

Corporate Plan 2020-2024 – Final Outturn

Priority	Service Area	Target Areas	Pledge	Achievements and Results 2020-2024
PEOPLE - Providing you with a high quality customer experience	Corporate and Customer Services	Redesign our website to make it easier for you to find the information you need	Including clearer information about your Clean and Green Service on our website	<p>The number of visits to our website increased from 2020 to 2022 but the numbers recorded from 2022 onwards have dropped.</p> <p>2020/21 = 1,288,863 2021/22 = 1,297,026 2022/23 = 968,995 2023/24 = 997,076</p> <p>The reasons for the drop in numbers are to do with the impact of GDPR cookies rules which means we aren't collecting data for the 40% - 90% of website visitors who reject cookies. We have also launched a new website in 2023 which has 50% fewer pages than previously, introduced Modern.gov, which has moved almost all of our 'democracy' pages away from our main website and introduced a different analysis system which means data is not comparable with previous figures.</p> <p>We have recorded a steady increase across all our digital channels and social media such as Facebook, X (formerly Twitter) and Instagram. Some channels are arguably at saturation point.</p> <p>2021/22 = 92,232 engagements 2022/23 = 96,623 engagements (4.8% increase) 2024 = 110,490 engagements (9% increase)</p>
	Corporate and Customer Services	Enable you to pay online for more Council services	Enabling online direct debits and card payments for services such as garden waste collection	The District Council's payment systems were overhauled to support the launch of the Customer Relationship Management (CRM) system and the Garden Waste Scheme. The new payment systems are fully integrated with the CRM system enabling seamless card and direct debit payments for a wide range of services.
	Corporate and Customer Services	Offer you the ability to access more services yourself 24/7 online	Providing an online facility to request District Council services such as litter clearance and street cleaning	The Customer Relationship Management (CRM) system was implemented in April 2020 to enable residents, business and visitors to the District to request and access District Council services. The system has continued to be expanded since its launch, increasing the number of services available online

	Corporate and Customer Services		Designing our online services to keep you informed of progress	All services offered within the Customer Relationship Management (CRM) system provide feedback at some level to customers helping to keep them informed. Additionally, over a third of services are fully trackable end to end within the MyAccount facility, giving customers real time access to track the progress of their service request.
	Regeneration & Policy	Maintain high customer satisfaction about the quality of services we deliver	Undertaking an annual online survey of residents to establish customer satisfaction and priorities	<p>2020 – 62% DDDC survey (75% Local Government Association national survey)</p> <p>2021 – 57.7% DDDC commissioned face to face and postal survey</p> <p>2022 – No survey</p> <p>2023 – 60.5% DDDC survey (61% Local Government Association national survey)</p> <p>An Online Panel survey was held in 2020 and then full postal, telephone and online surveys were commissioned for every 2 years in 2021 and 2023. In 2019, the residents satisfaction rating of 72% was higher than the national rate of 63%. During the Covid-19 pandemic years, residents satisfaction ratings fell to 62% in 2020 and 57.7% in 2021. However, 2023 saw a 2.8% rise to a satisfaction rating of 60.5%.</p>
	Chief Executive & Corporate Leadership Team		Reviewing opportunities as we strive to be a more commercially minded District Council	As part of the annual budget setting process, the Council has consistently reviewed the potential to deliver services on a commercial basis in order to off-set service expenditure. Significant new service commercial charges have been introduced for garden waste collections (£692,000 - 2021/22, £648,000 - 2022/23 and £886,000 - 2023/24), Council housing accommodation rental income (£29,000 - 2022/23 and £130,000 - 2023/24) and pre-application planning advice (£41,000 – 2020/21, £48,000 – 2021/22, £47,000 – 2022/23 and £39,000 2023/24) in addition to the annual review of fees and charges. The Council continues to explore opportunities for raising revenue through commercial and sponsorship opportunities.
	Corporate and Customer Services		Maintain other customer access channels: during opening hours, you will still be able to phone us or drop by at the Town Hall in Matlock	In addition to enabling you to access more services yourself 24/7 online, we continue to maintain other customer access channels during opening hours. Every year our teams take 46,500 contact centre telephone calls, with an average wait time of only 37 seconds. We have welcomed 3,200 people in person to our Town Hall reception.
	Community Development		Engage with community groups and encourage projects run by community groups	Engaged with a large number of groups across the district on projects in parks and open spaces as well as sports clubs and smaller groups on community litter picks.
	Resources		Achieve a sustainable financial position by prudent management of resources and reviewing services	Balanced budgets have been set for each of the financial years of this corporate plan period. Spending each financial year during this period has consistently come in under budget, so reserve levels have been maintained/improved across the Corporate Plan period.

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PLACE - Keeping the Derbyshire Dales clean, green and safe	Regulatory Services	Achieve net zero carbon emissions from District Council operations by 2030 Work with partners across the county and region to deliver this new goal through all relevant strategies	Preparing and Implementing a Climate Change Strategy	A Climate Change Strategy and Action plan was approved in October 2020 which set a pathway to net zero emissions from Council operations by 2030. Baseline emissions in 2019-20 were 806 tonnes of carbon dioxide. The Council has since secured grant funding of over £2.5m to decarbonise buildings and install electric vehicle charging points for fleet use. By 2023-24 emissions had reduced by 30% compared to 2019-20.
	Regeneration and Policy		Preparing and adopting a Supplementary Planning Document on Climate Change	Derbyshire Dales District Council produced a Supplementary Planning Document on Climate Change, which was adopted on 5 th July 2021. The document is available on the District Council's website and addresses environmental issues such as securing enhanced green infrastructure, managing drainage, flood risk and conserving water and improving building design and layout to meet the objectives. Clear checklists and required standards are provided for developers to follow.
	Neighbourhoods		Implementing a programme of Electric Vehicle charging points in our car parks	DCC have commenced a number of countywide projects, which has presented an opportunity to work with them to increase the number of charge points across the district in our council car parks. Although we understand that some residents could be looking to move towards an electric vehicle, we understand that the current provision meets the needs of the current users we have within the district and the aim is to have a contractor on board by March 2025 – Additional EV chargepoints will start to be installed in 2025-26, the sequence of installation to be confirmed.
	Clean & Green		Promoting greater recycling especially of food waste	The Waste Team have started a dedicated Waste Wednesday social media campaign in October 22, which targets educating residents on the 3 R's – Reduce / Reuse / Recycle and targets encouraging recycling, with a weekly topic. The Waste Team have also developed and delivered a 3R's schools package to primary schools around the Derbyshire Dales, which is an ongoing project.
	Community Development		Developing a community tree planting programme	Community tree planting in Ashbourne – over 150 trees
	Community Development & Regulatory Services	Invest capital resources in our main parks to improve facilities where feasible	Improving facilities initially in Ashbourne Recreation Ground	Ashbourne pavilion built and leased to community group New bandstand built and open New storage area for sports clubs
	Clean & Green	Review our clean and green service commitments to better target existing resources	Developing maintenance plans for green spaces and verges we manage to encourage greater biodiversity	The Clean and Green team have led a very successful biodiversity project, entering 2024/2025 with 80 areas that are managed specially to enhance biodiversity. During the same period, the Clean and Green Team has undertaken a service review, moving resources to specialised tasks and developing performance data and a new set of standards across the service.

	Neighbourhoods		Work with partners and communities to maintain high levels of community safety	Derbyshire Dales continues to have the lowest crime rate in the County
	Regulatory Services		Publish an annual report on air quality in the District and identify any appropriate mitigation measures for areas of lower air quality	Report submitted to Defra 30 th June 23, accepted by Defra 7 th Sept 23. Published by Defra 22 nd Sept 23. On DDDC website 7 th Sept 23.
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PROSPERITY – Supporting better homes and jobs for you	Regeneration & Policy	Invest resources in developing key employment sites	Facilitating the development of Ashbourne Business Park and Phase 1 housing at Ashbourne Airfield	New link road to A52 opened May 2023 opening-up land for housing and employment development. Enabling works completed but development yet to commence. Planning application for first phase of housing refused – strategic master-plan required for whole site Brief for site masterplan prepared to enable procurement via Homes England Framework
	Regeneration & Policy		Pursuing funding to unlock employment land at Middleton Road/Cromford Road, Wirksworth	External grant funding previously secured to support site feasibility work but progress delayed due to pandemic. Consensus not reached on development viability and project put on hold. Further attempts at landowner engagement to be pursued in 2024/25
	Regeneration & Policy	Promote investment to stimulate the economy of our market towns	Initiating a development scheme for the Bakewell Road site, Matlock town centre	Cinema operator interest confirmed but proposed conversion of the former Market Hall deferred Dec 23 Council due to cost / affordability challenges. Full scheme tendered twice but despite value engineering an acceptable / affordable tender not received. Phase 1 Bus Station refurbishment / public realm improvements to western gateway agreed and underway utilising funding from UKSPF.
	Regeneration & Policy	Support businesses to encourage productivity, growth, and higher wage jobs in rural and urban locations	Continuing to provide a high quality, free, 1:1 business advice service to small and medium sized businesses	2020/2021 - Service re-directed to support COVID business survival. 162 Dales businesses awarded grants of £1.7m through the Derbyshire Dales COVID Discretionary Grant Fund. A further 196 businesses awarded discretionary Additional Restrictions totalling £1.296m plus 11 businesses supported to access external grants totalling £242,646 to support growth. 2022/23 – 75 Businesses supported. The service has also assisted 9 clients to secure £129,510 of external grant funding through direct support. 2023/24 - 62 Businesses supported with substantive hours. An additional 43 business have received early interventions. A change of 2 business advisers has been experienced in 2023/24. Business Adviser in place to provide generic business support to all businesses: business planning, assistance to all grants including DDDC Rural Innovation Grant Schemes, works with East Midlands Chamber of Commerce on behalf of DDDC businesses.

	Regeneration & Policy		Launching the Derbyshire Dales Place Branding Initiative	The Derbyshire Dales branding initiative has been fully launched and has a dedicated website at investinderbyshiredales.org . Social media and a regular e-news bulletin in place. There are currently 2,302 subscribers.
	Housing	Promote housing development that meets the needs of the present and future population of the District	Building new Council homes to rent and continuing to build social rented homes in partnership with Housing Associations	40 council homes built / acquired from 2020 to 2024, 38 to rent and 2 for shared ownership. 168 affordable homes built / acquired by Housing Associations from 2020 to 2024.
	Regulatory Services		Encouraging the provision of smaller-sized open market homes to meet local demand	DDDC has implemented Planning policy HC11 on housing mix and type for 10+ homes to encourage the provision of smaller-sized homes on the open market to meet local demand. 2020/21 - 1, 2 or 3 bed homes – 67 . 4 or 5 bed homes – 29 . 2021/22 - 1, 2 or 3 bed homes – 98 . 4 or 5 bed homes – 11 . 2022/23 – 1, 2 or 3 bed homes – 91 . 4 or 5 bed home – 14 . The data for 2023/24 has not yet been collected.
	Regulatory Services		Helping disabled people adapt their homes so they can continue to live there	251 Disabled Facilities Grants have been provided and works completed, allowing many disabled people to continue to live in their homes: 2020-21 – 71 adaptations completed. 2021-22 – 59 adaptations completed. 2022-23 – 68 adaptations completed. 2023-24 – 53 adaptations completed.
	Housing		Exploring further policy changes which could further reduce the number of empty homes	Empty Homes Premium (2x council tax for those empty for 2 years+) was in place in 2019. In 2023, there is now a 3x council tax for properties empty for 5 years+ and a 4x council tax for properties empty for 10 years+. The Second Homes Premium (2x council tax) will come into effect in April 2025.
	Regulatory Services		Delivering a permanent site to meet identified traveller needs	No sites taken beyond feasibility stage. New site criteria adopted (Dec 2023) and consultants commissioned to identify potential sites (Feb 2024). Report due in June / July 2024.
	Housing			Submitting a £1m Heritage Lottery Fund bid for the Hurst Farm Regeneration Project
	Corporate and Customer Services		Make it easier for local firms to do business with us through our procurement processes	Procurement thresholds increased to allow Low/Medium procurements to be undertaken by either Budget Holder Authorisation – Purchase Order or Quotation rather than an in-depth tender process
	Regeneration and Policy		Complete a review of the Derbyshire Dales Local Plan	The review of the Derbyshire Dales Local Plan was completed and agreed by the Council in January 2022. Further work to review and modify key policies within the Local Plan was agreed, which is anticipated to be completed in 2026.

	Regeneration and Policy		Support communities in developing Neighbourhood Plans	Three communities across the Derbyshire Dales have been supported to develop and produce Neighbourhood Plans. Ashbourne, Brailsford and Kirk Ireton all had a Neighbourhood Plan made on 1 st July 2021.
	Housing		Continue to provide debt and welfare advice to vulnerable households	Debt and welfare advice was provided to vulnerable households as follows over the 4 year period: 259 cases in 2020/21 270 cases in 2021/22 381 cases in 2022/23 448 cases in 2023/24 Total cases – 1,358