



South Hams
District Council

Integrated Performance Management Report

Quarter 3

October 2021 – December 2021



Better lives for all

Integrated Performance Management Report (IPMR)

Page 3 – Introduction from Leader

Page 4 – Performance on a page

Page 5 – Our Performance by theme

Page 6 – Climate theme

Page 7 – Community theme

Page 8 – Homes theme

Page 9 – Economy theme

Page 10 – Built and Natural Environment theme

Page 11 – Council Services theme

Page 12 – Programme Expenditure

Page 13 – Key operational performance Indicators

Page 17 – Strategic Risk Assessment



210 'trees for bees' planted at Follaton Arboretum by Parklife on behalf of the District Council (Dec 2021)

Visit www.southhams.gov.uk/better-lives-for-all to view the full strategy and delivery plans



South Hams
District Council



Better lives for all

Introduction

It has been an incredibly busy few months, but I am pleased that we have begun to make good progress in achieving against our strategic priorities



Better Lives for All (our vision and strategy for the area) has six priority themes which combined, will make a positive difference to the lives of our residents. The aim of this report is to provide you with reassurance that we are doing what we say we will!

Underpinning our themes we have a number of specific actions, measures and targets that we will achieve. Overall, and despite many challenges including ongoing response to the pandemic and issues with our Waste and Recycling contracted service, we have made good progress against this years actions.

We continue to manage risks arising as a result of the ongoing Covid-19 Pandemic and others that may, if left unchecked, prevent us from delivering on our plans, and I am reassured to see that the overall risk profile of the Council has not increased this quarter.

The following pages set out our performance for the period October – December 2021 and on the whole set out a positive position for the Council as we approach a new financial year

Cllr Judy Pearce
Leader South Hams District Council

During this reporting period we have:-



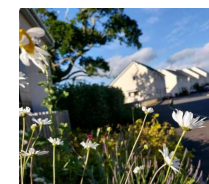
Launched a new marketing campaign to encourage people to shop local and visit local attractions

Been successful in securing £250,000 towards urban tree planting in the District



Launched a Climate Change Project Crowdfund Platform– making funds available to projects

Secured £250,000 for provision of 4 flats for our Housing First homelessness support scheme



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District Council



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Section 1 – Performance on a page

Status of specific actions in Better Lives for All Delivery Plan



This Period

Last period

Not Applicable as first report

■ On Track ■ Slight Delay ■ Significant Issues ■ Not due to start

There are a total of 45 actions to be delivered within the 2021/22 delivery plan. Good progress has been made with the majority on track to deliver as planned.

Spend against approved strategy budget 2021/22



Agreed Strategy Projects Funding 2021/22	£249,000
Spend to Date	£108,291
Forecast to year end	£181,584
Forecast Variance	(£67,416)

Overall we are on track with delivering our priorities within the agreed budget for the year, due to delays in recruitment to some staff posts, approx. £62,000 will be carried forward to 2022/23 (these posts were reserve funded so no impact to Council bottom line).

Performance against Key Performance Indicators – number of KPI's by status

This Period

Last period

Will follow in Q4 Report

■ On Target ■ Slightly Off Target ■ Off Target ■ Not due to report

Risk Management Profile – Average Risk Score across Strategic Risks



Average Strategic Risk Score <u>last</u> Period	Average Strategic Risk Score <u>this</u> period
15	15

The average risk score for our strategic risk register has remained the same for this period. This is the simple average score of all risks on the Strategic Register. Risks continue to be managed in line with the agreed strategy.



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Section 2 – Performance against the Council’s Priorities

Delivering our ambitions for South Hams





This section of the report sets out the performance under each of the Council’s theme areas which underpin its ambitions of Better Lives for All.

Each year for the next three years, we have set out a number of specific deliverables in our Thematic Delivery Plan.

The table to the right sets out how many of those are currently on track, how many are slightly off track and how many are at risk of not being delivered as planned.

Activities can regularly change status based on new information becoming available or unexpected changes to plans.

More detail per theme can be seen on the following pages.

Overall Performance Against Actions				
Status		Total Actions Within Category	% of overall actions	Compared to previous Quarter
	This action is on track with good progress being made. There are no significant risks which require action and we are on track to deliver as planned	37	82%	<i>NA/ First report</i>
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	7	16%	<i>NA/ First report</i>
	There is a significant risk that we cannot deliver this activity as planned. Regular monitoring and support from Lead Member and Senior Leadership Team is required	-	-	<i>NA/ First report</i>
	This activity is not yet due to start in the current year	1	2%	<i>NA/ First report</i>
	Totals	45	100%	



Sound progress continues to be made on delivery of the specific actions within the year one delivery plan (in addition to all of the actions within our specific Climate and Biodiversity Action Plan). During this period we have:-

- Reviewed our grant funding scheme and made amendments in order to provide funding to groups that are supporting others respond to the climate and biodiversity crisis – due to launch in February 2022
- Successfully bid for funding from the Urban Tree Challenge Fund project – enabling 300 trees planted across 15 sites in early 2022 and a further 300 following in 2023 at another 15 sites
- Carried out a consultation and analysis of responses in respect of increasing biodiversity on Council land – with over 1,000 responses being received
- Completed carbon literacy training for the Senior and Extended Leadership Teams and other key officers to embed the importance of our response to the climate emergency across the Council.



Cllr Tom Holway
Lead Member for adapting and mitigating climate change and increasing biodiversity



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Reducing our carbon footprint	2	1 (AM1.2)	1 (AM1.1)		
Working towards net zero	4	1 (AM1.6)	2 (AM1.4 & 1.5)		1 (AM1.3)

Key Risks / Issues

- AM1.1 (EV Conversion of our fleet) – It now looks unlikely that we will be able to install the charging infrastructure at the depots by end of March however a plan is being revised so that we can still deliver within the three year delivery plan window.
- AM1.4 (Grant and Crowdfunding)- Devon County Council have advised that they are likely to withdraw from Crowdfunding from April. This means we may need to source an alternative platform for provision of the Crowdfund climate fund. Work is in progress and will mean that the scheme can continue relatively unaffected from a customer perspective.
- AM1.5 (Installation of EV Charging Points) – since publishing the recent update to O&S, a meeting has been held with the contractor for the Mayors Avenue installations. Work is due to commence w/c 24th January to install the equipment and then Western Power will need to do the trenching works for the connection – this can take anywhere between 8-12 weeks depending on their other commitments and so there is slight slippage to this plan but we continue to work closely with contractors.

Focus for next Quarter

- Scoping of the Electric Vehicle Project and commence recruitment of officer to lead this work
- Roll out new direct grant scheme in February 2022 which will seek applicants to provide community engagement activity
- Preparatory work for a funding bid to On-street residential charge point scheme (ORCS) for a further 4 car parks





Our communities and the voluntary sector have all continued to work together on supporting each other through the ongoing pandemic. While our teams continue to support this effort, I am pleased that we have continued to make good progress in delivering our plans for 2021/22 including:-

- A continuing increase in Leisure Centre participation – currently at 85% usage levels which is above the national average
- Discussions commenced with South Hams CVS about how we may be able to work together with increased impact to our communities in the future
- Work continuing on building of Dartmouth Health and Wellbeing Hub
- Begun the scoping of a Rural Poverty Pilot – using the Devon Joint Strategic Needs Assessment as the starting point
- Developed a new draft Playing Pitch Strategy and consulted our residents and community groups – with the results being considered in January 2022.



Cllr Jonathan Hawkins
Lead Member for strengthening community wellbeing



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Reducing Health Inequalities & rural poverty	4	4			
Improving Open Space, Sport and Recreation	1	1			
Support the voluntary sector	1	1			

Key Risks / Issues

- While our leisure centre provision has seen a continuing increase in participation levels, there is a risk that current Covid-19 impacts result in a reduction in participation over the coming months. We'll continue to work with our provider to monitor these impacts. An update report from Fusion Leisure will be considered by Executive in March 2022.

Focus for next Quarter

- Development of detailed plans for Rural Poverty Pilot with partners
- Hold a scoping session with South Hams CVS and other voluntary sector groups to identify areas where the District Council can support better outcomes – likely to be held February 2022
- Launch a £50,000 one-off voluntary sector grant scheme for groups supporting Health and Wellbeing within the District



South Hams District Council



Better lives for all



This has been a busy quarter and much focus of the Council has been on our response to our recently declared housing crisis. During this period we have:-

- Secured £250,000 from the Department for Levelling up and Communities to purchase 4 flats for our Housing First homelessness support scheme. One flat has already progressed to exchange of contracts.
- Supported delivery of 11 units of supported accommodation in Dartington, 3 affordable rented and 3 shared ownership properties in Newton Ferrers, 5 affordable rented and 4 shared ownership in Kingsbridge and 21 shared ownership properties in Dartmouth
- Undertaken housing needs surveys in Kingswear, Thurlestone and Bittaford (awaiting the results)
- Commenced a research piece on the impact of short term rentals on local housing.
- Council's application to the Private Rented Sector Minimum Energy Efficiency Standard (MEES) Compliance and Enforcement Competition was successful and we (SHDC and WDBC combined) received a grant allocation of £44,331



Cllr Judy Pearce
Leader of the Council,
Executive Chair



Lead Member for improving homes

Focus Area	Total Actions 2021/22	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Housing for Place	3	3			
Housing for People	4	3	1 (IH1.6)		

Key Risks / Issues

- IH1.6 - The £250,000 awarded by DLUC has a 'spend by' date of 31/03/2022. Given that the period we are currently in sees a slowing in the housing market, sourcing the remaining three flats has been difficult. We are mitigating this by discussing an extension to the funding and are optimistic that this will be agreed. As a result, we have currently rated action IH1.6 (Homelessness Strategy Delivery) as Amber.

Focus for next Quarter

- Commence planning for next housing needs surveys that will be undertaken in 2022
- Continue with research in to impact of short term rentals on local housing
- Obtain agreement from DLUC on extension to funding in order to source 3 more properties



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Better lives for all



The past quarter has continued to be challenging for many businesses within the District and shortly before Christmas Government announced additional grant schemes to support those hit hardest. That said, while taking steps to ensure we can efficiently deliver these grants to businesses, we've made good progress against our delivery plan including:-

- Working with Plymouth and Devon Councils to submit The Freezone outline business case – a demonstration that we continue to commit to levelling up the regional economy.
- Using EU funding (Welcome Back Fund), we have launched a #myplace marketing campaign – a co-ordinated online, print and programme of vacant shop window dressing in our towns in addition to funding radio advertising, printed media adverts and town centre banners for Kingsbridge as part of their Christmas campaign
- Launched a Community Recovery Grant Scheme with a key focus on supporting existing business growth and development in the District. 205 applications were received and are now being assessed.



Cllr Hilary Bastone

Lead Member
for stimulating
a thriving
economy



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Promote South Hams Coastal and Visitor Economy	3	2	1 (TE1.3)		
Supporting Towns & Businesses	6	6			
Strategic Employment & Infrastructure	3	3			

Key Risks / Issues

- TE1.3 (Development of a budget and Marketing Strategy for the area) – engagement has commenced with Towns however the final marketing strategy is likely to require work slightly beyond 31st March important that we spend the time to develop with partners.
- The processing of Government business grants has taken a considerable resource over the past 18 months. We are now responding to the new grants launched in response to the Omicron variant and this could slightly slow progress on other areas. We will look to allocate resource from a range of services to ensuring these grants are processed quickly and efficiently so support reaches those businesses that need it while continuing to deliver on our priorities.

Focus for next Quarter

- Delivering on additional Government Business Grants as announced in December 2021 – Omicron impacts
- Support the submission of the full business case for the Freezone
- Continue to roll out our #myplace campaign to encourage people to shop local



South Hams
District Council



Better lives for all



Although still early in to the new delivery plan, this reporting period has seen us make positive steps to achieving our first year actions. Highlights for this period include:-

- Together with Kingsbridge Town Council, we have secured £250,000 for urban tree planting – enabling us to plant 300 trees across 15 sites in early 2022 and a further 300 in 2023 at another 15 sites
- Recruited a team of Broadband Champions to be community ambassadors for improved broadband by sharing updates and information about what's happening in local neighbourhoods –and encouraging residents to register for their interest in faster broadband
- We've commenced the process of recruiting a dedicated officer to take forward the work of reviewing and refreshing Conservation Area Appraisals, the role profile and job description has been drafted with the post due to be advertised early in the next quarter
- Works have completed on the delivery of 70 metres of urgent coastal remedial works at Beesands and to address the accelerated erosion that has occurred at the northern extent of the village green.



Cllr Judy Pearce
 Leader of the Council,
 Executive Chair
 Lead Member
 for protecting,
 conserving
 and enhancing
 our built
 and natural
 environment



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence
Make best use of development land, green space and coastal places	5	5			
Celebrate and protect our heritage	2	2			

Key Risks / Issues

Focus for next Quarter

- Continue to deliver against the Planning Service Improvement Plan
- Continued works to deliver the new Salcombe Harbour Depot
- Advertise, interview and induct Officer overseeing the Conservation Area Appraisals
- Commence delivery of our plans for urban tree planting



South Hams
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Better lives for all



Work has continued on delivering our ambitions for enabling our residents to do as much as possible online and to ensure that all of our staff are supported to deliver the best possible service to our residents. During this quarter we have:-

- Implemented technology to allow our customer services team to quickly see all contact from a customer quickly – enabling them to provide a better service and to update customers on their case
- Started the process of setting clear objectives for all staff aligned to our new priorities
- Adopted an improvement plan for our Planning Service – focusing on enabling the team to process applications quicker
- Carried out all of the preparation for a balanced budget for 2022/23
- Significantly progressed our refurb of the Council Chamber including new technology







Cllr Keith Baldry
Lead Member for delivering quality Council services (Commissioned)



Cllr Nicky Hopwood
Lead Member for delivering quality Council services (Internal)



Focus Area	Total Actions 2021/22	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Being Digital First	2	1	1 (QS1.1)		
Being Inclusive & Accessible	2	2			
Making the best use of our resources	3	2	1 (QS1.5)		

Key Risks / Issues

- QS1.1 - There have been delays to the go-live of our new planning portal and back office system. We have mitigated this by extending the current contract with our current provider by 12 months. This has been funded from the project contingency budget.
- QS1.5 - We had anticipated that the Government would give Local Government a 3 year budget settlement however this has not been the case and so uncertainty remains about funding beyond next financial year.

Focus for next Quarter

- Develop a customer engagement activity to seek views of customers to help shape our future Customer Access Strategy – with outline strategy principles being considered by Executive in March 2022
- Seeking agreement from Council on the 2022/23 budget
- Finalising new KPI's for managing service performance for April 2022
- Launch new Council Chamber and hold first formal meeting



Section 3 – Programme Spend

Ensuring that we make the best use of the funding available to us

Alongside the adoption of our Better Lives for All, we have developed a Thematic Delivery Plan which includes resourcing requirements over and above our business as usual services. This section sets out the financial performance against agreed Strategy projects.

Theme	Agreed Budget 2021/22	Spend to Date	Forecast spend to year end	Notes
Climate	£0			No direct funding allocated above existing plans
Communities	£0			No direct funding allocated above existing plans
Homes	£30,000	£3118.50	£7,306	Delays in appointing officer to support this activity but reserve funded so can be carried forward without impacting bottom line
Economy	£175,000	£89,172	£150,278	Primarily delays in on-boarding economy officer posts
Built & Natural Environment	£28,000	£0	£8,000	We have not yet appointed the Conservation Area Appraisal support Officer and therefore there will be an underspend of c. £20,000 (depending on how soon the successful candidate can start). This funding can c/f to 2022/23 due to being reserve funding. Nature Mapping contribution (£5k – invoice yet to be received)
Council Services	£16,000	£16,000	£16,000	Cost for implementation of new HR /Payroll system – implementation on track. This is the element of funding allocated in the strategy. There are additional costs which were approved through this years Capital budget.

Some underspends will occur however these are primarily due to delays in recruitment. These posts are reserve funded and therefore underspends can be carried forward to 2022/23. While there have been delays in recruitment, this hasn't significantly delayed progress on the actions.



Section 4 – Key Service Performance

Ensuring that our services meet the needs of our residents and businesses



The following section sets out how we are performing in some of our key service areas. These measures are deemed to be important in supporting our delivery of key activities within Better Lives for All.

We are currently reviewing the KPI's with a revised set being considered by the Executive alongside the Q4 Integrated Performance Management Report in April 2022



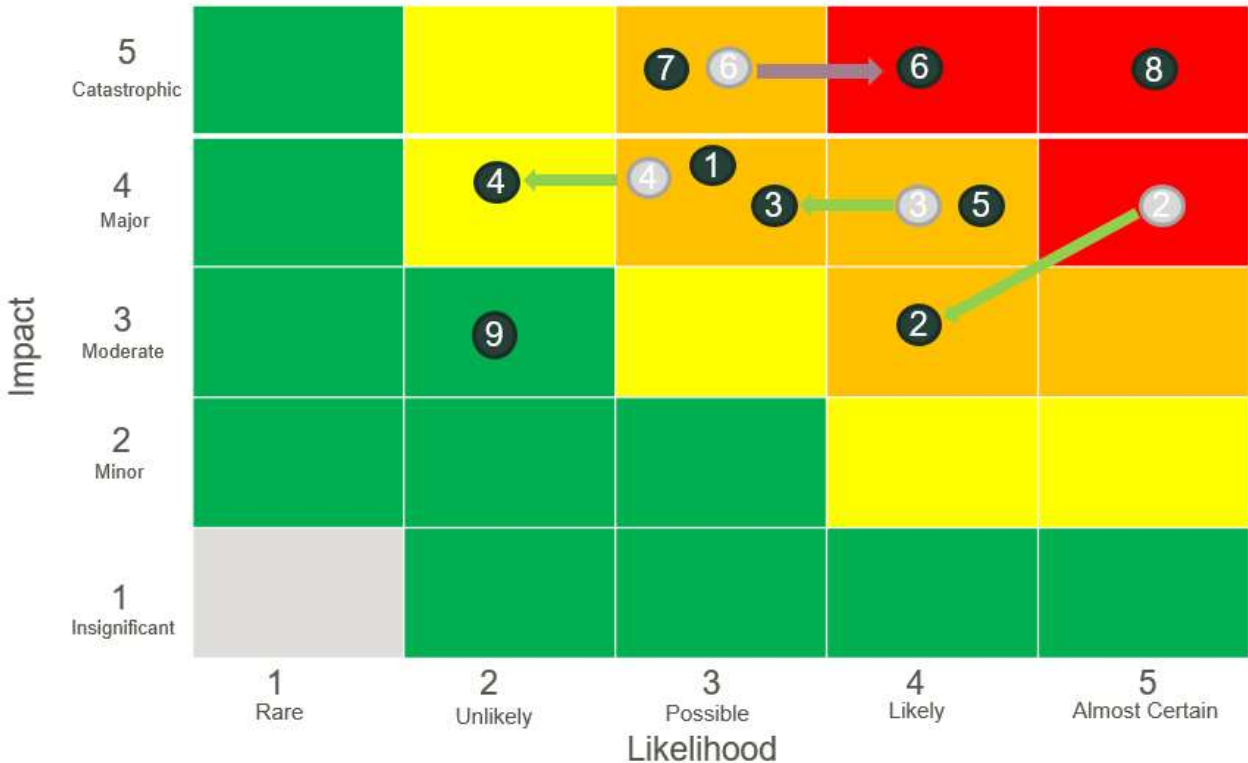
South Hams
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Better lives for all

Section 5 - Strategic Risks January 2022

The following section sets out an overview of the current strategic risks and on the following pages we provide detail for those that are within the 'Red' scoring. Each Council service area has their own risk register and where a risk reaches a level that it can no longer be managed by that service area alone, it escalates to the Strategic Risk Register. Overall, the Councils risk profile has remained static since the last report to Audit Committee with work continuing to reduce risk score further.



- X Previous Period Score
- X Current Period Score

- Risk Title**
1. Adherence to Medium Term Financial Strategy
 2. Covid-19 Impact on in-house Services
 3. Inadequate Staffing Resource
 4. Commitment to change across the organisation
 5. Health and Wellbeing Service Provision
 6. Business Continuity
 7. Emergency Response
 8. Waste and Recycling Changes
 9. RHSS Town Recovery Fund compliance



Risk Title:	Business Continuity
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What is the risk?	The risk is that we do not develop and keep maintained robust processes to ensure business continuity in the event of a significant event occurring, e.g. Failure to ensure the continuous availability of critical IT systems leading to inability to deliver key council services.
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What could cause the risk to occur?	Developing and maintaining robust Business Continuity Plans requires significant and sustained focus. During Covid-19 response, the Councils risk profile has changed as we have relied much heavier on working in different ways (for example more staff working from home the majority of time) and with significant pressures being placed on some of our key delivery partners/ contractors. Work is required to update our BCP's to the changing environment that we are operating in. We are also entering a period where extreme weather events increase the risk of a business continuity event triggering.
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Risk Scoring	Likelihood of risk occurring		4 (Likely)
	Impact	Financial	5 (Catastrophic)
		Service Quality	5 (Catastrophic)
		Reputation	4 (Major)
		Legal / Regulatory	2 (Minor)
		Health and Safety	3 (Moderate)
		Morale / Staffing	3 (Moderate)

What are we doing to reduce the risk?

- Having two HQ locations is main mitigating factor - however an outage of power/ICT at either location would lead to a serious disruption of service.
- Agile working further reduces reliance on two office buildings.
- Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident.
- Business Continuity plans have been updated - priority areas - ICT Networking - Payroll & Creditors Payments; other plans need to be made more robust – further work underway for the new year

Current update (November 2021)	<p>While we still find ourselves in the 'response' phase of the pandemic however focus is now changing to refining our broader business continuity plans to cover other scenarios.</p> <p>Our ability to work online is fundamental to our ongoing delivery of services and this is therefore a key focus for our Business Continuity Planning. We are aware of rising incidents of cyber attacks on local authorities and are monitoring their learning closely in order to refine our own response plans. Where cyber attacks on those have been successful (i.e. not prevented by their systems and processes) they have been without core operating systems for many months and with the cost of recovery being in the several millions of pounds. As a result of this learning we have increased the financial impact score to 5.</p> <p>Additionally, our contracted waste collection services continue to be under significant pressure triggered in part by the national HGV driver shortage which could be compounded as we enter the typical flu season and also the added covid-19 infection and isolation risk.</p> <p>We have commissioned external advice to support us in updating our ICT Business Continuity Plans with this work aiming to complete in January 2022. Following this we can update our other service business continuity plans.</p> <p>A group of core officers will be recommending a dedicated work stream to reduce this risk to acceptable levels</p>
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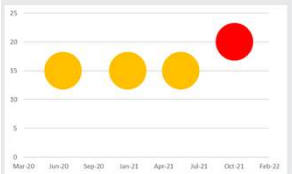
Overall Scoring

Risk Score (Current)



Likelihood 4 x Impact 5

Risk Score History



Risk Direction



Risk Title:	Delivery of Waste and Recycling Service
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What is the risk?	The risk is that our contractor for Waste and Recycling Services (FCC Environment) lacks the capacity or ability to rectify the issues being experienced by residents resulting in further delays, increased reputational damage and overall significant frustration for our residents.
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What could cause the risk to occur?	The risk has already occurred. The key issue at this stage is the capacity and ability of FCC to rectify the problems being experienced in the delivery of the service. These relate to the collection round design, workforce management, the capacity of the transfer station at Ivybridge, the fleet design and the national HGV driver shortage.
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Risk Scoring	Likelihood of risk occurring		5 (Almost Certain)	<p>What are we doing to reduce the risk?</p> <ol style="list-style-type: none"> We have paused the rollout of the full Devon aligned recycling service for 22,500 properties in order to stabilise the existing service. Continuous, focused dialogue between the Council and our contractor (FCC Environment). FCC Environment have submitted a recovery plan to deliver the full contracted services to contractually specified levels. South Hams staff supporting FCC on the ground where required and particularly with the management of the service. Enabling more focus on delivery of statutory services (household recycling and non-recyclable waste) by suspending the garden waste collection service. Contractor has been asked for a plan to restart this by 31st March 2022 (or sooner).
	Impact	Financial	4 (Major)	
		Service Quality	5(Catastrophic)	
		Reputation	5 (Catastrophic)	
		Legal / Regulatory	4 (Major)	
		Health and Safety	3 (Moderate)	
		Morale / Staffing	4 (Major)	

Current Update (November 2021)	<p>Issues with the new service continue to be experienced at the time of this update. The Council is working with FCC Environment to resolve ongoing issues.</p> <p>The Executive continue to meet regularly with FCC Senior Management. The Council continues to use contractual mechanisms to improve service performance.</p> <p>The contractor has proved incapable of rectifying the issues with collection by the end of July 2021 as previously updated in the risk register.</p> <p>To alleviate the pressure on the service, the decision has been taken to temporarily suspend garden waste collections, enabling the contractor to focus available resources on collection of waste and household recycling. The Executive have asked that FCC provide a detailed plan to the Council by 31st December 2021 for resuming the service by 31st March 2022 (or sooner)</p> <p>FCC have attended Overview and Scrutiny and regular updates continue to be provided by the Lead Member to the Executive on a regular basis.</p>
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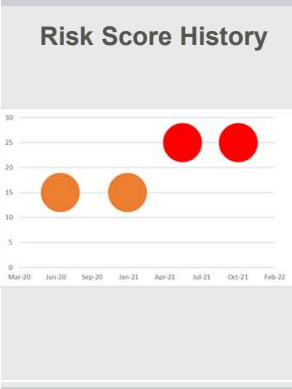
Overall Scoring

Risk Score (Current)



25














Likelihood 5 x Impact 5



Risk Direction



Next Scheduled Updates

January	February	March	April	May	June
 <p>27th Jan Quarter 3 Integrated Performance Management Report (Oct/Nov/Dec)</p> <p>Exec</p>			 <p>12th April Quarter 4 Integrated Performance Management Report (Jan- March)</p> <p>Exec</p>		 <p>Annual Report of Achievements 2021/22</p> <p>Exec</p>
		<p>Audit Better Lives for All Strategic Risk Update</p>			
 <p>20th Jan Climate Thematic Update</p> <p>O&S</p>		 <p>17th March Community Thematic Update</p> <p>O&S</p>	 <p>22 April Homes Thematic Update</p> <p>O&S</p>		 <p>Council Services Thematic Update & KPI Performance</p> <p>O&S</p>
July	August	September	October	November	December
 <p>Quarter 1 Integrated Performance Management Report (Apr- Jun)</p> <p>Exec</p>	<p>Lead Member & Lead Officer- Refine 2022/23 Delivery Plans </p>			 <p>Quarter 2 Integrated Performance Management Report (Jul- Sept)</p> <p>Exec</p>	
		<p>Audit Better Lives for All Strategic Risk Update</p>			
 <p>Economy Thematic Update</p> <p>O&S</p>		 <p>Built Env' Thematic Update</p> <p>O&S</p>		<p>KPI Performance</p>	 <p>Climate Thematic Update</p> <p>O&S</p>