



South Hams
District Council

Integrated Performance Management Report

Quarter 1
April 2022 - June 2022



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

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



Councillors from South Hams join representatives from Kingsbridge Town Council and Parklife SW at the planting of 12 Trees in April 2022



In May we began the building of 8 affordable homes at St Anns Chapel near Bigbury. This is the first time in this generation that we've commenced our own building scheme - a direct response to our recently declared housing crisis



South Hams
District Council



Better lives for all

Introduction

It is hard to believe that we are already in to the second year of our delivery plan for our strategy, Better Lives for All.



We continue to make real progress on delivering activities that will make a positive difference to the lives of our residents.

We know that the increasing cost of living is impacting our residents and during this quarter I am incredibly pleased that our teams have acted to ensure the Council Tax Energy Support payments of £150 were made quickly. We were one of the first Councils in Devon to start making payments. At the point of preparing this report we have paid out over £3m to 20,000 households.

Our Economy and Placemaking teams have been incredibly busy during this period, not only submitting a bid to Government for the Plymouth and South Devon Freeport but also co-ordinating with a number of partners to develop bids for the Governments Levelling Up fund (round 2). If successful, this will see a significant investment in the area.

Cllr Judy Pearce
Leader South Hams District Council

During this reporting period we have:-



Paid out over £3m to 20,000 households as part of the cost of living support measures

Secured government approval for the Freezone outline business case



Completed the first Electric Vehicle Charging points in Dartmouth Mayors Avenue Car Park

Welcomed a new Chairman to the Council for the next 12 months – Cllr Lance Austen (Ivybridge)



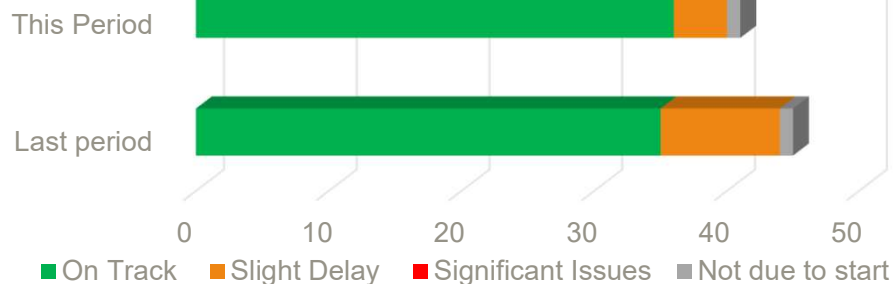
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Section 1 – Performance on a page

Status of specific actions in Better Lives for All Delivery Plan



There are a total of 41 actions to be delivered within the 2022/23 delivery plan. Good progress has been made with the majority on track to deliver as planned with more 'on-track' during this quarter than the previous quarter.

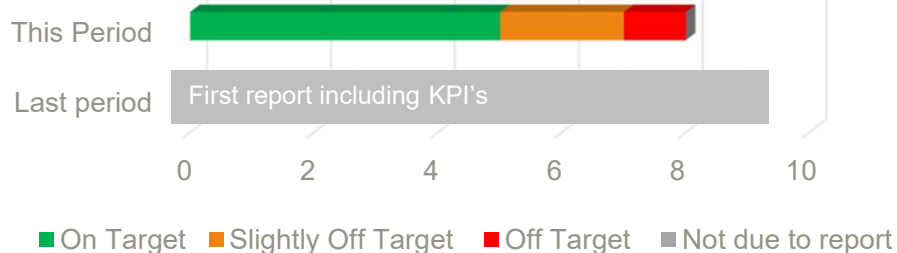
Spend against approved strategy budget 2022/23



Agreed Strategy Projects Funding 2022/23	£527,000
Spend to Date	£33,195
Forecast to year end	£497,500
Forecast Variance	£29,500 underspend

Many of the plans within this years delivery plan are not yet due to commence and therefore while we are forecasting a variance based on knowns (delays to recruitment etc), we will have greater certainty in the next quarter.

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 static compared to the previous quarter.



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.

Overall, good progress is being made across all themes within the Strategy, with 88% of the actions within the delivery plan currently on track. Four actions are off track at this point in time:

- AM1.1 – Electric Vehicle conversion of our fleet
- AM1.5 – Development of an Electric Vehicle Charging Strategy for the District
- BN1.7 – Conservation Area Appraisals
- QS1.1 – Future IT Project

These are explored in more detail in the coming 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	36	88%	
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	4	10%	
	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	41	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:-

- Agreed to support our Leisure provider (Fusion) with lending to enable them to install solar panels across South Hams Leisure Centres
- Completed an assessment of the Councils total greenhouse gas emissions for the 2020/21 year – enabling us to monitor progress in reducing our tonnes of Carbon dioxide equivalent
- Commissioned Exeter University to deliver a carbon management action plan for the Council
- Successfully bid to the LGA for support in developing a plan for encouraging greater uptake of retrofitting – making older properties more energy efficient
- Climate Infrastructure grants window closed early June – we received 17 applications . £100,000 was available with applications totalling £224,000 being received



Cllr Tom Holway

Lead Member for adapting and mitigating climate change and increasing biodiversity



Focus Area	Total Actions 2022/23	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	2 (AM 1.4 & 1.6)	1 (AM 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 our recruitment of a dedicated officer to take this work forward was unsuccessful. We have taken up the offer of support to deliver this through the Energy Savings Trust.
- AM1.5 – A priority for this coming period is the development of an Electric Charging Vehicle Strategy for the District. It will be important that this is informed by best practice and local knowledge. With that In mind, It is proposed, via this report, that Overview and Scrutiny be asked to consider forming a task and finish in order to help shape a draft strategy for consideration by Executive in October.

Focus for next Quarter

- EV conversion of our fleet – The energy savings trust aiming to get a report to us by early Autumn
- Assessment and award of Climate Infrastructure grants
- EV Strategy – Develop a draft strategy for consideration by Executive in October.





I am really pleased with the steps we have taken to support our communities during a period that continues to be challenging for some time as the cost of living increases. During this period we have:

- Progressed plans for a Rural Poverty Pilot – having identified a pilot area and developed a project team consisting of key partners
- Seen good progress being made with the new Dartmouth Health and Wellbeing Hub (a scheme where the Council provided land and funding to help get it off the ground). In May the building reached its highest point and is nearing completion.
- Processed Council Tax Energy Support payments of £150 to over 20,000 households – supporting them at this time of increased cost of living and launched a discretionary scheme for anyone not eligible under the government scheme
- Worked with the voluntary sector (via South Hams CVS) to develop a support package for Ukrainian guests arriving in the District



Cllr Jonathan Hawkins
Lead Member for strengthening community wellbeing



Focus Area	Total Actions 2022/23	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 (CW1.1 – CW1.4)			
Improving Open Space, Sport and Recreation	1	1 (CW1.5)			
Support the voluntary sector	1	1 (CW1.6)			

Key Risks / Issues

- CW1.1. Rural Poverty Pilot- This pilot will be a longer term piece of work working with communities but we know that the cost of living is already impacting many residents across the District. We have a number of support packages in place, and a range of key partners that are also able to support our residents. To help our residents navigate some of the support that is available we propose to make a short leaflet available signposting them to

Focus for next Quarter

- Move in to the scoping phase of the Rural Poverty Pilot, working with the community to shape the scheme
- Promote the support that is available to our residents as the cost of living continues to increase through an e-newsletter and continued update to online resource





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





- Adopted a new 5 year strategy setting out how we intend to prevent residents from becoming homeless
- Begun building 8 affordable homes at St Anns Chapel near Bigbury
- Gone live with the Step-On scheme with a campaign to promote it to our residents – this scheme offers grants of up to £5,000 to help residents get on the housing ladder with a shared ownership home.
- Agreed a new staffing structure aligned to delivering our strategic ambitions for housing
- Developed, with Team Devon, a scheme that will enable us to support the Housing needs of Ukrainian guests, rematching them with hosts where required
- Secured £10m of Government funding to launch a scheme (with other Devon Districts) to offer grants for lower income households to enable them to improve the warmth of their homes



Cllr Judy Pearce
Leader of the Council,
Executive Chair



Lead Member for improving homes

Focus Area	Total Actions 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Housing for Place	3	3 (IH1.1, 1.2 & 1.3)			
Housing for People	2	2 (IH1.4 IH 1.5)			

Key Risks / Issues

- IH1.2 – Work has commenced on the evidence led feasibility but we are currently looking to recruit to the team to further progress this work – there is a risk that we may not be able to recruit a suitable candidate

Focus for next Quarter

- Recruit to three new posts within the Housing Team (as agreed at Executive)
- Focus on promotion of downsizing scheme
- Proceed with purchase of a further two Housing First properties (currently at 'Sale Agreed') and then launching the scheme



South Hams
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Better lives for all



Our focus on supporting the economy across South Hams has continued in this quarter with good progress being made across all of the actions within our plan. During this period we have:

- Submitted (With Plymouth City Council and West Devon Borough Council) the Full Business case to government for the Plymouth and South Devon Freezone
- Developed proposals for submission as part of the Levelling Up Round 2 round – including improvements to Lee Mill Interchange, active travel schemes and support for the marine economy and decarbonisation as well as projects to support our agriculture industry – if successful, this could see up to over £1,000,000 investment in the area over the next 3 years



Cllr Hilary Bastone
Lead Member
for stimulating
a thriving
economy



Focus Area	Total Actions 2022/23	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	3 (TE1.1, 1.2 & 1.3)			
Supporting Towns & Businesses	4	4 (TE1.4 -1.7)			
Strategic Employment & Infrastructure	3	3 (TE1.8 -1.10)			

Key Risks / Issues

- There is a risk that our bids to the Levelling UP Fund round 2 are unsuccessful – but we are working closely with partners to ensure that the bids are an attractive proposition for the Government.
- At the point of writing this report, we are undertaking a recruitment for a Head of Placemaking to lead many of the activities within this portfolio. We hope to be able to recruit within the next quarter.

Focus for next Quarter

- Continue to roll out our #myplace campaign to encourage people to shop local and support our towns, rural and coastal areas
- Submission of bids to Levelling Up Fund Round 2
- Recruitment to Head of Placemaking post to lead the projects within this theme.



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Better lives for all



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

- Held a Neighbourhood Planning referendum for Frogmore and Sherford on 17th May, - with 90.59% in favour of the plan
- Considered data from the Environment agency in respect of the water quality trends around Salcombe Harbour over the past 6 years and have sought comments from the Environment Agency and South West Water on the results
- Work has commenced on developing a 5 years strategic business plan for Salcombe Harbour
- Appointed a Senior Planning Officer with a specific focus on delivering a review of all Conservation Area Appraisals
- Continued with the delivery of the Batson Creek Commercial Units and new Harbour Depot



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 2022/23	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 (BN1.1- 1.5)			
Celebrate and protect our heritage	2	1 (BN1.6)	1 (BN1.7)		

Key Risks / Issues

BN1.7 – there have been delays in appointing an office to take forward the Conservation Area Appraisals however this post has now been appointed to with the officer joining us in the coming months

Focus for next Quarter

- Continue to deliver against the Planning Service Improvement Plan
- Continue works to deliver the new Salcombe Harbour Depot
- 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:-

- Concluded a review of our Revenues and Benefits Services and appointed a new Head of Service to lead on delivering an improvement plan
- Agreed to a new structure for our Planning Service – enabling officers to develop in-depth knowledge of the area with the aim of delivering a better service for our customers – this will be implemented in the coming months
- Commenced planning for the delivery of a new customer website for the Council






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 2022/23	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Being Digital First	2	1 (QS1.2)	1 (QS1.1)		
Being Inclusive & Accessible	2	2 (QS1.3 & 1.4)			
Making the best use of our resources	3	3 (QS1.5,1.7,1.8)			

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.

Focus for next Quarter

- Develop and carry out a resident satisfaction survey
- Adopt a customer access strategy for the Council
- Develop a full project plan for the new website



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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.

Theme	Agreed Budget 2022/23	Spend to Date	Forecast spend to year end	Notes
Climate	£243,500	£6,195	£243,500	Significant proportion of this is £170,000 for upgrading the EV charging at Follaton Depots etc – we’ve yet to incur costs for this but work is commencing and we will start seeing invoices coming in in the next quarter. It is expected that this funding will be fully utilised.
Communities	£22,500	£0.00	£10,000	Rural Poverty Pilot budget – while work continues on developing this project, it is anticipated that 50% of the funding will be required in year 3.
Homes	£43,000	£7,000	£39,000	£20k budget for admin for Green Homes Grants – L7 Case Manager 6 months April – September likely to be closer to £16,000 Budget also includes £30k c/f from 21/22 for administration and resources for progressing Housing Needs surveys
Economy	£117,000	£20,000	£117,000	Actual to date includes Salaries for economy and broadband office, £2,500 Visit Devon partnership package,
Built & Natural Environment	£61,000	£0.00	£48,000	Delays to recruitment of the Conservation Area Appraisal lead officer
Council Services	£40,000	£0.00	£40,000	£30k of this is for a website – this will be implementation costs for the new platform with work due to commence in September.£10,000 relates to delivery of local supplier development



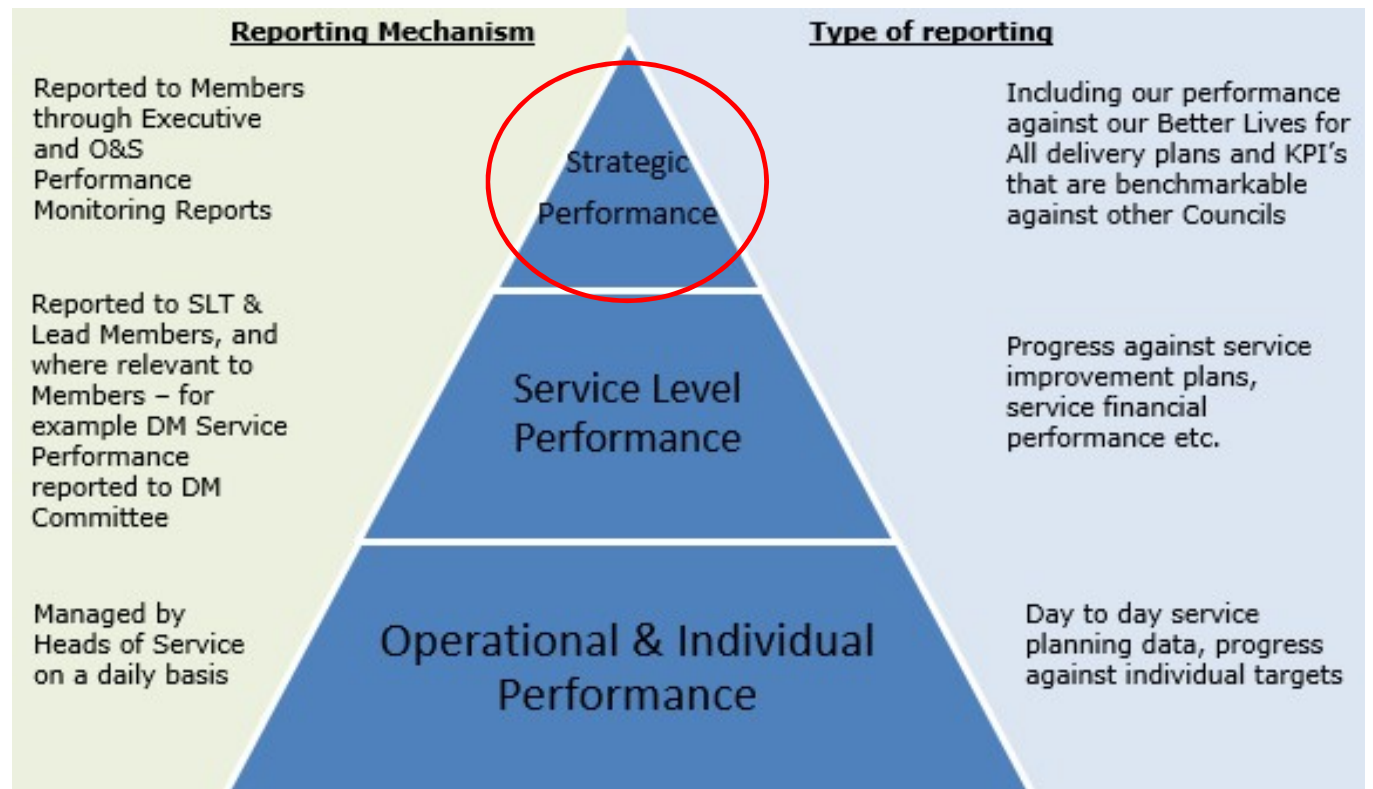
Section 4 – Key Service Performance

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.

The next two pages set out the high level overview of performance against the KPIs






KPI Performance

KPI Description	Good Looks Like	2022/23		Performance compared to last period	How its measured	Narrative
		Target	Latest Period			
Processing speed housing Benefits (Average number of days to process new claims)	Lower than target	<17 days	12.45 days	 Average last period 13.7 days	Calculation of number of days from receipt of claim to finalising processing	The number of days to process claims on average during April and May 2022 has improved slightly over the average for Jan-March 2022.
Staff turnover rate	Between 5-10%	<10%	5.8%	N/A First report	Total number of leavers / total average workforce in period *100 gives a score	Average 322 employees (includes shared services) April – June with 19 leavers. Employee retention rates of 90% or higher are considered healthy for an organisation.
Average number of missed collections per 100,000 collections of household waste	Lower is better	<80	12,475	 See note	Feb – 209 target 80 March – 212 target 80 April – 12,078 target 80 May – 12,872 target 80	The average number of missed collections per 100,000 during April and May has been significantly higher than in previous months primarily due to non-collection of garden waste.
% of complaints responded to within timescales	Higher than target	90%	93.4%	N/A First report	Total number of official complaints responded to within 30 days of receipt (both stage 1 and stage 2) divided by total number received	There continues to be a focused effort on ensuring complaints are handled on time. 106 complaints were due a response within the quarter, 99 responded to in time, 7 overdue. We continue to hold weekly progress meetings with services with outstanding complaints to ensure this performance continues to improve.
Percentage of customers completing a process and reporting a positive satisfaction with the process	Higher than target	>75%	73.5%	N/A First Report	Every web form submitted asks users to complete feedback forms. This is the % of customers scoring positively (4 or 5 Star).	This is the first time we have reported on this measure. We will be further enhancing this measure by implementing a system that also enables telephone customers the opportunity to provide feedback at the end of the call. Around 20% of customers that complete forms choose to feedback



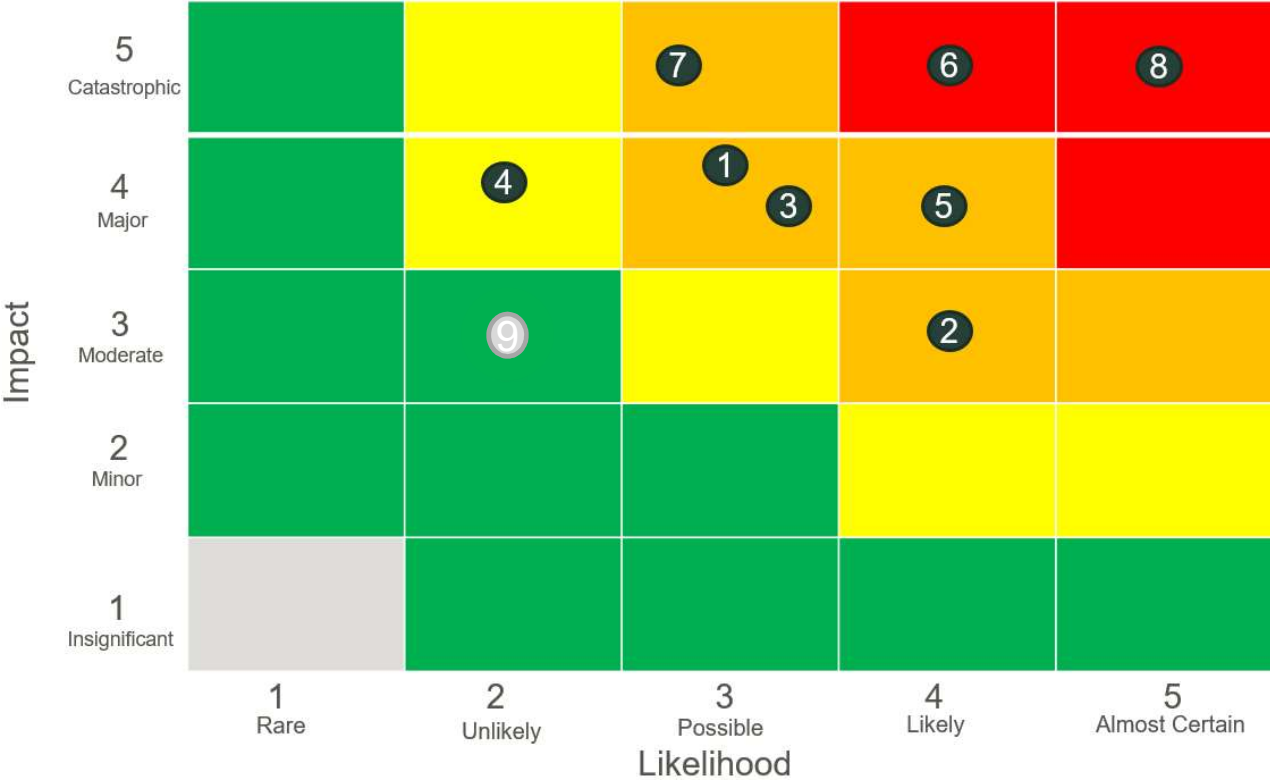
KPI Performance

KPI Description	Good Looks Like	2021/22		Performance compared to last period	How its calculated	Narrative
		Target	Period Jan – March			
Processing of Major Planning Applications - % determined in time (with extensions)	Higher than target	60%	86%	 Down slightly from 92.3%	Total number of applications determined in the period on time	Note the latest available data is for Q4 2021/22. Q3 performance was higher at 92.3%
Processing of non-major Planning Applications - % determined on time (with extensions)	Higher than target	70%	82%	 Up from 76.5%	Total number of applications determined in the period on time	Note the latest available data is for Q4 2021/22.
Planning Enforcement Cases Outstanding	Down ward trend		385	 Up slightly from 367 in last period	Outstanding cases at beginning of quarter plus cases received during quarter, less cases closed during quarter	Note the latest available data is for Q4 2021/22 Enforcement cases received Q4 2021/22 – 132 Enforcement cases closed Q4 2021/22 – 142 Ward Member meetings being held to consider cases



Section 5 - Strategic Risks June 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. The most significant risk during this period continues to be related to the issues with the Waste and Recycling service. The risk related to the delivery of EU funding schemes for Reopening the High Street Safely has been removed as the project has concluded with final claims being agreed by DLUC.



- 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. EU Funding – risk removed this period as project complete

Risk Title:	Delivery of Waste and Recycling Service			
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.			
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.			
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"> 1. We have paused the rollout of the full Devon aligned recycling service for 22,500 properties in order to stabilise the existing service. 2. Continuous, focused dialogue between the Council and our contractor (FCC Environment). 3. FCC Environment have submitted a recovery plan to deliver the full contracted services to contractually specified levels. 4. South Hams staff supporting FCC on the ground where required and particularly with the management of the service. 5. Enabling more focus on delivery of statutory services (household recycling and non-recyclable waste) by suspending the garden waste collection service. Update June 2022 – this service was recommenced but with a significant amount of missed collections 	
	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 (June 2022)	<p>Since the last update in March 2022, our contractor recommenced the garden waste collection service. There are ongoing issues with this service.</p> <p>Senior Officers from FCC were called to attend a Special Council meeting on 8th June. The Councils Waste Working Group continue to meet to secure improvement in the quality of the service.</p>			

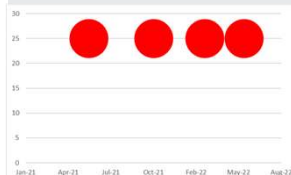
Overall Scoring

Risk Score (Current)

25

Likelihood 5 x Impact 5

Risk Score History



The chart shows a constant risk score of 25 from January 2021 to August 2022. The y-axis ranges from 0 to 30 in increments of 5. The x-axis shows months from Jan-21 to Aug-22. Four red circles are plotted at the 25 level for the months of Jan-21, Apr-21, Jul-21, and Oct-21.

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 (June 2022)	In the last update (March 2022) we were concerned at the increasing levels of Covid-19 infection resulting in Council staff unable to carry out their duties. We continue to see a number of employees unable to work due to Covid-19 infection and at the point of writing this report those cases are increasing with a number of key officers unable to attend work as a result of Covid. We continue to monitor the levels and encourage safe systems of work when in the office or in face-to-face meetings etc.				

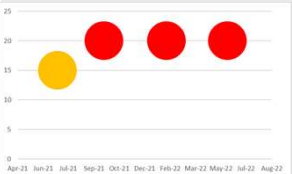
Overall Scoring

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 Exec (Oct/Nov/Dec)</p>			 <p>7th April Quarter 4 Integrated Performance Management Report (Jan- March) Exec</p>		 <p>Annual Report of Achievements 2021/22 Exec</p>
 <p>20th Jan Climate Thematic Update O&S</p>		 <p>17th March Community Thematic Update O&S</p>	 <p>22 April Homes Thematic Update O&S</p>		 <p>Council Services Thematic Update & KPI Performance O&S</p>
July	August	September	October	November	December
 <p>Quarter 1 Integrated Performance Management Report (Apr- Jun) Exec</p>	<p>Lead Member & Lead Officer- Refine 2022/23 Delivery Plans </p>			 <p>Quarter 2 Integrated Performance Management Report (Jul- Sept) Exec</p>	
<p>↑ Today</p>  <p>Economy Thematic Update O&S</p>		<p>Audit Better Lives for All Strategic Risk Update</p>  <p>Built Env' Thematic Update O&S</p>		<p>KPI Performance</p>	 <p>Climate Thematic Update O&S</p>