



West Devon  
Borough Council

# Integrated Performance Management Report

Quarter 3 2021/22 (Oct – Dec 2021)



*A Plan for  
West Devon*

# Integrated Performance Management Report (IPMR)

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# Introduction

Our Plan for West Devon was adopted in September 2021 and already we are making good progress against the specific actions which will contribute towards our longer term vision for the area.



This report sets out our performance for the period October – December 2021 and on the whole demonstrates that each priority theme is making good progress against its adopted aims.

The report also highlights key risks and issues that may prevent us from delivering against our plan. 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 remained stable over the last quarter.

We are of course disappointed that our bid for funding for an Eco-Museum and Okehampton Transport Hub were not successful but remain fully committed to progressing these plans when possible and are actively working with Government to understand how we can work to successfully bid to future funding rounds.

*Cllr Neil Jory*

Cllr Neil Jory  
Leader West Devon Borough Council

## During this reporting period we have:-



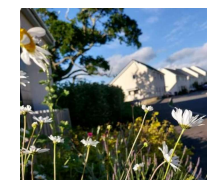
Promoted a new marketing campaign to encourage people to shop local and visit local attractions

Seen an increase in usage of our Leisure Centres.



Obtained planning permission for 11 new temporary accommodation units in Tavistock

Adopted a Planning Service improvement plan to improve the service residents receive



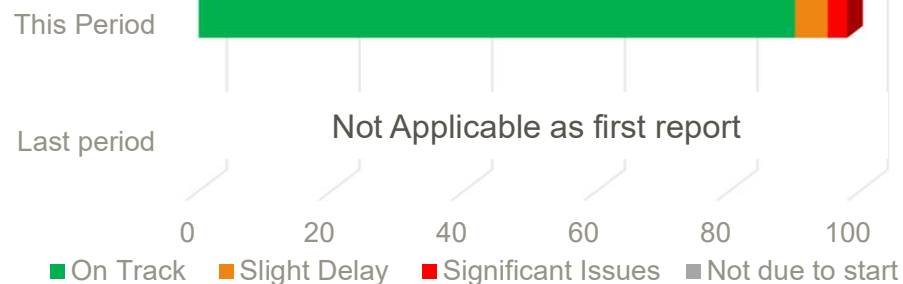
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# Section 1 – Performance on a page

## Status of specific actions in A Plan for West Devon



There are a total of 98 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 programme 2021/22



Agreed Strategy Budget 2021/22	£235,500
Spend to Date	£87,660
Forecast to year end	£158,526
Forecast Variance	(£76,974)

Overall we are on track with delivering our priorities within the agreed budget for the year. There is an underspend primarily due to delays in on-boarding new employees and maximising government grants instead of using Council reserves.

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



## 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
12	12

The average risk score for our strategic risk register has remained the same for this period. Risks continue to be managed in line with the agreed strategy



# Section 2 – Performance against the Council’s Priorities





## *Delivering on our Plan for West Devon*

This section of the report sets out the performance under each of the Council’s theme areas. The themes underpin our overall ambition for West Devon.

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.

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	90	92%	NA/ First report
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	5	5%	NA/ First report
	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	3	3%	NA/ First report
	This activity is not yet due to start in the current year	0		NA/ First report
	Totals	98	100%	





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:-

- Doubling the Community Capital Grants Budget to £30,000 for the current financial year
- Supported Tavistock Heritage Festival and Dickensian evening with financial and staff resource to contribute to the smooth running of the events
- Held the first 'Links' meeting with our Parish Councils to set out the Plan for West Devon and for DCC to set out the current priorities for them
- Temporary resource appointed to Localities with a specific focus on supporting the safe operating of events and high streets through the ongoing pandemic – this 1 FTE will be in place until 31<sup>st</sup> March 2022



**Cllr Terry Pearce**

**Lead Member for strengthening communities**



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Empowering our communities to enhance their area	<b>11</b>	<b>11</b>			
Supporting the voluntary sector in responding to community needs	<b>4</b>	<b>4</b>			

### Key Risks / Issues

- We have noticed a slight decrease in the number of supporters of the Seamoor Lotto (17 players less at the end of this reporting period). We will be developing our marketing campaign for the lotto before the end of March to encourage more supporters
- While all Town and Parish Councils were asked for their thoughts on frequency of Links meetings in the future, no responses have been received – we will therefore proceed as planned

### Focus for next Quarter

- Develop and launch Seamoor Lotto Marketing campaign
- Begin the process of reviewing our funding to key partners (current three year funding arrangement set to end in March 2023)
- Relaunch Links meetings to continue our close working with Town and Parish Councils and ensure a unified approach to resolving local issues.
- Develop the criteria and process for the Community Event Fund – due to launch in April 2022



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Many of the actions within the wellbeing plan require us to work closely with partners such as Public Health, Citizens Advice, Devon County Council and others. It is pleasing that during this period we have continued to build effective working relationships across these groups with some of the key activities delivered in the past quarter being:-

- Developing and launching a £30,000 grant scheme for voluntary sector groups supporting Health and Wellbeing of our residents
- Undertaken a consultation on our new Playing Pitch Strategy (a joint plan setting out the facilities that we feel are needed across the Borough over the next 13 years).
- Continued to work with Devon County Council and NHS colleagues to understand the current Mental Health referral process and the NHS plans for reviewing and improving access to mental health services.
- Met with Citizens Advice to understand from their perspective the key issues for our residents
- Launched an online wellbeing support directory for our residents <https://www.westdevon.gov.uk/support-directory>



**Cllr Tony Leech**

**Lead Member  
for enhancing  
community  
wellbeing**



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Reducing Health Inequalities & rural poverty	<b>3</b>	<b>2</b>	<b>1</b> (CW1.2)		
Leisure provision that meets residents needs	<b>5</b>	<b>5</b>			
Mental Health and Wellbeing	<b>3</b>	<b>3</b>			

### Key Risks / Issues

- It is pleasing to see a slight increase in leisure participation levels at Fusion centres however we should be cautious as we have yet to understand the impact that the Omicron variant of Covid will have on peoples willingness to participate in sport and leisure. An update will be provided to Hub.
- CW1.2 – Slight delays to launch of the Community Wellbeing Grant scheme due to DCC considering launching a Devon wide scheme but this hasn't now happened and so we will launch our local scheme in January. On the positive, we have been able to increase the funding available by £10,000 to £30,000

### Focus for next Quarter

- Evaluate and award funding for Health and Wellbeing grants
- Receive report on the mental health and wellbeing for young people delivered during the summer and work with partners to consider the plan for the coming financial year
- Work with the Community Mental Health Framework (CMHF) to assist design and implementation of services and ensure we understand how the Council services can fit
- Work with partners at Public Health to identify an appropriate location for a pilot rural poverty scheme



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This has been a busy quarter and much focus of the Council has been on our response to the concerns about availability of housing within the borough. During this period we have:-

- Commenced work on developing our new 5 year homelessness strategy, with a draft that will be considered by the Advisory Group in January 2022.
- Progressed plans to deliver 11 new homes to be used as temporary accommodation in Tavistock (Spring Hill) and secured planning permission for these. The homes will meet the acute need for safe, comfortable and modern temporary accommodation for local people
- Made good progress in enhancing our understanding of current housing issues – and appointed an analyst to support this work.
- Commenced Housing Needs surveys in Lamerton and Brentor – currently awaiting results
- Adopted a new Tenancy Strategy for the borough
- We have adopted an enhanced tenants incentive scheme – offering up to £5,000 for people willing to downsize
- Council’s application to the Private Rented Sector Minimum Energy Efficiency Standard (MEES) Compliance and Enforcement Competition was successful and we (WDBC &SHDC combined) received a grant allocation of £44,331



**Cllr Barry Ratcliffe**  
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 on time	Not yet due to commence
Housing for Place	<b>3</b>	<b>3</b>			
Housing for People	<b>6</b>	<b>6</b>			

### Key Risks / Issues

- While not a significant issue, it is worth just highlighting that our delivery plan set out that we would recruit an officer to support MEES activities however we have identified a more effective way and have commissioned this support from Local Energy Advisors

### Focus for next Quarter

- Adoption of our homelessness strategy for the next 5 years
- Refining the business case for Spring Hill and seeking member approval
- Further developing our intelligence to inform future policy and decision making
- Scope and schedule housing needs surveys for Princetown and North Tawton for 2022







The past quarter has continued to be challenging for many businesses within the Borough 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:-

- 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 Tavistock and Okehampton.
- Launched a Community Recovery Grant Scheme with a key focus on supporting existing business growth and development in the Borough. Applications are currently being considered.

Unfortunately we were notified that our bids to the Government Levelling Up Fund for Okehampton Transport Hub and to the Community Renewal Fund for an Eco-Museum were unsuccessful however we continue to engage with Government and to develop local plans



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Promote Destination West Devon	<b>8</b>	<b>7</b>		<b>1</b> (TE1.4)	
Helping West Devon Towns and Businesses thrive	<b>7</b>	<b>7</b>			
Respond to opportunities to enhance the economy	<b>2</b>	<b>1</b>		<b>1</b> (TE1.11)	

### Key Risks / Issues

- 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 slow some 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.
- TE1.4 & TE1.11 - Setbacks to our plans in respect of Okehampton Transport Hub and an Eco-Museum however we are engaging with Government to understand why and to consider opportunities for future fundina rounds

### Focus for next Quarter

- Delivering on additional Government Business Grants
- Deliver on enhancements to Okehampton, North Tawton and Tavistock Towns funded through EU funding
- Continue to roll out our #myplace campaign to encourage people to shop local



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Good progress is being made on delivery of the specific actions within the year one delivery plan for Natural Environment (in addition to all of the actions within our specific Climate and Biodiversity Action Plan). During this period we have:-

- 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.
- Commenced discussion with other Councils about potential joint approaches to conversion of our environmental fleet to a greener fleet
- Commissioned a study into solar capacity for some of our car parks – officers are now considering next steps.
- Promoted a Shop4Good campaign with our partner CarbonSavvy linking in to COP26
- Supported Tamar Energy Fest in Tavistock



**Cllr Lynn Daniel**

Lead Member  
for growing  
our natural  
environment



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Working towards net zero	<b>4</b>	<b>3</b>	<b>1</b> (NE1.1)		
Making the best use of our incredible natural environment	<b>6</b>	<b>6</b>			

### Key Risks / Issues

NE1.1 - Work progresses on the EV fleet replacement but a lack of existing EV charging infrastructure, limited range of some EV's and the large area covered by some vehicles represents a challenge in terms of ensuring that service delivery remains efficient with an EV fleet. The lead officer has also been required to support another key area of the Council and as such we are recruiting (via secondment) a replacement.

### Focus for next Quarter

- Detailed scoping of Fleet replacement project
- Promotion of the Garden Waste Collection service renewals
- Report to Hub in February regarding Woodland Regeneration Sites
- Continue work in supporting nature mapping to support the development of Nature Recovery Strategies



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During this quarter, we've spent much time considering how we can improve our Council Planning Service to better support the built environment in to the future. This has consisted of the Planning Advisory Service working with our officers to recommend and implement changes to our processes and already increasing our planning officer capacity by recruiting additional staff which will ultimately improve our customer experience.

- Supported the making and adoption of Bridestowe and Sourton Neighbourhood Plan with 94.8% of people voting in the referendum in support of the plan
- Review of current Conservation Area Management Plans has commenced
- Worked with Tavistock Bid and Tavistock Heritage Trust to support Tavistock Heritage Festival and later in September, Heritage Food Festival – events which encouraged visitors to explore Tavistock's history.



Focus Area	Total Actions 2021/22	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver on time	 Not yet due to commence
Celebrating our heritage and ensuring its protected	<b>4</b>	<b>4</b>			
Planning infrastructure for the future	<b>4</b>	<b>3</b>		<b>1</b> (BE1.8)	

### Key Risks / Issues

- Currently we're in a period where staycations continue to be on the rise due to Covid uncertainties. There is uncertainty as to whether we will continue to see this increase in visitors and therefore will develop plans to encourage visitors to the area beyond the pandemic
- BE1.8 – Ability to deliver on Okehampton Transport Hub is an issue due to unsuccessful outcome of bid submission. There are however future funding rounds and we are pleased to have secured a meeting with Government to understand why our initial bid was not accepted.

### Focus for next Quarter

- Progress Milton Abbot, Chillaton and Kelly Neighbourhood Plan Referendums – ready to be delivered from February subject to Elections Team scheduling
- Recruitment of officers to support Conservation Area Appraisals
- Conducting Okehampton Business Surveys in February 2022 – to inform how we support businesses in future
- Conduct Okehampton Business Survey to give us insight on how to engage with our businesses in the future – scheduled for February 2022





Over the past couple of years, how our customers access our services has changed (much of which was forced by Covid-19 restrictions closing our receptions). Ensuring that our services remain accessible is important to the Council. We need to retain the positives from how our customers engaged with us through the pandemic while ensuring that those that cannot access services online receive an equally good level of service. During the last quarter we have:-

- Amended our committee report template so that all Officers are required to consider how we will engage with our residents in respect of proposals
- Commenced a review of the Contact Centre (including receptions) to consider how best to meet customer needs in the future
- Begun work to develop a framework for our future customer access strategy



**Cllr Ric Cheadle**  
Lead Member for delivering inclusive and accessible services

Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Being a listening and accessible Council	<b>10</b>	<b>9</b>	<b>1</b> (IA1.2)		

### Key Risks / Issues

Action IA1.2 – Work is underway to develop an engagement activity for the Customer Access Strategy however the original plan set out that this would be delivered by Nov 2021 – while slightly delayed, a revised plan is to be discussed with the Advisory Group in January.

### 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 Hub in March 2022
- Consider the outcome of the customer contact review and recommendations from that.
- Scope out the Residents Satisfaction Survey that is due to be rolled out in Summer 2022





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
- Commenced a review of our property assets within the Tavistock area to ensure we maximise their use
- We have also taken steps to begin a review of our customer contact options which will help to inform the Customer Access Strategy (an action in our inclusive services theme)



**Cllr Chris Edmonds**  
Lead Member for maximising our resources



Focus Area	Total Actions 2021/22	On Track	Slightly off track but plan in place	Risk that unable to deliver on time	Not yet due to commence
Value for money of existing services	<b>5</b>	<b>4</b>	<b>1</b> (R1.1)		
Finance fit for the future	<b>13</b>	<b>12</b>	<b>1</b> (R1.6)		

### Key Risks / Issues

- Action R1.1 - 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.
- Action R1.6 - We had anticipated that the Government would give Local Government a 3 year finance 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 Hub in March 2022
- Seeking agreement from Council on the 2022/23 budget
- Finalising new KPI's for managing service performance for April 2022



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# Section 3 – Programme Spend

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

Alongside the adoption of our Plan for West Devon, 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 the agreed Strategy budgets.

Theme	Agreed Budget 2021/22	Spend to Date	Forecast spend to year end	Notes
<b>Communities</b>	£0	£0	£0	
<b>Community Wellbeing</b>	£10,000	£11,102	£11,102	Mental Health Support for young people during August / Sept 2021 – awaiting impact report. Slight overspend but covered within existing budgets.
<b>Homes</b>	£30,000	£3,118.50	£7,306.00	Delays in recruiting officer however this is reserve funded and therefore can be carried forward with no impact on Council 'bottom line'
<b>Economy</b>	£152,000	£51,589	£116,617	Currently forecasting an underspend due to utilising the increased funding received through the Governments Welcome Back Fund & delays in on-boarding staff resource.
<b>Natural Environment</b>	£27,500	£5,850	£7,500	Feasibility study (APSE) of renewable energy on Council land. £20,000 of this budget was unearmarked for specific purposes and can carry forward)
<b>Built Environment</b>	£0	£0	£0	
<b>Inclusive Services</b>	£0	£0	£0	
<b>Resources</b>	£16,000	£16,000	£16,000	Cost for implementation of new HR /Payroll system –work underway. Note that this is only the element of funding identified within the strategy – additional capital funding is secured within existing years budget.

While we're forecasting an underspend against programme activities, this funding is in reserves and so there will be no impact on the Councils bottom line.



# 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 A Plan for West Devon.

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



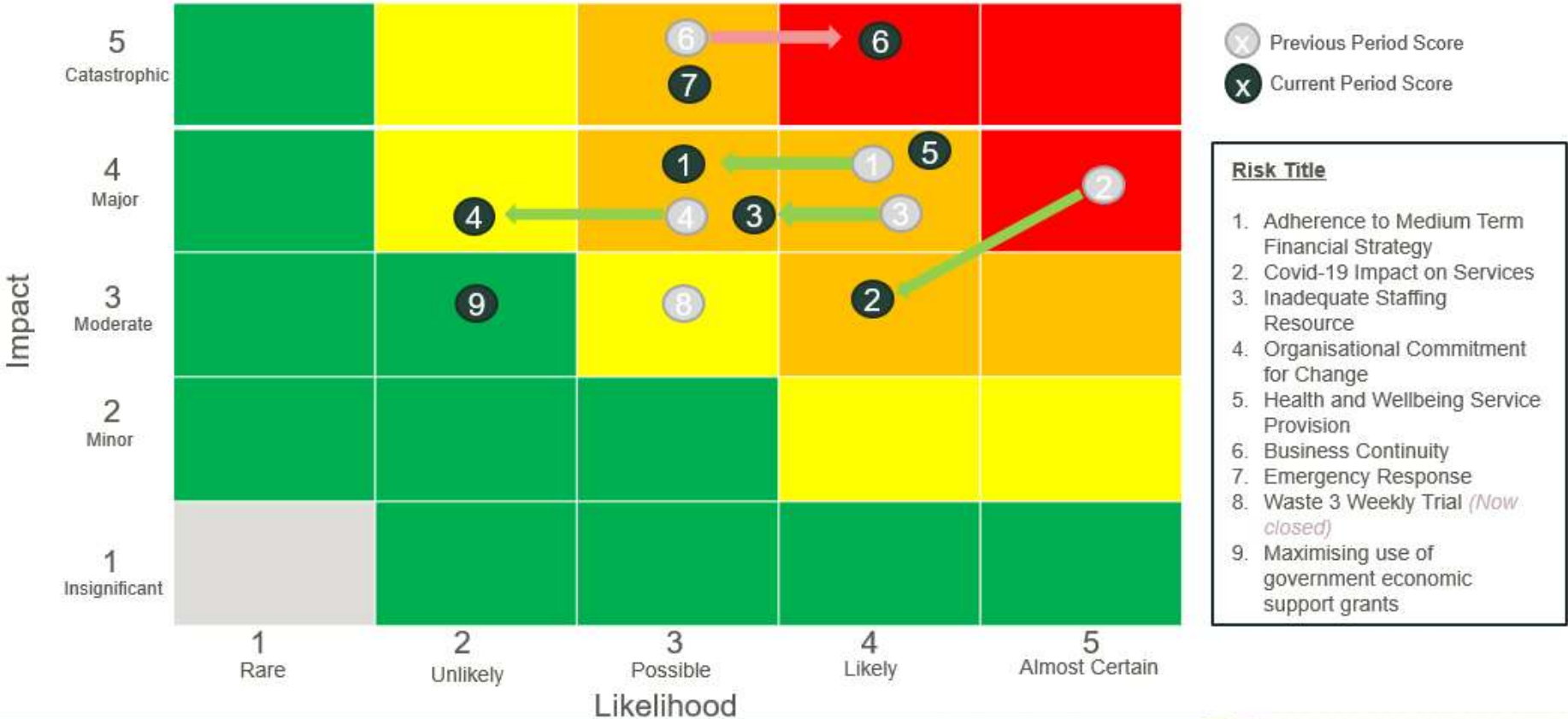
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# Section 5 - Strategic Risks December 2021

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.





**Risk Title:** **Business Continuity**



**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.

**What is causing the risk?** 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.

<b>What is the level of risk?</b>	<b>Likelihood of risk occurring</b>		4 ( <i>Likely</i> )	<p><b>What are we doing to reduce the risk?</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Agile working further reduces reliance on two office buildings.</li> <li>Locality workers can be despatched more easily to ensure customer engagement can be maintained during any incident.</li> <li>Business Continuity plans have been updated - priority areas - ICT Networking - Payroll &amp; Creditors Payments; other plans need to be made more robust – further work underway for the new year</li> </ul>
	<b>Impact</b>	Financial	5 ( <i>Catastrophic</i> )	
		Service Quality	5 ( <i>Catastrophic</i> )	
		Reputation	4 ( <i>Major</i> )	
		Legal / Regulatory	2 ( <i>Minor</i> )	
		Health and Safety	3 ( <i>Moderate</i> )	
		Morale / Staffing	3 ( <i>Moderate</i> )	

**Current Update (November 2021)**

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.

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.

Additionally, our Waste collection service continues to be impacted by the national HGV driver shortages and while out of our control, does represent an increase in the risk of further impacts to delivery of that service (particularly as we get in to the typical flu season and with added Covid risk). 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.

A group of core officers will be recommending a dedicated work stream to reduce this risk to acceptable levels

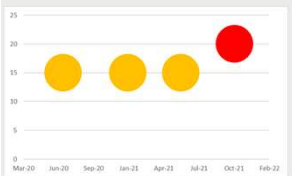
**Overall Scoring**

**Risk Score (Current)**



Likelihood 4 x Impact 5



















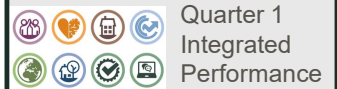









**Risk Score History**



**Risk Direction**



# Next Steps

January	February	March	April	May	June
<p> 6th<sup>th</sup> Jan <b>Resources</b> Advisory Group</p> <p> 10<sup>th</sup> Jan <b>Environment</b> Advisory Group</p> <p> 11<sup>th</sup> Jan <b>Homes</b> Advisory Group</p> <p> 18<sup>th</sup> Jan <b>Built Env</b> Advisory Group</p> <p> 25<sup>th</sup> Jan <b>Inclusive Services</b> AG</p>	<p> 1<sup>st</sup> Feb Quarter 3 Integrated Performance Management Report (Oct/Nov/Dec)</p> <p> 1<sup>st</sup> Feb – Wellbeing AG</p> <p> 8<sup>th</sup> Feb – Community AG</p> <p> 15<sup>th</sup> Feb <b>Wellbeing</b> Thematic Update</p> <p> <b>Environment</b> Thematic Update</p> <p><b>O&amp;S</b></p>	<p><b>Audit</b> Plan for West Devon Strategic Risk Update</p> <p> 8<sup>th</sup> March <b>Economy</b> Advisory Group</p> <p> 22<sup>nd</sup> March <b>Economy</b> Thematic Update</p> <p><b>O&amp;S</b></p>	<p> 12<sup>th</sup> April Quarter 4 Integrated Performance Management Report (Jan-March)</p> <p> March <b>Homes</b> Advisory Group</p> <p> 26<sup>th</sup> April <b>Homes</b> Thematic Update</p> <p><b>O&amp;S</b></p>		<p> Annual Report of Achievements 2021/22</p> <p><b>Hub</b></p> <p> <b>Inclusive Services</b> Advisory Group</p> <p> <b>Inclusive Services</b> Thematic Update</p> <p><b>O&amp;S</b></p>
July	August	September	October	November	December
<p> Quarter 1 Integrated Performance Management Report (Apr-Jun)</p> <p><b>Hub</b></p> <p> Built Env Advisory Group</p> <p> <b>Built Env'</b> Thematic Update</p> <p><b>O&amp;S</b></p>	<p>Advisory Group workshops - Refine 2022/23 Delivery Plans</p>	<p><b>Audit</b> Plan for West Devon Strategic Risk Update</p>	<p> <b>Community</b> Advisory Group</p> <p> <b>Community</b> Thematic Update</p> <p><b>O&amp;S</b></p>	<p> Quarter 2 Integrated Performance Management Report (Jul-Sept)</p> <p><b>Hub</b></p> <p> <b>Efficient Services</b> Advisory Group</p> <p> <b>Efficient Services</b> Thematic Update</p> <p><b>O&amp;S</b></p>	<p> <b>Environment</b> Advisory Group</p> <p> <b>Environment</b> Thematic Update</p>