



South Hams  
District Council

# Integrated Performance Management Report

January 2023 – June 2023



# Integrated Performance Management Report (IPMR)

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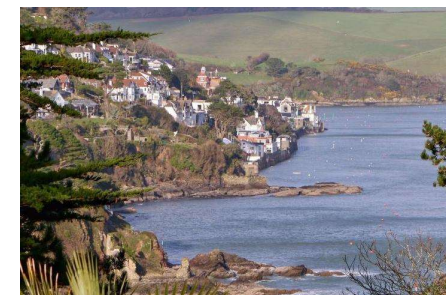
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In May we welcomed our new council following local elections with Cllr Guy Pannell taking up the position of Chairman for the year



In February we adopted proposals for second homeowners to pay a fair share of Council Tax which will see us charging double on second homes as soon as we legally can – hopefully resulting in more properties coming back for local people.

Visit [www.southhams.gov.uk/better-lives-for-all](http://www.southhams.gov.uk/better-lives-for-all) to view the full strategy and delivery plans



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# Introduction

This report sets out the performance against our adopted corporate strategy in the period January 2023 – June 2023.

A delivery plan for 2023/24 was agreed by Council in March to ensure a clear focus for delivery while the new administration develops its new priorities for the Council.

Alongside this report, we will be considering a draft corporate strategy for the coming 4 years. I am pleased that progress is already being made on delivering schemes that will make a positive difference for the residents of South Hams and look forward to developing these further through our new strategy.

*Julian*

**Cllr Julian Bazil**  
**Leader South Hams District Council**

## During this reporting period:-



A new Council Tax reduction scheme was launched which will increase the amount that many residents in receipt of Council Tax reduction can earn while still accessing this support

Launched a new business rates relief scheme for retail, hospitality and leisure properties which will support 1,200 businesses across the district.



Consulted residents on the availability of electric charging points across the district which will inform our EV strategy – part of our commitment to responding to climate and biodiversity crisis.

Launched an online reporting system for tenants to report damp, mould and disrepair that hasn't been addressed by landlords in an attempt to improving housing stock in the district



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# Section 1 – Performance on a page

## Corporate Strategy Actions

The following summarises progress against actions within the thematic delivery plans of our adopted corporate strategy. More information is set out in Section 2 of this report



## Spend against approved strategy budget 2022/23

Agreed Strategy Projects Funding 2022/23	£329,000
Spend to 31/03 – closedown	£85,345
Variance	(£243,655)

Significant proportion of the funding set aside and not yet spent relates to EV Charging upgrades for our Depots – unlikely to be spent this year but will be carried forward and therefore included in forecast.

## 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	14

The average risk score for our strategic risk register has reduced slightly, primarily due to mitigations implemented in respect of the risk of 'Inadequate Staffing Resource'.



# 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 currently adopted theme areas which underpin our corporate strategy.

The Council is currently developing its new corporate strategy including aims and ambitions which will be considered in September 2023.

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
	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	<b>37</b>	<b>95%</b>
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	<b>1</b>	<b>2.5%</b>
	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	<b>1</b>	<b>2.5%</b>
	This activity is not yet due to start in the current year	<b>0</b>	<b>0%</b>
Totals		<b>42</b>	<b>100%</b>






In February we launched a survey to find out what residents of South Hams felt about the availability of electric charging points across the district.

In June, we took steps to commence the formation of a Climate and Biodiversity Experts Panel to review and refine our priorities. The panel will provide practical support to the Council's and wider communities, Climate Change and Biodiversity ambitions, helping to develop district wide projects that will have the biggest influence on carbon emissions.

In April we received updates from those groups that had received funding through our Climate and Biodiversity Engagement Fund. Some key highlights include:-

- Sustainable South Hams Membership has grown from 48 to 62 parishes through 36 local sustainability groups which are estimated to have a cumulative 1.500 volunteers working on climate action across the district
- Forty-four events were held during 2022/23 ranging from large scale assemblies, smaller events focusing on knowledge sharing and interactive events such as Thermal Imaging, VR and electric outboard motors

Focus Area	Total Actions 2023/24	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Reducing our carbon footprint	<b>2</b>	<b>1</b> (AM1.2)	<b>1</b> (AM1.1)		
Working towards net zero	<b>4</b>	<b>3</b> (AM 1.4, 1.5 &1.6)		<b>1</b> (AM1.3)	

### Key Risks / Issues

- AM1.1 (EV Conversion of our fleet) – while some of this project is on track to deliver – such as developing the fleet conversion plan, the grid updates and associated infrastructure for a full fleet is currently at risk of not occurring in full by 2024
- AM1.3 (Explore Renewable Energy Opportunities across the District) This is highlighted as 'Red' as the work has not yet commenced and will be undertaken in alignment with the JLP review with Plymouth and West Devon. It will also be important to realign this work with the Devon carbon Plan commitment to develop a Devon Energy Plan - all ensure we do not duplicate effort and resource.

### Focus for next Quarter

- Formation of Climate Experts Panel
- Refinement of our climate aims and ambitions for the new Corporate Strategy





During this period:-

- In May, Dartmouth Health and Wellbeing Centre opened which will give local people access to a broad range of health and wellbeing services in one place – GP’s, community nurses, therapists, Dartmouth Caring and a wellbeing pharmacy
- June saw the Council launch a further support package for residents who most need assistance through the continuing cost of living impacts. £150 payments have been made to residents in single income households receiving Council Tax reduction and not receiving passported benefits, those who have caring responsibilities who receive CTR and Carers Allowance and those who receive war disablement pension. Further payments of up to £250 have also been agreed for December.

Focus Area	Total Actions 2023/24	On Track	Slightly off track but plan in place	Risk that unable to deliver	Not yet due to commence	Key Risks / Issues
Reducing Health Inequalities & rural poverty	<b>2</b>	<b>2</b>				
Improving Open Space, Sport and Recreation	<b>1</b>	<b>1</b>				
Support the voluntary sector	<b>1</b>	<b>1</b>				

### Focus for next Quarter

- Work to develop our community development approach, working with key partners such as CVS to understand how we can better support our communities achieve their ambitions for the area.



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During this period we have continued to develop schemes to support the economy in South Hams including:

- Developed and commenced implementation of projects to utilise the £1m Shared Prosperity Funding with four focus areas – Active and Inclusive Travel, Decarbonisation of the marine economy, business support and consultancy and local agriculture sector
- Launching a retail, hospitality and leisure scheme which will provide businesses in these sectors with 75% business rates relief up to a cash cap limit of £110,000 per business for 2023/24 - directly supporting 1,200 businesses in the district
- Worked with Ivybridge Town Council to begin developing a town plan.
- Removed (from 1<sup>st</sup> April 2023), the pay on entry system for public conveniences in Council owned facilities at Quay and Fore Street (Kingsbridge). Hope Cove, Dittisham and Leonards Road, Ivybridge

Focus Area	Total Actions 2023/24	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence	Key Risks / Issues
Promote South Hams Coastal and Visitor Economy	<b>2</b>	<b>2</b>				
Supporting Towns & Businesses	<b>2</b>	<b>2</b>				
Strategic Employment & Infrastructure	<b>4</b>	<b>4</b>				

### Focus for next Quarter

- Continue to develop and deliver schemes under the UK SPF
- Meet with Town Councils to understand areas of shared ambition and understand the appetite for further town plans.



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Housing continues to be a top priority for us and while re develop our new corporate strategy which will have housing front and centre, we've begun implementing a number of schemes.

In February we formally adopted proposals to implement 100% Council Tax premium on second homes in the District as soon as legally able to do so. This will ensure that they make a fair contribution to our communities, many of whom struggle to own one home.

In June we launched a new reporting system for tenants suffering as a result of damp, mould and disrepair where landlords have so far failed to address the issue. We will be inspecting reported properties and contacting landlords directly where necessary. In the worst case, the Council will consider prosecution. A clear commitment to supporting our residents.

Focus Area	Total Actions 2023/24	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence	Key Risks / Issues
Housing for Place	<b>3</b>	<b>3</b>				
Housing for People	<b>4</b>	<b>4</b>				

### Focus for next Quarter





- Update Housing Strategy and Homelessness Strategy delivery plans for the coming year (23/24)
- Carry out a review of temporary accommodation within the District
- Progress with securing 7 properties through the Local Authority Housing Fund – initially specifically for Ukrainian temporary accommodation





During this period we've:-

- Seen the adoption of Modbury Neighbourhood Plan by full Council – include results
- Welcomed the first tenants into our Batson commercial units
- Continued with the development of our Planning and Enforcement service improvement plan
- In June, following a consultation with residents, we agreed to make changes to charging at the Dartmouth Health Hub with a further review in six months time – directly responding to concerns raised by residents

Focus Area	Total Actions 2023/24	 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	<b>5</b>	<b>5</b>			
Celebrate and protect our heritage	<b>2</b>	<b>2</b>			

Key Risks / Issues

### Focus for next Quarter





- Continue to deliver against the Planning Service Improvement Plan
- Finalise works on commercial units and harbour depot





Ensuring that the Council delivers responsive and good quality services is important. During this period we have:-

- In February we agreed a balanced budget for the 2023/24 year
- Continued with the implementation of a new planning system
- Progressed with a review of our revenues and benefits service – ensuring we have the right resources to respond to the needs of residents and provide an efficient service
- Opened a virtual reception at Follaton House where residents can access Council services via two computers
- Planned and delivered successful local elections for the District
- Saw our Senior Leadership Team win the SLT of the Year Award – a recognition of the hard work of staff and councillors across the Council

Focus Area	Total Actions 2023/24	 On Track	 Slightly off track but plan in place	 Risk that unable to deliver	 Not yet due to commence
Being Digital First	<b>2</b>	<b>2</b>			
Being Inclusive & Accessible	<b>2</b>	<b>2</b>			
Making the best use of our resources	<b>3</b>	<b>3</b>			

### Key Risks / Issues

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### Focus for next Quarter

- Consider alignment of resources to better meet our ambitions to support community development
- 'Go Live' with the new planning portal



# Section 3 – Programme Spend (2022/23 outturn)

## *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 as at 31<sup>st</sup> March 2023.

Theme	Agreed Budget 2022/23	Spend to 31 March 2023 (Outturn)	Notes
Climate	£88,500	£0	All reserve funded – c/f to 2023/24
Communities	£22,500	£22,500	
Homes	£20,000	£18,988	
Economy	£117,000	£51,548	A number of activities within the strategy are being progressed however not requiring the use of the initially earmarked funds due to securing UK Shared Prosperity Funding.
Built & Natural Environment	£46,000	£14,809	Delays in recruitment to Ecology and Heritage officer posts
Council Services	£40,000	£0	New website – work underway and will be fully utilised in early 2023/24



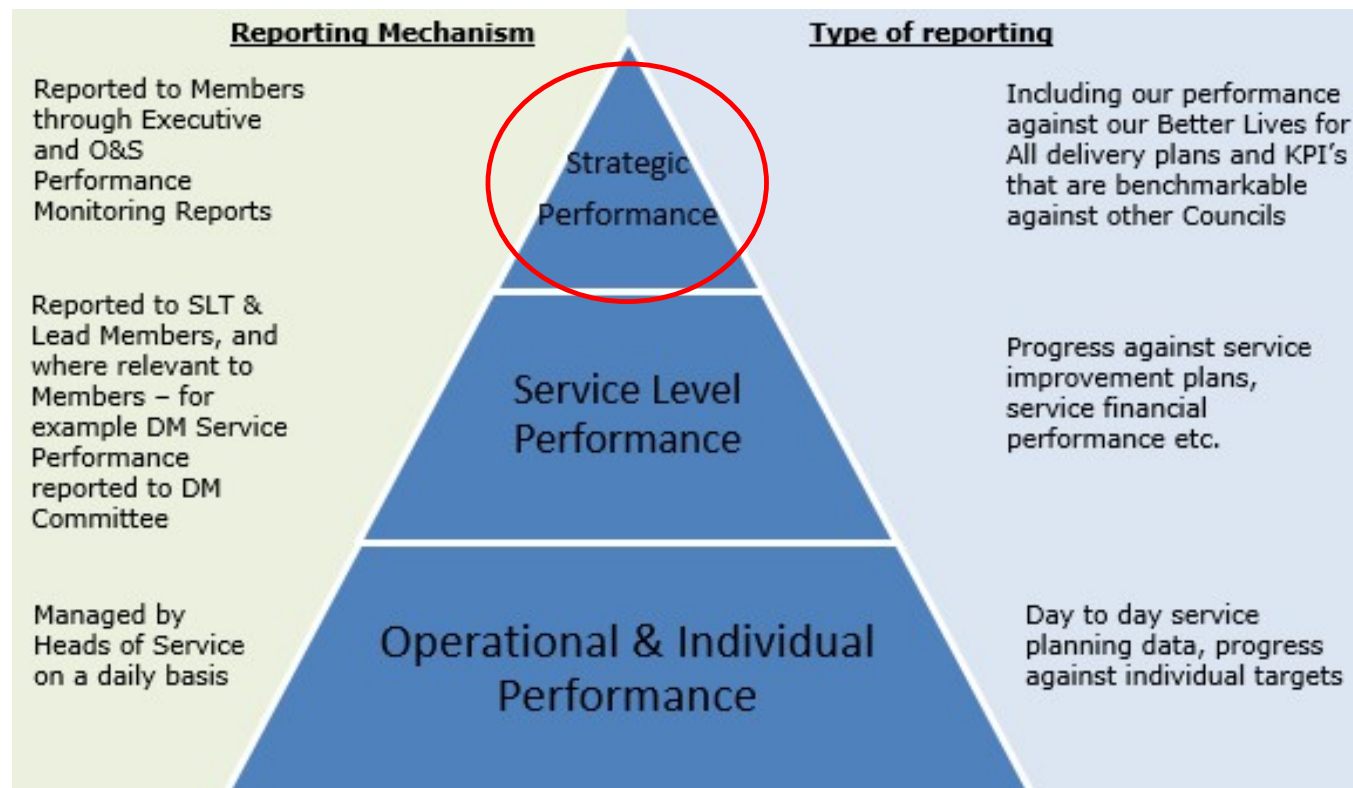
# Section 4 – Key Service Performance

*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

The following performance was considered by Overview and Scrutiny in July 2023.

KPI Description	Good Looks Like	Q1 2023/24		How its measured	Narrative
		Target	This Period		
% of Freedom of Information requests handled within timescales	Better than target	90%	74.03%	181 received, 134 completed on time, 47 completed late	Compliance has fallen slightly compared to Q4 2022/23 but is an improvement on this period last year and Q2 and Q3 of last year. The dip in performance is mainly due to high volumes of requests being received by Revenues and Benefits. The Head of Service has allocated additional capacity to respond to FOI's as part of the current service review.
Ombudsman Cases Investigated and Upheld	Lower than target	<51%	0%	2 complaints considered none upheld.	During this period, the Ombudsman considered 2 cases but chose not to investigate one of them. The complaint that was investigated was not upheld (Council not at fault).
% of Major Planning applications determined within 13 weeks or with an agreed Extension of time.	Higher than target	70%	82%	17 applications determined with 14 within 13 weeks or with an agreed EOT	This is a strong level of performance. The national target for the determination of Major applications within 13 weeks or an agreed timeframe is 60% . It is noted that there is a reliance on extensions of time to achieve these targets. This is the subject of a separate report to Executive on the Planning Improvement Plan
% of non-major planning applications determined within 8 weeks or with an agreed EOT	Higher than target	80%	92%	312 applications determined, 288 within 8 weeks or with an agreed extension of time	This is a strong level of performance. Of the 312 decisions made, only 24 were outside of the 8-week statutory time frame or an agreed extension of time. The national target is 70%.
Planning enforcement cases open at the end of the quarter	Lower than target	400	390	148 cases received, 153 closed	Performance has improved in the last quarter with the number of closed cases exceeding the number of new cases. Of the 390 open cases, 22 are awaiting the decision on an application to regularise the unauthorised development

# KPI Performance

The following performance was considered by Overview and Scrutiny in July 2023.

KPI Description	Good Looks Like	Q1 2023/24		How its measured	Narrative
		Target	This Period		
Average number of days to process new housing benefit claims	Lower than target	17 days	12.9 days	18.5 days April, 12.3 May, 8.1 June	New claims processing speeds continue to be below target for the quarter (although were slightly over target in April).
Average number of days to process change of circumstances to housing benefit	Lower than target	6 days	4.33 days	Average (mean) processing time in calendar days	The team has continued to perform better than target throughout the past year. Focusing on assessing change in circumstances means we provide timely support to some of the most vulnerable residents in the district.
Number of missed bins per 100,000	Lower than target	80	71.3	Number of missed collection per 100,000 properties	The total number of missed collections in April was 197, May 169 and June 241 which results in missed collections per 100,000 in those months as 86, 58 and 70 marking a significant improvement on the same quarter last year (over 12,000)
Contact centre calls answered in 5 minutes	60-80%	60-80%	76.6%	Total calls (non Revs and Bens) with a wait time over 5 mins / total calls	While still within target, performance has been impacted compared to the same time last year as a result of local elections (Voter ID etc) and annual billing.

A number of other measures were considered by Overview and Scrutiny in July. Please [click here](#) to find out more



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# Section 4 – Capital Delivery

**Project Delivery:** This table provides updates on the Better Lives for All for South Hams Thematic Delivery Plan.



Action		Measures of Success	Achieved	Current Position
AM1.1	Converting our environmental management vehicles to electric	Upgrades complete to the fleet		This is ongoing and unlikely that it will be completed until 2024.
AM1.5	Adopting an electric vehicle (EV) charging strategy	An adopted strategy		2No. EV installations installed. These each serve 2 parking bays at both Mayors Avenue, Dartmouth and Creek Park, Salcombe
CW1.2	Delivery of £4m Dartmouth Integrated Health Hub	Construction commenced July 2021		Complete and open
IH1.1	Deliver local homes for local people that meet their needs	The right housing in the right areas to meet local need.		In construction at St Ann's Chapel to deliver 13 homes (3 open market, 8 Affordable rent, 2 landowner).
TE1.7	Develop starter units to provide affordable employment space to marine facilities	Five new commercial units open and occupied		On track – first tenants due July 2023 with formal opening scheduled.
BN1.3	Support schemes that contribute to enhancing the marine environment including improving water quality	Harbour Depot built and occupied		







**Batson Creek: First new tenants have occupied business units – The Wolf Rock Boat Company and Salcombe Rigging Services are both now operating from the site**



**Dartmouth Health and Wellbeing Centre was opened in May 2023**



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# Section 5 - Strategic Risks

The full strategic risk profile of the Council as at June 2023 was considered by the Audit and Governance Committee on 6<sup>th</sup> July 2023. Since that update there has been significant progress in delivering actions within our Organisational Development plan, the likelihood of inadequate staffing resource has subsequently reduced from 'Almost Certain' to 'Likely'. Additionally, the risk around clarity of Strategic Direction has reduced to unlikely (draft corporate strategy being considered on the same Executive agenda as this report).

