.
- 1.11 Project scope  
  
Arc Matlock –  
Removal of 3 x current gas boilers  
Replacement with 3 x heat pumps – these will replace the boilers as the secondary heat source after the combined heat and power plant (CHP) provides baseload  
Replacement of direct fired gas ambirads in the sports hall with 10 x electric equivalents  
Installation of 100kWp solar PV system (281 panels on sports hall roof) to mitigate against increased electricity use  
  
Wirksworth Leisure Centre –  
Removal of current gas boiler  
Replacement with 2 x heat pumps  
Installation of 36kWp solar PV system (87 panels) to mitigate against increased electricity use
- 1.12 The installation of the above measures is predicted to save 303tCO<sub>2</sub>e/year across both sites.
- 1.13 The net revenue benefit at the Arc is expected to be £57,846 and £13,545 at Wirksworth. A total of £71,390. This is based on current utility rates and is subject to change as the benefit will not be felt until 2025/26
- 1.14 Following a technical assessment and two delivery interviews with Salix, the Council received a Grant Offer Letter for the amount of £1,925,500 on 2nd February 2023. This was the total amount requested in compliance with the grant criteria – see 2.3

## 2. Key Issues

- 2.1 The priority for phase 3 of the PSDS is to provide funding for decarbonisation projects where the heating systems are at the end of their working lives and there is imminent need for replacement.
- 2.2 The heating system at Wirksworth Leisure Centre is 15 years old – see images below. The system at the Arc is 13 years old.
- 2.3 As a minimum all applicants are required to contribute the “like-for-like” costs of the project themselves in addition to any PSDS grant funding provided. The like-for-like cost is defined as all the costs incurred should the existing heating system be replaced with a typical fossil fuel heating system of the same type and size. In most cases this will be equivalent to the costs of replacing the system with a conventional fossil fuel boiler or boilers. Applicant contributions must be a minimum of 12% of total project value – in the case of this project £264k.



**Images showing existing boiler and sports hall heating at Wirksworth Leisure Centre**

- 2.4 At the time of application the Council discussed the proposals with Freedom Leisure. As Freedom are contractually responsible for the maintenance and replacement of the heating system at the leisure centres an ‘in principle’ request was made in early October 2022 prior to the application for the ‘like for like’ contribution. Due to pressures associated with rising energy prices Freedom, while supportive of the principle, could not commit to providing the like for like funding.
- 2.5 The PSDS3b application requested funding to be available in 2024/25 with 2023/24 as a ‘planning year’ with no expenditure. The rationale being:
  - The PSDS3b guidance stated that where applicants request a planning year they would have until 16th June 2023 to secure the necessary like for like funding. Given the response from Freedom it

was determined that more time would be needed to resolve this issue

- The HDPs would not be complete until March 2023 – experience of delivering these projects suggests that a single year to complete all of the detailed design work, procurement, necessary planning consents, legal work as well as installation and commissioning is not realistic. The planning year, using the information contained within the HDPs, gives the opportunity for much of the above to be resolved prior to work starting on site.
- Ongoing requirement for internal project management of the PSDS3a projects which will still be in progress in 2023/24

2.6 Following receipt of the offer, Freedom Leisure were approached informing them of the grant offer and asking them to confirm their position on the like for like funding. They reiterated that the funding was not available due to increasing financial pressures, but noted that they would be happy to work with the authority to deliver the scheme. Freedom asked for further discussion of the net financial impact i.e. changes to running costs likely as gas heating is replaced. This is an important consideration as utility rates used at the point of application may no longer be valid.

### **3. Options Considered and Recommended Proposal**

Options considered

#### **3.1 Decline the grant offer**

The Council could decline the grant offer and not undertake the works. The sites would therefore continue to be reliant on fossil fuel heating and emissions would remain the same until such time as existing equipment was replaced. Under the current contractual arrangements responsibility for replacement of the heating system would be undertaken by Freedom who are under no obligation to decarbonise the sites.

Recommended proposal

#### **3.2 Accept the grant offer and provide the 'like to like' funding from capital reserves**

The Council takes advantage of the opportunity presented and accepts the offer ensuring that the necessary funding is available in the capital programme for 2024/25.

In accordance with the principles of the Council's climate emergency declaration and subsequent strategy and action plan, Wirksworth Leisure Centre would become fossil fuel free, reliant on electricity for all of its ongoing energy demands. Emissions would be predicted to fall by around 60%.

At the Arc the new system has been future proofed so that when the existing CHP reaches end of life in the next 2-5 years a further heat pump module can be easily added to remove the remaining gas load, effectively enabling

the site to also become fossil fuel free. In the interim emissions would reduce by around 40%

Both sites would benefit from significant capital investment in their heating systems which would be difficult to secure elsewhere, reducing likely ongoing maintenance requirements and ensuring their longevity.

#### **4. Consultation**

- 4.1 Freedom Leisure have been involved in the HDP process to evaluate the sites, working alongside the Council and the consultant. They have been kept informed of the PSDS3b application and outcome.

#### **5. Timetable for Implementation**

- 5.1 Project to begin in April 2024, to complete by March 2025

#### **6. Policy Implications**

- 6.1 The project aligns with the aims of the Corporate Plan 2020-24 (Place) and the Climate Change Strategy and Action Plan.

#### **7. Financial and Resource Implications**

- 7.1 This project for 'PSDS3b Decarbonisation' at Arc Leisure Centre Matlock and Wirksworth Leisure Centre is estimated to cost £2,189,500, including a 5% contingency at this stage. It will qualify as capital expenditure and will require Council approval to be added to the capital programme for 2024/25. Financing is available in the form of a grant of £1,925,500 and a 'like for like' contribution of £264,000, the latter being financed from the capital receipts reserve.
- 7.2 As stated in the report, the net revenue benefit (i.e. saving in energy costs) is expected to be £57,846 at Arc Leisure Matlock and £13,545 at Wirksworth leisure Centre, totalling £71,390. This is based on current utility rates and is subject to change as the benefit will not be felt until 2025/26. Given that the Council will provide the 'like for like contribution', officers will have a discussion with Freedom Leisure regarding a contractual change to transfer these savings to the District Council. Any such saving accruing to the Council from 2025/26 will be built into the Medium Term Financial Plan.

- 7.3 The financial risk is assessed as Medium.

#### **8. Legal Advice and Implications**

- 8.1 This relates to a grant offer from the Public Sector Decarbonisation Scheme (PSDS) phase 3b of £1.9m in order to decarbonise the Arc Matlock and Wirksworth Leisure Centre
- 8.2 There are 2 recommended decisions to be made within this report, at the current time the legal risk associated with these recommendations has been assessed as low.

## 9. Equalities Implications

9.1 There are no equality implications for this proposal.

## 10. Climate Change Implications

10.1 As set out in 1.4, 1.12 and 3.2 delivery of the project would make a significant positive contribution to emissions reductions.

## 11. Risk Management

11.1 This project comes with a number of risks that are not possible to fully quantify at this early stage. As the report makes clear there are financial risks associated with partially funding a project for which our partner organisation is theoretically responsible, along with risks associated with contingencies and inflation. These risks are mitigated through building in a planning year, such that 2023/24 will be used to fully quantify the level of exposure prior to the project starting in earnest in 2024/25. At this stage the recommendation is simply to accept the grant offer, which does not commit the Council to expenditure. If approved further developments in this project will be reported through Committee for decision making.

11.2 If the recommendation to accept the grant is not approved, there is a minor reputational risk associated with declining the offer.

### Report Authorisation

Approvals obtained from:-

	<b>Named Officer</b>	<b>Date</b>
Chief Executive	Paul Wilson	27/02/2023
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	27/02/2023
Monitoring Officer (or Legal Services Manager)	Kerry France	28/02/2023



# Agenda Item 12

---

**Council – 16<sup>th</sup> March 2023**

## **PUBLIC SECTOR BIODIVERSITY DUTY**

**Report of Director of Regeneration and Policy and Director of Regulatory Services**

### **Report Author and Contact Details**

Mike Hase, Policy Manager

01629 761251 or [mike.hase@derbyshiredales.gov.uk](mailto:mike.hase@derbyshiredales.gov.uk)

### **Wards Affected**

All Wards

### **Report Summary**

This report advises Members about the Biodiversity Duty, and sets out activities which the District Council has, and is currently undertaking that contributes to meeting the new requirement. It also recommends that a plan be prepared which sets out further actions the District Council should undertake to meet the requirements of the newly enhanced biodiversity duty, and in particular those relating to Biodiversity Net Gain.

### **Recommendations**

1. That the additional requirements in relation to the new Biodiversity Duty, as set out in section 3 of the report, be noted.
2. That past and current activities in relation to biodiversity, as set out in sections 1 and 2 of the report, be noted.
3. That the initial assessment of biodiversity activity set out in the appendix be noted.
4. That a further update be presented to Members by no later than 31<sup>st</sup> December 2023 that sets out what further actions have been and will be implemented in respect of the Biodiversity Duty.

### **List of Appendices**

Appendix 1 Initial Assessment of District Council activities linked to the Biodiversity Duty and Biodiversity Resolution

## **Background Papers**

- The Environment Act 2021
- Natural Environment and Rural Communities Act (NERC 2006)
- Biodiversity Net Gain DEFRA Consultation 2022
- National Planning Policy Framework July 2021
- National Planning Practice Guide
- Derbyshire Dales Local Plan 2017

## **Consideration of report by Council or other committee**

No

## **Council Approval Required**

No

## **Exempt from Press or Public**

No

## BIODIVERSITY DUTY

### 1. Background

- 1.1 The Natural Environment and Rural Communities Act 2006, (NERC Act 2006) which came into force on 30<sup>th</sup> March 2006 introduced in Section 40 a duty on public authorities to conserve biodiversity defined as in relation to a living organism or type of habitat, restoring or enhancing a population or habitat.
- 1.2 Following the introduction of this duty the County Council's Biodiversity Officer undertook an audit of the District Council's services in relation to this duty. This was completed in December 2008. The audit concluded that "Derbyshire Dales District Council takes biodiversity into consideration within the majority of its services". A copy of the audit undertaken in 2008 is attached at APPENDIX 1 for information.
- 1.3 Since then, the District Council has:
  - Continued to operate its Ranger Service, whose function is to manage High Tor, Pic Tor and Lovers' Walk for the purpose of preserving and where appropriate enhancing these sites as designated LNR.
  - Continued to operate an SLA with the Derbyshire Wildlife Trust which provides advice on planning applications and works with landowners of sites on the LWS register to improve biodiversity. The Trust also reviews sites to determine the extent to which sites are appropriate for inclusion on the LWS Register. We are likely to enhance the SLA to cover additional Biodiversity Net Gain duties from this year (see below).
  - Updated and adopted the Local Plan in 2017 with a suite of new policies including a set covering Biodiversity.
  - Instigated the Biodiversity Verge project.
  - Continued to have the Clean and Green Team manage District Council-owned sites on behalf of the District Council.
- 1.4 The Environment Act brought into force in November 2021 introduced a wide range of responsibilities in relation to Biodiversity some of which will fall directly to the County Council to implement but others of which fall to the District Council.
- 1.5 Section 102 amends the NERC Act 2006 by making it a Biodiversity Duty to 'conserve and enhance' in relation to council functions. It also sets out that a local authority must have regard to any relevant local nature recovery strategy (LRNS) and any relevant species conservation strategy. The LRNS is specifically a County Council function.
- 1.6 Section 103 requires local authorities to publish biodiversity reports which summarise action taken to comply with the wider duty – these should include what has been done in relation to biodiversity, information about biodiversity, and a summary of plans for carrying out the functions over a five year period.
- 1.7 In addition, the Environment Act introduces mandatory 'Biodiversity Net Gain' (BNG) requirements which set a minimum of 10% BNG from development sites

from November 2023. District Council officers have for some time been in discussion with both Derbyshire Wildlife Trust and Derbyshire County Council as to which is best able to help with this duty countywide (it being beyond the capacity of a single district or borough alone).

## **2. Current Activities**

### District Council Rangers

- 1.1 The District Council has continued to operate its Ranger Service, whose function is to manage High Tor, Pic Tor and Lovers' Walk for the purpose of preserving and where appropriate enhancing these sites as designated Local Nature Reserves.

### Derbyshire Wildlife Trust

- 1.2 Annually the District Council has entered into a Service Level Agreement with the Derbyshire Wildlife Trust (DWT). This secures advice on planning applications affecting sites important for nature conservation and provides advice to landowners of sites on the Derbyshire Wildlife Sites Register to help them improve biodiversity. As part of the SLA, the Wildlife Trust also undertakes a review of sites to determine the extent to which they are appropriate for inclusion on the Derbyshire Wildlife Sites Register.

### Local Plan

- 1.3 The Local Plan was updated and adopted in December 2017 with a suite of new policies including a set covering Biodiversity. Policy PD3 makes it clear that in bringing forward development, the District Council will seek to protect, manage and where possible enhance biodiversity across the plan area. It also seeks to encourage development to include measures that contribute positively to the biodiversity of the plan area to ensure that there is a net overall gain to biodiversity.

### Supplementary Planning Document

- 1.4 In addition, following the declaration of a Climate Emergency in May 2019, the Climate Change Working Party identified preparing and adopting a Supplementary Planning Document (SPD) on Climate Change as a priority. This was adopted by the District Council in July 2021 and includes measures such as bat and swallow boxes that will benefit biodiversity.
- 1.5 The Climate Change SPD provides guidance on the implementation of Policy PD3 in the adopted Derbyshire Dales Local Plan as well guidance on securing enhanced green infrastructure. The Climate Change SPD encourages applicants to consider green infrastructure at the earliest stages of design and to identify, appraise and agree actions for the project that will optimise the benefits of green infrastructure through liaison with key stakeholders. It advises that applicants should prioritise native planting that provides habitat for local wildlife and, where possible, create transitional habitats between woodland and grasslands to increase the diversity of microclimates and habitats for species, an important feature for climate change adaptation. Recognising the value of

blue infrastructure to biodiversity the SPD also promotes the use of natural flood management schemes and encourages the use of Sustainable Drainage Systems, as a means of enhancing biodiversity by broadening the range of habitats within a development.

#### Biodiversity Verges and Open Space project

- 1.6 In October 2020, Council supported the setting up of a Biodiversity Road Verge and Open Space Project. The purpose of this project was primarily looking at increasing the prevalence of wildflowers throughout the Derbyshire Dales as a means of mitigating pollution and increasing the benefits to pollinating insects. Community and Environment Committee<sup>1</sup> recently considered a progress report on this project and were advised that, since its inception, 38 sites throughout Derbyshire Dales had been identified and managed for wildflowers. The report also identified how this project was engaging with Derbyshire County Council, Town and Parish Councils as well as local communities. A further 10 sites are being considered for 2023- the final year of the project.

#### Tree management on District Council land

- 1.7 As part of the management of the Councils estate / tree stock, a number of methods have been developed to maximise the biodiversity benefits and wildlife value of trees that have to be removed on District Council land including the retention of tree monoliths to provide bat habitat, bird nesting features and insect habitats.
- 1.8 Trees that have had to be removed from District Council land over the last 4 years (trees are only removed when they are dead, fallen or dangerous) have been replaced with the planting of 55 trees where the locations were appropriate with a range of native and attractive species including a small orchard at Ashbourne park and the planting of slightly larger trees in key locations around the District Council. (e.g. Cedar of Lebanon trees at Gorsey Bank Recreation ground in Wirksworth, Booth Drive in Ashbourne and Ashbourne Park and Hall Leys Park; Scots pines in Matlock town centre opposite Maazi; and numerous oaks and yews across the district).

#### Tree Preservation Orders for third party land

- 1.9 The District Council has made 20 new Tree Preservation Orders, which have been confirmed since 2018 to protect high amenity trees of biodiversity value from removal.

#### Nesting boxes

- 1.10 During delivery of our local authority delivery home energy efficiency grant funded schemes, the District Council worked with installers, local experts, and Natural England so that impacts on bats and nesting birds were managed in accordance with the relevant legislation. Where appropriate residents were

---

<sup>1</sup> <https://democracy.derbyshiredales.gov.uk/documents/s4199/Biodiversity%20Report%20Update.pdf>  
<https://democracy.derbyshiredales.gov.uk/documents/s4200/Biodiversity%20Report%20Appendix%2001.pdf>

offered the opportunity to have a universal nesting box installed lessening the impacts of nest site loss on rapidly declining bird populations.

- 1.11 The District Council is currently investigating the introduction of bird nesting boxes to its Town Hall site during planned window replacement. This small site specific intervention aims to increase the opportunities for nesting birds to breed in an urban setting.

#### Derwent Connections project

- 1.12 Since early 2021 the District Council has been part of the Derwent Connections project. This is a Derbyshire Wildlife Trust-organised project which seeks to make space for nature, through a rewilding approach and water by keeping more water in the landscape, improving infiltration and slowing the flow across surfaces and down slopes.
- 1.13 The District Council has landholdings in and upstream of areas at risk of flooding along the River Derwent in Matlock and Rowsley. Discussions are currently ongoing with Derbyshire Wildlife Trust about use of these sites as part of a wider Natural Flood Management scheme. This is likely to involve identifying areas for habitat creation and restoration. By undertaking this project the District Council will meet its duty to preserve and enhance by conserving and improving the biodiversity of these sites.

#### Hurst Farm woodland management

- 1.14 The District Council has been involved in creating a Woodland Management Plan for the woodland surrounding Hurst Farm, which was adopted by Council in November 2022.<sup>2</sup> This plan was produced as part of the Development Phase for the Hurst Farm Heritage Trail project, which was funded by the National Lottery Heritage Fund. As the most deprived community in the Derbyshire Dales with accompanying issues around poor health, difficult access to nature, low employment and educational attainment the, woodland plan will not only improve the health and biodiversity of the woodland, but also connect the community to the woodland and improve access to it.
- 1.15 The management and maintenance activities set out in the plan will be executed by the Hurst Farm community through the Hurst Farm Green Estate social enterprise that has been set up. After completing the development phase and securing three year delivery grant funding from the Heritage Lottery for a manager post, a ranger will work with and train a network of local volunteers, who will maintain the woodland and habitats supported by the District Council. The delivery funding received will enable the Green Estate organisation to develop its income generating business activities to become financially sustainable. Enabling them to continue to employ the ranger and support the volunteer network to continue the management of the woodland and habits into the future.

---

2

<https://democracy.derbyshiredales.gov.uk/documents/s4036/Hurst%20Farm%20Heritage%20Trail%20Lottery%20Bid%20Approval.pdf>

- 1.16 The delivery phase of the Hurst Farm Heritage Trail project including the creation of accessible pathways, will see the planting of over 700no new trees, create 1800m<sup>2</sup> of wildflower meadow, create a natural swale drainage system to capture run off, maintain the local grassland habitat to support the resident rare butterfly, and install bird and invertebrate habitats. As part of the project we will be creating a stronger community ownership of the woodland and skills through the running of forest school activities for children, the training of local young people and adults in the John Muir Award, woodland management and woodland crafts.
- 1.17 Members are recommended to note the past and current activities in relation to biodiversity set out in the sections above.

### **3. Future Requirements**

- 3.1 The Environment Act gained Royal Assent in November 2021 and introduced a wide range of responsibilities in relation to Biodiversity some of which will fall directly to the District Council to implement whilst others fall directly to the County Council (the Local Nature Recovery Strategy is a County Council duty).
- 3.2 Section 102 amends the NERC Act 2006 by now making it a Biodiversity Duty for a public authority **to conserve and enhance** biodiversity **in relation to its functions** – it also sets out that a local authority it must have regard to any relevant local nature recovery strategy and any relevant species conservation strategy. It also indicates that the Secretary of State will issue guidance to local planning authorities on how to comply with their duty – due no later than November 2023.
- 3.3 Section 103 states that local authorities will be required to publish biodiversity reports, which summarise the action taken to comply with the duty, and a summary of the authorities plans for complying with the duties over a period of five years – as local planning authority it should include what it has done in relation to biodiversity, information about biodiversity, and a summary of its plans for carrying out the functions over a five year period.

#### Biodiversity Net Gain

- 3.4 The Environment Act has also introduced a mandatory requirement on local planning authorities that they must achieve a minimum of 10% Biodiversity Net Gain from qualifying development sites. This aspect of the legislation is due to be brought into force in November 2023.
- 3.5 A detailed report on the implications of Biodiversity Net Gain for the Derbyshire Dales Local Plan will be presented to a future meeting on the Local Plan Working Group. However, in the meantime and for information, a summary of the key principles of Biodiversity Net Gain are set out in the following paragraphs:
- 3.6 The concept of Biodiversity Net Gain encourages developers to leave the natural environment in a 'measurably better state' than it was beforehand. Biodiversity Net Gain seeks to deliver 'measurable' improvements for biodiversity by creating or enhancing habitats in association with

development. Biodiversity net gain can be achieved on-site, off-site, or through a combination of on-site and off-site measures.

- 3.7 The [Environment Act 2021](#) requires that all planning permissions granted in England (with a few exemptions) will have to deliver at least 10% Biodiversity Net Gain (BNG) from sometime in November 2023. The Act introduces a mandatory requirement for a minimum of 10% biodiversity net gain in the planning system, to “*ensure that new developments enhance biodiversity and create new green spaces for local communities to enjoy.*” BNG will be measured using DEFRA’s biodiversity metric and habitats will need to be secured for at least 30 years. Biodiversity Net Gain means at least 10% when compared to the site’s original status, this can involve on site or off site (financial) contributions, or through Biodiversity Net Gain credits.
- 3.8 The adopted Derbyshire Dales Local Plan and the NPPF indicates support for developments which achieve a net gain in biodiversity; however at the present time this is not quantified. The introduction of the new statutory obligation therefore quantifies the minimum level of net gain required. The legislation does not limit net gain to 10%, but any variation to this requirement requires justification and also requires further assessment against development viability.
- 3.9 Discussions are on-going with the Derbyshire Wildlife Trust and Derbyshire County Council about what levels of support these organisations may be able to provide in taking this new regime through the development of new local plan policies, and the assessment of individual planning applications.

#### **4. Additional activities**

- 4.1 Members will be aware that Council on 26th January 2023 resolved to extend considerably beyond existing and planned biodiversity activities. A copy of the resolution is in the Minutes of that meeting.
- 4.2 In light of the resolution, an Officer Working Group consisting of the Director of Regeneration and Policy, Director of Regulatory Services, Policy Manager, Development Manager, Climate Change Officer, Community Development Manager, Hurst Farm Housing Estate Regeneration Manager and Hurst Farm Housing Estate Regeneration Officer have met twice to consider the most appropriate way forward.
- 4.3 For each of the elements set out in the Council Resolution an assessment is being undertaken in relation to current and potential future actions, including potential partnership arrangements and potential future resource requirements for any additional interventions. Due to the short time since the 26 January meeting, this is only a partial assessment of the District Council’s activities. A copy of the review to date is set out in the **Appendix 1** to this report.
- 4.4 It is recommended that this additional (interim) activity be noted and that a further update be brought to Members.

#### **5. Options Considered and Recommended Proposal**



5.1 A future update which identifies those activities the District Council should implement to meet the new duty will set out further options.

## **6. Consultation**

6.1 Consultation will be undertaken as part of the development of new projects as appropriate, including revisions to the policies in the emerging Derbyshire Dales Local Plan.

## **7. Timetable for Implementation**

7.1 The Biodiversity Net Gain requirements come into force in November 2023

## **8. Policy Implications**

8.1 The achievement of the enhanced Biodiversity Duty will require that the District Council give it appropriate level consideration in the revised Derbyshire Dales Local Plan.

## **9. Financial and Resource Implications**

9.1 The costs of delivering the 'current activities' set out in this report can be met from existing budgets.

9.2 The following ring-fenced sums have been received from the Government to assist with the Biodiversity Net Gain duty (notification received on 1 March 2023):

- 2021/22      £10,040
- 2022/23      £26,807
- 2023/24      £15,638

9.3 They are currently held in reserve to assist with one-off (short-term) costs in setting up the BNG system. Ongoing costs however are unfunded, and the principle that developers should pay is generally accepted. It is considered that the 'future requirements' set out in the report in respect of Biodiversity Net Gain, including professional resources that might be procured in partnership with other authorities, can be funded in the foreseeable future.

9.4 Any additional activities that support the achievement of the Biodiversity Duty will need to be assessed to ensure that they are capable of fitting within the Medium Term Financial Plan and that consequent staffing requirements are capable of being resourced.

9.5 The financial risks associated with the recommendations of this report are assessed as low at present.

## **10. Legal Advice and Implications**

10.1 This report relates to the Biodiversity Duty

- 10.2 Section 102 and Section 103 of the Environment Act 2021 – brought into effect on 1<sup>st</sup> January 2023 require that in carrying out its functions that the District Council must consider how it will conserve and enhance biodiversity.
- 10.3 The legislation also requires that the District Council must from time to time consider what action the authority can properly take, consistently with the proper exercise of its functions, to further the general biodiversity objective, and that it reports what actions it has taken to comply with its duties.
- 10.4 The preparation of a further report by no later than 31<sup>st</sup> December will meet these requirements. Mechanisms will need to be put in place which in future years ensure that the reporting requirements of Section 103 are met.
- 10.5 There are 4 recommended decisions connected to this report, 3 are for noting and 1 is to advise a further report is expected. The legal risk connected to these decisions has been assessed as low.

## **11. Equalities Implications**

- 11.1 The Equality implications of activities set out in this report have already been identified. The development of any new activities to meet this duty will need to have the Equality implications identified as part of their development.

## **12. Climate Change Implications**

- 12.1 Nature based solutions are a significant part of the response to limiting climate change. Climate change is a significant cause of biodiversity loss and so the two crises are inescapably linked. Improving biodiversity can support efforts to reduce the effects of climate change. Conserved or restored habitats offer the potential to both reduce and remove emissions by enhancing the ability of ecosystems to sequester carbon dioxide, or reverse the decline of an ecosystem so that it no longer emits harmful greenhouse gas emissions and once more becomes a ‘net sink’ of carbon. Resilient ecosystems can also reduce the disastrous impacts of a changing climate, such as flooding and storm surges.

### **Report Authorisation**

Approvals obtained from:-

	<b>Named Officer</b>	<b>Date</b>
Director of Community & Environmental Services, in absence of the Chief Executive	Ashley Watts	08/03/2023
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	08/03/2023
Monitoring Officer (or Legal Services Manager)	Kerry France	08/03/2023

APPENDIX 1 – Biodiversity resolution assessment (work in progress, not finalised)

NATURE & CLIMATE

REF No.	ACTION	INITIAL ASSESSMENT
NC1	Develop a Nature Recovery Network map to prioritise sites within the ecological network to provide a strategic base for the creation of a Nature Recovery Network	<ul style="list-style-type: none"> <li>Derbyshire County Council have responsibility for LNRS and their anticipated Network Map will be incorporated in LNRS.</li> <li>County Council to lead; District Council to feed in as necessary. County Council to start 2023 but timescale not yet clear.</li> </ul>
NC2	Increase space for wildlife and commit to the long-term maintenance and expansion of the Nature Recovery Network.	<ul style="list-style-type: none"> <li>Clean and Green Team already active in parks/gardens – areas for wildlife, planting of shrubs suitable for pollinators etc.</li> <li>Installation of universal nesting boxes through home energy efficiency grant funded schemes e.g. homes in Matlock.</li> <li>Reduction in annual bedding by 75% over three years. Replaced by perennials</li> <li>Liaison with Trent Rivers Trust in Ashbourne recreation ground re Henmore Brook; potential further work with AshCom</li> <li>Hurst Farm Housing Estate Regeneration Scheme</li> </ul>
NC3	Use the Nature Recovery Network map to inform the selection of Biodiversity Net Gain projects within the region.	<ul style="list-style-type: none"> <li>See NC1</li> </ul>
NC4	Maintain a commitment to achieve a net-gain to biodiversity across all development, meeting the Environment Act requirement of 10% biodiversity net-gain, ensuring compliance with the most up to date scheme from Defra	<ul style="list-style-type: none"> <li>District Council pays Derbyshire Wildlife Trust (DWT) to assess planning applications</li> <li>Discussions ongoing with both DWT and DCC regarding an enhanced service from Nov 2023. DWT have developed offer and put forward amended Service Level Agreement. DCC unclear about potential offer</li> <li>Propose to enter into agreement with either DWT or DCC to assess applications against BNG metric. All relevant applications to be treated according to Regulations</li> <li>One-off New Burdens Grant of £10,040 provided by Government to fund this initially; two further funding grants announced 1<sup>st</sup> March 2023</li> </ul>
NC5	Improve the landscape's resilience to climate change, employing nature-based solutions to mitigate and adapt to the impacts of climate change on the District, including carbon storage and sequestration, managing flood risk, improving water quality, and sustaining vital ecosystems.	<ul style="list-style-type: none"> <li>District Council-owned parcels of land along the Derwent have been identified as having potential for Natural Flood Management schemes in partnership with DWT</li> <li>Tree planting has taken place in certain areas – Ashbourne (Feb 2023) – 170 trees planted on Fishpond Meadow (approx. 1,400 sqm)</li> <li>Hurst Farm Housing Estate Regeneration Scheme</li> <li>DWT seeking wider partnership agreements and funding to work in these areas under licence</li> <li>DCC also have commitment to tree planting and are undertaking review of options for offsetting which includes sequestration</li> <li>Also see NC2</li> </ul>
NC6	After satisfying safety and visibility priorities, and building on the work of our Biodiversity Project, develop greenspace management regimes to maximise potential for biodiversity, carbon storage and sequestration.	<ul style="list-style-type: none"> <li>Existing Biodiversity Verge Project – Ongoing, 48 sites in 2023</li> <li>Working with DCC on Pathfinder project with a proposed target of 50km of road verges managed for biodiversity</li> <li>Linking with Natural England Wye Valley nature recovery project looking for verges that will form links to their wildlife sites</li> </ul>
NC7	Carry out a carbon audit of DDDC countryside and open space sites to establish how carbon storage/sequestration could be improved.	<ul style="list-style-type: none"> <li>See NC1 – Nature Recovery Network map will help identify any areas to be prioritised</li> <li>Vision Derbyshire Sequestration Project is exploring options for 'offsetting' through sequestration</li> <li>Potential to undertake an internal review of District Council land assets in future years, should resources be made available, using current knowledge and available data sets e.g. DEFRA Magic Mapping, Natural England green infrastructure to provide new recommendations for improving biodiversity and sequestration potential</li> </ul>

APPENDIX 1 – Biodiversity resolution assessment (work in progress, not finalised)

REF No.	ACTION	INITIAL ASSESSMENT
		<ul style="list-style-type: none"> <li>Potential to investigate the potential of the District Council becoming involved in the DWT <a href="#">Wild Peak</a> project as a landowner, should resources be made available</li> </ul>
NC8	Adopt a peat-free policy for all council contracts and suppliers.	<ul style="list-style-type: none"> <li>Sustainable Procurement Policy already includes statement to this effect: We will ‘not purchase products for soil enrichment purposes that contain peat’</li> <li>Contractor for annual bedding plants plant currently uses 70% peat free compost</li> <li>Potential for guidance and training on use of policy and to commit to update relevant contracts at point of review</li> </ul>
NC9	Aim to achieve ‘favourable condition’ on all council-managed protected and designated nature sites (e.g., SSSIs (Site of Special Scientific Interest), LNRs (Local Nature Reserves), LWSs (Local Wildlife Sites)) by 2030.	<ul style="list-style-type: none"> <li>The rangers fully expect Natural England will give High Tor &amp; Pic Tor a ‘favourable condition’ status following feedback from recent visit but Natural England hasn’t been updated their information yet.</li> <li>Discussion being held with DWT condition of Local Wildlife Sites they manage</li> </ul>

PEOPLE HEALTH AND WELL-BEING

REF No.	ACTION	INITIAL ASSESSMENT
PH1	<p>Improve access to nature by following the Natural England ‘Nature Nearby’ Accessible Natural Greenspace Guidance</p> <p>Regard will be given to:</p> <ul style="list-style-type: none"> <li>Areas with high levels of physical health problems.</li> <li>Areas with high levels of mental health problems.</li> <li>Areas where the amount and quality of accessible natural greenspace is below Natural England’s targets</li> </ul>	<ul style="list-style-type: none"> <li>A number of District Council sites already achieve ‘Green Flag’ award for accessible green space</li> <li>Work as part of Hurst Farm Housing Estate Regeneration Project is likely to be key in supporting areas with highest levels of physical and mental health problems and where access to greenspace is more difficult</li> </ul>

STRATEGIC PLANNING AND DEVELOPMENT

REF No.	ACTION	INITIAL ASSESSMENT
SP1	Embed nature’s recovery into all strategic plans, including the Local Plan, and all policy areas, not just those directly related to the environment. Ensure the LNRS is well understood across the authority and complements other relevant plans and strategies.	<ul style="list-style-type: none"> <li>Already embedded in Local Plan but review will extend to address BNG requirements</li> <li>Potential for a briefing on the future LNRS, linked to the wider training in SP3. Delivered by DCC or author of LNRS (subject to cost)</li> <li>Potential for Staff Briefing on Biodiversity Duty (nil cost)</li> <li>Ongoing need to identify other plans &amp; strategies when reviewed as opportunity to incorporate biodiversity where appropriate</li> </ul>
SP2	Integrate the targets, objectives, and outcomes of this motion, i.e. the biodiversity strategy and action plan, with those outlined in the Derbyshire Dales Carbon Reduction Plan, to	<ul style="list-style-type: none"> <li>Acknowledged that the approved ‘Climate change strategy and action plan’ does not take a nature-based approach; its pathway to net zero is largely technology-led</li> <li>At Climate Change Strategy and Action Plan review point (2025?) – ensure nature-based solutions are reviewed and considered, including role of offsetting/sequestration in meeting net zero commitments</li> </ul>

APPENDIX 1 – Biodiversity resolution assessment (work in progress, not finalised)

REF No.	ACTION	INITIAL ASSESSMENT
	ensure measures to tackle climate issues do not contravene the principles of enhancing biodiversity. Wherever possible, the council will invest in nature-based solutions to climate change to tackle the nature crisis and climate emergency together.	<ul style="list-style-type: none"> <li>Biodiversity impacts of decisions taken by Council are not formally considered; potential to incorporate high-level biodiversity impact assessments (where appropriate) into committee reports by modifying the climate change impact assessment</li> </ul>
SP3	Provide training and resources for councillors and council employees about the ecological emergency	<ul style="list-style-type: none"> <li>Principles of ecological emergency (links to climate emergency) are touched upon in carbon literacy course that senior leaders and some Councillors have undertaken</li> <li>Potential for all Councillors/Senior Leaders to complete Local Government Association e-Learning module 'Biodiversity for Councils' (nil cost)</li> </ul>

COLLABORATION, MONITORING, AND ACCOUNTABILITY

REF No.	ACTION	INITIAL ASSESSMENT
CM1	Identify a council employee as the designated lead for coordinating council operations in relation to the ecological emergency.	<ul style="list-style-type: none"> <li>South Derbyshire District Council advertised for an ecology officer at £38K plus on costs; were unable to recruit as ecologists are in demand from private practice at higher salaries</li> <li>Currently considered that the only practical and affordable way forward is to join with other councils in a partnership service as proposed by DWT and DCC</li> </ul>

OTHER ACTIVITIES

REF No.	ACTION	INITIAL ASSESSMENT
OT1	Derbyshire Wildlife Trust SLA	<ul style="list-style-type: none"> <li>Currently costs £14,823 each year. Is this cost sustainable given MTFP?</li> </ul>
OT2	High Tor, Pic Tor, Lovers Walk Management	<ul style="list-style-type: none"> <li>Ongoing role of Clean and Green Team</li> </ul>
OT3	Tree Strategy & Management Plan	<ul style="list-style-type: none"> <li>Ongoing work by Tree Officer and contractors</li> </ul>
OT4	Glyphosate reduction	<ul style="list-style-type: none"> <li>Subject of separate report to Members</li> </ul>

This page is intentionally left blank