



South Hams
District Council

Integrated Performance Management Report

Quarter 4
January 2022 – March 2022



Better lives for all

Integrated Performance Management Report (IPMR)

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The team at the Dartmouth Lower Ferry supported people to get around throughout Storms Eunice and Franklin (Feb 2022)



Jim Davis (Our Customer Improvement Manager) accepting our Gold Award for Digital Transformation – a real acknowledgement of the strides we've made in enhancing how our customers access services online

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

At the end of the first 6 months of our delivery plan, we have made significant progress in delivering on our priorities for South Hams.



The progress made to date demonstrates the commitment of our staff and members to deliver on our commitment of Better Lives for All. In addition to our planned priorities the teams have yet again adapted to deliver much needed government financial support to businesses, stepped up to ensure that our communities were supported and services maintained through two storms and taking steps to implement our response to the Housing Emergency.

We are proud of our progress and it has also been recognised nationally with our Climate Emergency response being highlighted as one of the top district council action plans and winning the gold award at the Public Sector Transformation Awards 2022 in respect of our leading digital customer access programme. While some deliverables within the delivery plan are slightly off track, overall we remain on course with all of our three year priorities.

As we consider the progress in delivering on our plans, we are actively taking steps to play our part in supporting those impacted by the conflict in Ukraine. Ensuring the wellbeing of our Ukrainian guests will be incredibly important to us and we will ensure that this is reflected in our plans for the coming year.

Cllr Judy Pearce
Leader South Hams District Council

During this reporting period we have:-



Been recognised by Climate Emergency UK as having one of the top Climate Emergency action plans in the Country

Been awarded 'Gold' at national transformation awards in respect of our digital customer improvement programme



Awarded £57,210 to 29 community led schemes that are supporting the Health and Wellbeing of our residents

Developed the 'Step On' Scheme to support residents with purchasing their first home with grants of up to £5,000.



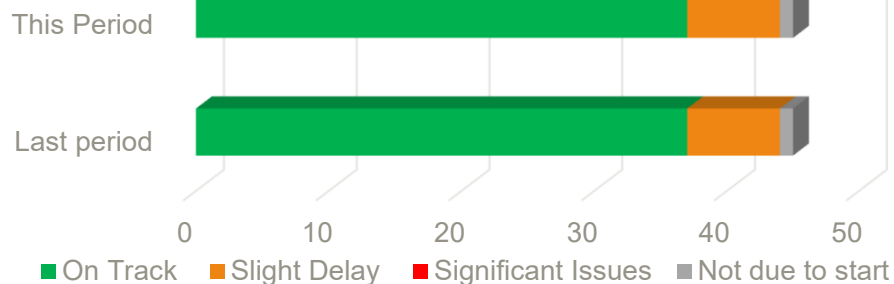
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Section 1 – Performance on a page

Status of specific actions in Better Lives for All Delivery Plan



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. Those where there is a slight delay will now be carried forward to 2022/23 for delivery

Spend against approved strategy budget 2021/22



Agreed Strategy Projects Funding 2021/22	£249,000
Spend to Date	£178,584
Forecast to year end	£178,584
Forecast Variance	(£70,416)

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. £75,000 will be carried forward to 2022/23 (these posts were reserve funded so it does not impact the coming year Council financial position).

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
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.



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. Actions that are flagged as off-track within this report will carry forward to 2022/23

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	35	78%	
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	9	20%	
	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	-	-	
	This activity is not yet due to start in the current year	1	2%	
Totals		45	100%	





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:-

- Begun planting of the Plymouth and South Devon Community Forest and supported a week of events for young people
- Launched a £50,000 grant fund to support organisations taking a community leadership role in relation to the climate emergency
- Had our climate plan recognised as being within the top 20 of district Councils plans across the UK
- Launched a new web presence with advice and guidance on how organisations and individuals can reduce their carbon footprint <https://www.climatechange.southhams.gov.uk/doing-your-bit>
- Appointed an officer to lead on our plans for electric conversion of our fleet of vehicles
- Agreed to support a new Community Composting Scheme to promote local composting of garden waste – backed by £200,000 of funding



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) – As previously reported, there have been slight delays in commencing this project and recruitment of a dedicated project officer is now progressing. This action will be rolled forward to 2022/23
- AM1.4 (Grant and Crowdfunding)- Devon County Council have proceeded with their plans to end the Crowdfund Devon platform. Replacements will cost £20,000 a year to operate which is a significant outlay – we therefore need to adapt these plans.
- AM1.5 – Mayors Avenue charging equipment has been installed but awaiting Western Power Distribution to connect to the grid. There is currently an approximate 13 week wait for the DNO to plan and install the electrical connection. A further 6 leases are going through completion at present and will follow the same process as Mayors Avenue with equipment installed ready for connection by WPD. This will be rolled forward to 2022/23

Focus for next Quarter

- Recruitment of officer to lead on the EV Conversion Project
- Assessment of tenders for the Devon and Torbay ORCS project – currently anticipating contract award early summer



South Hams
District Council



Better lives for all



I am really pleased with the steps we have taken to support our communities during a period that continues, and is likely to continue to be challenging for some time as the cost of living increases. We are also working quickly to develop plans to welcome those individuals fleeing the conflict in Ukraine. In addition, during this period we have:

- Received 39 applications for our Community Wellbeing funding and as a result awarded almost £60,000 to community led projects that are directly supporting the Health and Wellbeing of our residents over the coming 12 months.
- Worked with our Leisure Centre provider, Fusion Leisure, to ensure that we can all enjoy continuing access to sport and leisure facilities within the District. Fusion presented their performance information to Overview and Scrutiny in March which showed a steady increase in numbers.
- Promoted our low interest, fair borrowing scheme for individuals that are needing some extra money to make essential repairs or improvements to their homes



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	3	1 (CW1.1)		
Improving Open Space, Sport and Recreation	1	1			
Support the voluntary sector	1	1			

Key Risks / Issues

- CW1.1 (Rural Poverty Pilot) is slightly off track. Officers have been co-ordinating with partner organisations to identify a pilot area and develop a plan. Originally we set out that this would be considered by Members by 31st March 2022 but this is now likely to be by June 2022.

Focus for next Quarter

- Development of detailed plans for Rural Poverty Pilot with partners
- Engage with the community groups receiving funding from our Community Wellbeing fund in order to ensure successful delivery of those projects



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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:-

- Developed the 'Step On' Grant Scheme which sees up to £5,000 being awarded to anyone who is currently renting a social housing property to help them purchase a shared ownership home
- Saw a successful outcome of our long-term lobbying of government in respect of closing a tax loophole which allowed second home owners to avoid paying business rates of Council tax
- Carried out our Homeless Strategy consultation and developed year 2 of our Housing Strategy delivery plan
- Seen 6 families / residents take up our downsize scheme –freeing up larger properties for those that need them
- Enabled 90 homeowners across the District to have energy and money saving work carried out including insulation and air source heat pump as part of our £900,000 scheme to reduce home energy consumption at a time when energy costs continue to increase, saving those homeowners on average £415 a year



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 for the purchase of 4 flats for homelessness support scheme has a 'spend by' date of 31/03/2022 but not been spent due to lack of suitable available properties (1 have secured one). We have however secured an extension for this funding in to next year.

Focus for next Quarter

- Launch our Step On Scheme on 01st April 2022
- Continue with research in to impact of short term rentals on local housing
- Progress plans to maximise use of funding in order to source 3 more properties



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District Council



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:-

- In March we held a public engagement event in Ivybridge to let residents look at our plans to support the regeneration of the town, which was incredibly well attended throughout the day.
- Continued with support for our towns by delivering schemes funded by EU funding including continuing our #myplace campaign, providing funding to Kingsbridge In Bloom to replant some of the main flowerbeds in the town, promotional advertising on Heart FM and advertising in local print media to encourage people to shop local.
- Worked with partners and considered the proposal to submit a business case for the Plymouth and South Devon Freezone (considered at Council on 31st March post publication of this update report)



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. We therefore propose to carry this action forward to 2022/23

Focus for next Quarter

- Work with partners to submit the Freezone application and continue to engage in discussions (subject to Council on 31/03/2022). This scheme could lead of up to 3,500 new jobs in the region
- Continue to roll out our #myplace campaign to encourage people to shop local and support our towns, rural and coastal areas





We continue to make positive steps toward achieving our ambitions of Better Lives for All. Highlights for this period include:-

- Adopting a Planning Service Charter – setting out what developers and residents can expect when engaging with our planning team
- Implementing a simple checklist for planning applicants to enable them to be confident they're submitting the right documents the first time – reducing delays and additional requests for information
- Launched a consultation (as part of the JLP) on proposals that would see features such as solar panels. Ground and air source heat pumps and electric vehicle charging facilities being fitted as standard on all new homes and commercial buildings



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	1	1 (BN1.7)		

Key Risks / Issues

BN1.7 – There have been delays in progressing with our plans to update Conservation Area Appraisals. Our Head of Placemaking has worked through the existing Conservation Area information and identified a suitable prioritisation for Appraisals and development of Management Plans. Recruitment will commence for a dedicated resource to support this work. Given the delays in recruitment, this action will roll forward to 2022/23

Focus for next Quarter

- Continue to deliver against the Planning Service Improvement Plan
- Continue works to deliver the new Salcombe Harbour Depot
- Progress with recruiting a staff resource to support our Conservation Area Appraisal reviews (BN1.7)
- Consider the responses to the Joint Local Plan consultation on climate measures



South Hams
 District Council



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:-

- Been recognised as one of the best in the country in respect of how our digital technology is making a real positive difference to how our customers contact us – winning a Gold Public Sector Transformation Award
- Ensured that all staff have had an annual appraisal and objective setting meeting
- Implemented a new, modern HR and Performance Management system across the Council
- Set a balanced budget for the District Council for the coming year
- Held our first meetings in the new Council Chamber
- Recommended our garden waste collection service (operated by FCC) from 28th March 2022



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 – We continue to work with our Planning Application software supplier to finalise the system before go live in the next few months. It is important that we take the time to iron out any issues prior to go live of this critical system.
- 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. We continue to ensure we make sound financial decisions and as a result have again set a balanced budget for the coming financial year

Focus for next Quarter

- Seek agreement from Executive on the Key Performance Indicators for the coming 12 months (as part of this report)
- Finalise testing of our Planning and Environmental Health Case Management system
- Begin planning the design and implementation of a new website (to be operational from 01/04/2023)



South Hams
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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 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 (caveat that there may be slight adjustments through closing the accounts but these are unlikely to be significant).

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	£7,306	£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	£150,278	£150,278	Primarily delays in on-boarding economy officer posts – balance to be c/f as reserve funded
Built & Natural Environment	£28,000	£0	£5,000	We have not yet appointed the Conservation Area Appraisal support Officer and therefore there will be an underspend of £23,000. This funding can c/f to 2022/23 due to being reserve funding. Nature Mapping contribution (£5k – invoice yet to be received but will be in 2021/22)
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 have occurred 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

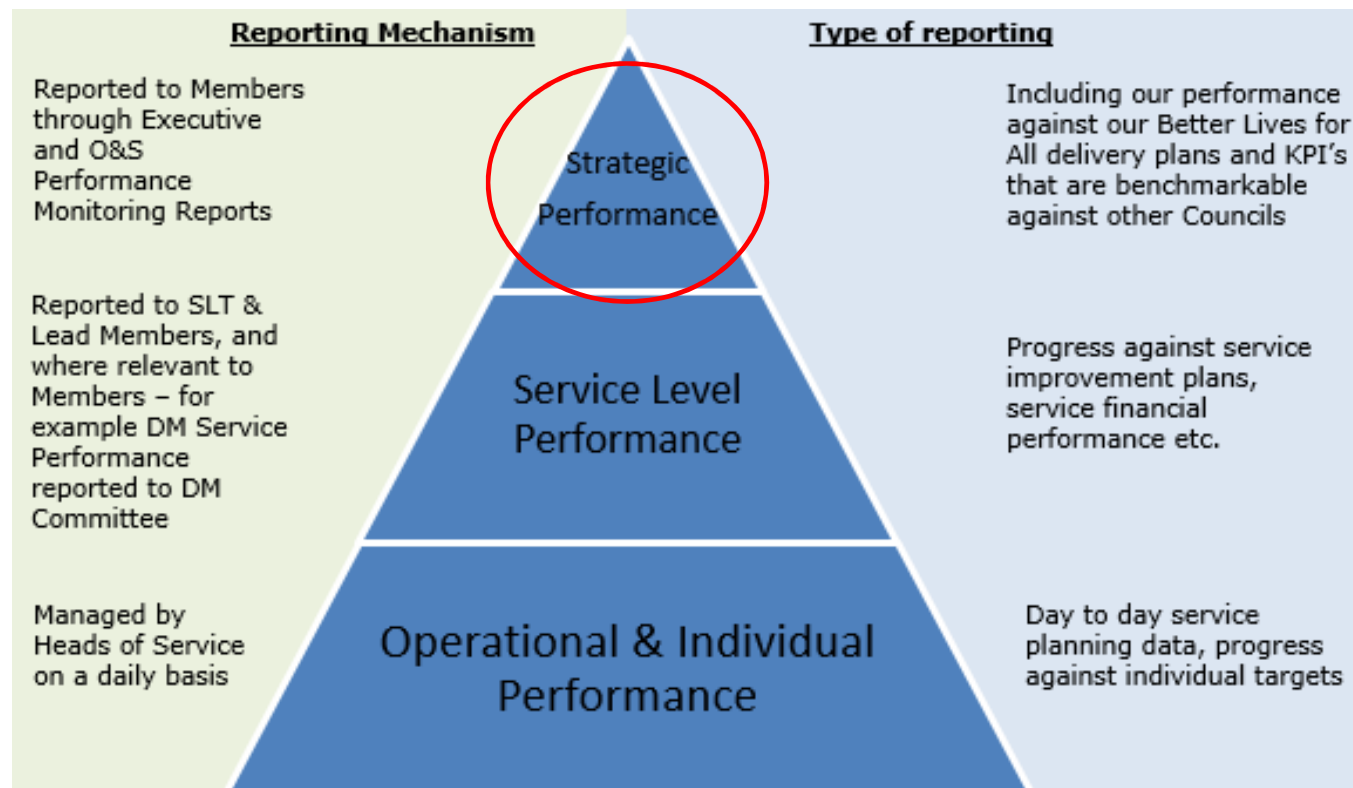
Ensuring that our services meet the needs of our residents and businesses

This section of the report will set 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.

These KPI's are deemed to be at the 'Strategic Level' of our performance management framework.

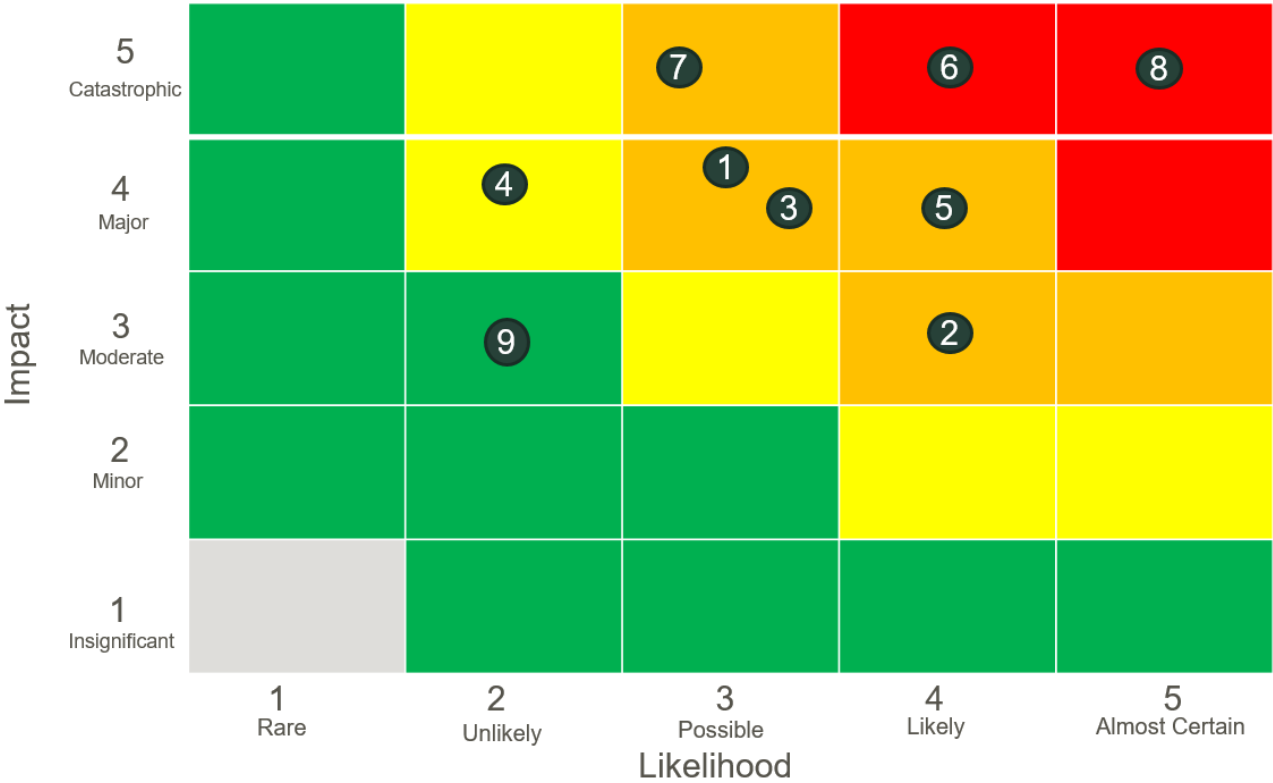
Performance against these KPI's will be reporting in the next report.

Proposed KPI's are set out in Appendix B to the covering report.



Section 5 - Strategic Risks March 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:	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 an outline recovery plan to deliver the full contracted services to contractually specified levels. The Council is in discussions as to the detail of the plans. 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. This service has been resumed from 28th March 2022.
	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 (March 2022)	<p>Issues with the service continue to be experienced at the time of this update. The Council is continuing to work 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>Agreement has been made with the contractor that the Garden Waste service will resume on 28th March 2022 and we will monitor the impact that this has on the full range of waste collection services</p>
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Overall Scoring

Risk Score (Current)



25

Likelihood 5 x Impact 5



Risk Direction



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 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. International events could lead to an increase in cyber attacks on UK government domains over the coming months. We could also see an increase in Covid-19 cases impacting on availability of staff.		
Risk Scoring	Likelihood of risk occurring	4 (Likely)	<p><u>What are we doing to reduce the risk?</u></p> <ul style="list-style-type: none"> • 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. • We continue to encourage safe systems of working in respect of Covid-19 • 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
Impact	Financial	5 (Catastrophic)	
	Service Quality	5 (Catastrophic)	
	Reputation	4 (Major)	
	Legal / Regulatory	2 (Minor)	
	Health and Safety	3 (Moderate)	
Morale / Staffing	3 (Moderate)		
Current update (March 2022)	<p>Organisationally (and nationally) we are taking steps to begin to emerge from the pandemic. We do however fully understand that the virus continues to be in circulation and continue to take steps to minimise the impact on our staff, Members and to support our residents. We are still heavily reliant on the ability to work online but do now have a greater flexibility to enable staff to work from an office location in the event of technical difficulties. We continue to update our business continuity plans and preparations. The commissioned external advice to support us in updating our ICT Business Continuity Plans is concluding and we will soon begin to roll our practical steps to wider services. As we emerge from the winter period this risk would typically reduce due to a decrease in both the risk of severe weather impacting Council Services and also typical seasonal sickness impacting the availability of our workforce. This year however we are in a period where Covid-19 infections among officers and Members are increasing which, if continue to increase, may negatively impact our ability to deliver timely services. There is also a heightened risk, due to the conflict in Ukraine, that cyber attacks on government ICT domains could escalate which could mean that our systems are impacted. We continue to monitor for suspicious activity and to employ our ongoing screening and filtering tools.</p>		

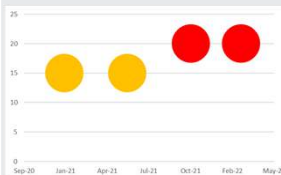
Overall Scoring

Risk Score (Current)



Likelihood 4 x Impact 5














Risk Score History



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>7th 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>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>

Today →