

# Delivering for our communities

**Integrated Performance Management Report**

**April – June 2024**



# Integrated Performance Management Report (IPMR)

## Introduction

This is the first report on progress against The Council Plan that was adopted in February 2024.

It is intended to provide a high-level overview of how we're delivering on our commitments to our communities, highlighting successes but just as importantly, being honest about some of the challenges. The key sections of the report are set out to the right.

Overall, good progress is being made against the specific action within the 2024/25 delivery plan. Overall, 86% of activities due to be underway have been completed or are on-track to complete as planned.

In addition, during this same period the Local Government Association undertook a review of South Hams DC, which recognised our ability to shape local priorities and work in partnership to deliver what is needed for our area and concluded that the council was well led and managed and is delivering consistently well on behalf of its residents and communities. A few recommendations were made, and we will develop an action plan setting out how we intend to take these forward.

### Included in this report you'll find:

Page 4 – Performance on a page

Page 5 – Our Performance by theme

Page 13 – Key operational performance Indicators

Page 17 – Strategic Risk Assessment



Completed enhancements to Salcombe's Hangar Marsh Nature reserve

Celebrated community heroes from across South Hams at the Mayoral Awards 2024 – Congratulations to winners:  
Dementia-Friendly Parishes around the Yealm  
Kingsbridge Foodbank  
Robin Cox, Peter Davis and Kieran Grills

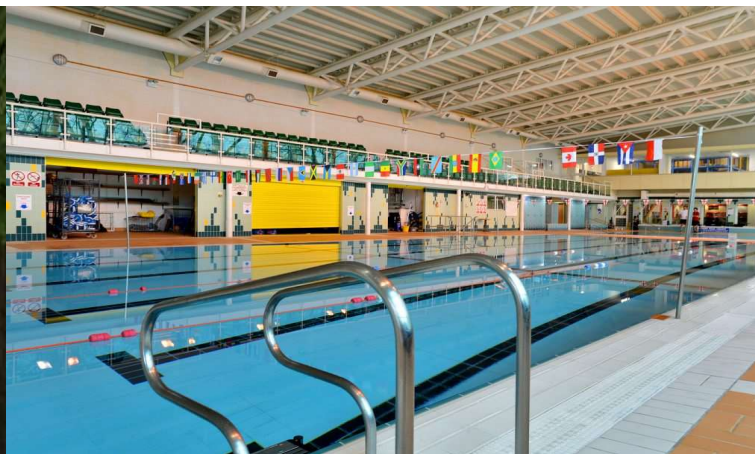
Welcomed a new Chairman for 2024/25 in Cllr Bernard Taylor at our Annual Council meeting

# During this period

We've awarded a 40-year lease to the Caravan and Motorhome Club on Steamer Quay in Totnes – where they propose to invest in excess of £1m to improve its year-round facilities and hopefully boost the visitor economy

Facilitates the award of funding to improve the resilience of leisure facilities in the District by improving their energy efficiency at Dartmouth Open Air Pool and Quayside Leisure Centre in Kingsbridge

Working with the Town Council, we've begun gathering views of residents and businesses to help shape a Salcombe economic plan



# Section 1 – Performance on a page

## Council Plan Actions

The following summarises progress against actions within the thematic delivery plans of our Council Plan.



More information is set out in Section 2 of this report

## Spend against approved Council Plan budget 2024/25

Agreed Council Plan Projects Funding 2024/25	£1,450,000
Spend to Date	£180,576
Forecast to year end	£1,450,000
Forecast Variance	£0.00

At this early stage in the year we are not forecasting a variance and spend is on track.

## Performance against Key Performance Indicators – number of KPIs by status



## Risk Management Profile – Average Risk Score across Strategic Risks

Average Strategic Risk Score last Period	Average Strategic Risk Score this period
15	14.5

Slight decrease due to removal of strategic risks including Waste Service changes and recruitment challenges.

**Overall positive progress again Council Plan actions and with key service performance. Approved Council Plan budgets remain on track with expenditure forecast to increase in the coming months.**

# Section 2 – Progress in delivering on 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 The Council Plan.

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

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

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

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

Overall Performance Against Actions			
Status		Total Actions Within Category	% of overall actions
	This action has completed	<b>16</b>	<b>12%</b>
	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>72</b>	<b>51%</b>
	There are some issues or risks which are requiring management but a plan is in place to bring back on track	<b>14</b>	<b>10%</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		
	This activity is not yet due to start in the current year	<b>37</b>	<b>27%</b>
	Totals	<b>139</b>	<b>100%</b>

## Key Achievements / Points of note

- Land acquisition for tree planting sites is progressing at South Brent and Kingsbridge. Anticipated c. 40,000 trees from these two schemes.
- Member Climate & Biodiversity scheme (£2,000 per member) launched for 24/25.
- Public rapid EV charger powered up at FH
- Contact made with most of SH Closed Churchyards with reduced frequency cutting being introduced at majority to support biodiversity.
- Food and Agriculture Officer appointed – due to start July 2024
- Tenders for installation of solar on leisure centres launched on 9<sup>th</sup> July

## Risks / Issues

More support needed at a national level to facilitate rapid independent land valuations, offers of funding and processing of grant agreements which currently threatens our ability to act quickly to acquire land to support our tree planting ambitions. Lobby government for more resource at a national level.

## Focus for next period

- Development of ‘Local Food Hub’ concept
- Trial of electric vans for our Community Services Team
- Review outcomes of thermal imaging camera scheme and revise scheme ahead of Autumn
- Review of draft Tree and Woodland Plan – sharing draft with Members in early Autumn
- Review of tenders for solar installation on leisure centres
- Assessment of decarbonisation options for council buildings and light vehicle

Approved Budget	Actual Spend to Date	Year-end Forecast
£500,000	£10,000	£500,000

## Action Status

## No of Actions

Completed

4

On Track

22

Slightly Off Track

8

Overdue / Significant Issues

Not due to start

3

## Feature

Work to enhance Salcombe’s Hangar Marsh nature reserve has been completed, with part of the site reopening to the public this month.



The small wetland reserve, located behind North Sands beach and car park, includes a sizable pond, reedbeds and other wildlife habitats. The pond has been restored, the reedbeds are actively being conserved, and woody leaky dams have been created along the stream to help manage water levels in the wetland.

A replacement section of boardwalk has been built, leading to a new bird hide next to the pond. Interpretation boards giving information about the reserve are also being updated and installed. We own and manage the reserve and had funds secured in 2023 amounting to £20k from Farming in Protected Landscapes (FiPL). The funding, administered by South Devon National Landscapes, were to restore and enhance almost a hectare of wetland and involved 15 community volunteer days.

# Housing

## Key Achievements / Points of note

- Acquisition of Westville Flats Kingsbridge for refurbishment and future use as temporary accommodation
- Commencement of conversion and improvement works on the flats ready for occupation in Autumn 2024
- Launch of the South Hams Housing Offer, with strong early interest
- Purchase of 11 properties through the Local Authority Housing Fund for use as temporary accommodation and resettlement

## Key Risks / Issues

- Hastoe are working up the plans for the brownfield site at Kingsbridge first as there are viability challenges with the infrastructure required for the greenfield site.

## Focus for next period

- Shape the terms of the land deal that will underpin Hastoe's delivery for a future Executive decision
- Ongoing discussions County wide on utilising the additional Council Tax contributions related to the second homes premium.
- Explore opportunities under Local Authority Housing Fund round 3

Approved Budget	Actual Spend to Date	Year-end Forecast
£600,000	£170,576	£600,000

Action Status	No of Actions
Completed	3
On Track	14
Slightly Off Track	1
Overdue / Significant Issues	
Not due to start	13

## Feature

We are helping South Hams' residents to improve the energy efficiency their homes, one of our top priorities.



Along with partners South Dartmoor Community Energy, Dartmoor Energy Ltd and Correct Contract Services Ltd, we are helping future proof some of the most poorly performing energy rated properties across the District.

**Barry Cohen, a Totnes resident and one of the first to benefit from the upgrades said:** " I am absolutely delighted. The improvements will significantly reduce my carbon footprint and my energy bills."

From solar panels, better insulation, greener heating, improved ventilation and more, we are helping residents lower their bills and give them more control of their energy use.

Residents who are interested in retrofitting their homes for a more comfy and efficient way of living can find out more and check if they are eligible at [www.southhams.gov.uk/hug2](http://www.southhams.gov.uk/hug2)

# Economy and Jobs

## Key Achievements / Points of note

- Working with Salcombe Town Council to progress work on engagement re their Community Economic Plan
- More than 30 grants approved through UK SPF and Rural England Prosperity Fund programme since November 2023.
- Commenced a programme of strategic business visits – starting with How Now Dairy (the UK’s first negative-carbon dairy farm).
- Supported community organisations such as the Loddiswell Inn with the development of their Community Ownership Fund application

## Key Risks / Issues

None identified at early stage of implementation of plan

## Focus for next period

- Production of Ivybridge Community Economic Plan
- Bring forward a draft Local Cycle and Walking Infrastructure Plan
- Progress with engagement with Town and Parish Councils on the proposal for a South Hams Arts Festival

Approved Budget	Actual Spend to Date	Year-end Forecast
£75,000		£75,000

Action Status	No of Actions
Completed	1
On Track	13
Slightly Off Track	1
Overdue / Significant Issues	
Not due to start	7

## Feature

As part of this wider economic priority, we have launched a public consultation across Salcombe and its neighbouring parishes so that its residents, businesses and second homeowners can help shape the future of the town



We are working with Salcombe and the surrounding community to develop a Community Economic Plan. The plan will build on the town’s existing Neighbourhood Plan, create a clear economic vision and develop various projects to support growth.

Salcombe is the second town to take part in the project, with the first already happening in Ivybridge.

With climate change a top priority for both us and local communities, the project also looks at ways local businesses can reduce their carbon emissions and adapt to the effects of climate change.

The project is being supported by a local steering group made up of residents, business owners, Ward Members and Salcombe Town Council. The group has been set up to make sure all voices of the community are heard.



# Community Services

## Key Achievements / Points of note

- Commenced work with organisations in Dartmouth including Dartmouth Weed Monkeys on a pilot street and public space cleansing project
- Agreed a Project Initiation Document and commenced engagement with suppliers to support the implementation of differential charging in Council operated car parks
- Continued engagement with Town Councils with regard to maximising the use of Council assets in their areas
- Sourced a trial electric street sweeper for a pilot project.

## Key Risks / Issues

- Ability to deliver toilet refurbishments in Ivybridge alongside implementation of differential charging may be a challenge but will continue monitoring and developing the programme of works.
- Trial of electric street sweeper in Totnes

## Focus for next period

- Tender for play area improvement projects at Rush Way in Totnes and Gidley's Meadow in Dartington
- Progress with plans to allocate £947,800 of S106 funding for Ivybridge

Approved Budget	Actual Spend to Date	Year-end Forecast
£120,000		£120,000

Action Status	No of Actions
Completed	2
On Track	7
Slightly Off Track	1
Overdue / Significant Issues	
Not due to start	7

## Feature

Dartmouth Open Air Pool and Quayside Leisure Centre in Kingsbridge have received tens of thousands of pounds from the Swimming Pool Support Fund.



Quayside Leisure Centre has received £77,000 to go towards variable speed pumps and to upgrade the building management system, while Dartmouth Open Air Pool has received £48,000 for photo voltaic solar panels and pool covers. The works at Dartmouth and Quayside will make them more resilient for the years ahead, ensuring these important community pools continue to improve community wellbeing and serve the people of the South Hams for years to come.



# Good Quality Core Services

## Key Achievements / Points of note

- Follaton House reception redesigned and reopened – now provides a welcoming environment for our own visitors and those of tenants. Minimal visitors for SHDC.
- Website launched and fully operational
- Continuing to deliver on our organisational development plan – focus on developing apprenticeships to grow our own future talent. A recent apprenticeship advert for a single role as a multi skilled operative attracted over 50 applications!

## Key Risks / Issues

None identified at early stage of implementation of plan

## Focus for next period

- Launch a Digital Champions training programme to upskill 50 employees with using Office 365 – a key part of improving our productivity and business continuity resilience.
- Raise the profile of the Council by attending a number of events and locations in South Hams – initially 11<sup>th</sup> July – Kingsbridge Market, 31<sup>st</sup> July Yealmpton Show, 9<sup>th</sup> August – Totnes Market. Further engagement opportunities will be scheduled
- Develop proposals for a relaunched residents e-bulletin
- Carry out Institute of Customer Satisfaction survey

Action Status	No of Actions
Completed	4
On Track	11
Slightly Off Track	1
Overdue / Significant Issues	
Not due to start	2

Approved Budget	Actual Spend to Date	Year-end Forecast
£100,000		£100,000

# ... underpinned by

## Key Achievements / Points of note

- Community Development
  - Team formed with Community Development Manager starting in post.
  - Working with Learn Devon to understand why South Hams has the lowest uptake of free skills development in the whole of Devon – initially a quick survey then a programme of face-to-face training in the Autumn
  - Working with South Hams Arts Forum to support them ahead of the Arts Trail in October
- Financial Sustainability
  - Balanced budget set at Council in February
  - Annual Accounts published with an outturn position of £20k underspend
  - Audit of Accounts underway
- Good Governance
  - Constitution reviewed and agreed by Council – 23<sup>rd</sup> May 2024

## Key Risks / Issues

- As always, lack of certainty about future years financial settlement is the biggest risk.

## Focus for next period

- Review of Key funded partners
- Development of Community Development Action Plan with partners
- Development of Procurement Strategy reflecting current ambitions and changes coming in from the Procurement Act 2024
- Onboarding of new Head of Land and Property who will be responsible for driving forward our Asset Management Plan.

Action Status	No of actions
Completed	2
On Track	5
Slightly Off Track	2
Overdue / Significant Issues	
Not due to start	5

Approved Budget	Actual Spend to Date	Year-end Forecast
£55,000		£55,000

# Section 3 – Key Service Performance

This section provides a summary of performance for April – June

	Target	Actual			Commentary
		April	May	June	
% of Major Planning Applications Determined on-time or with agreed extensions	>60% (Nationally set)	100%	100%	100%	April 4 decisions out of 4 – 3 of which needed extensions due to S106 agreements being required May – 1 decision out of 1 with an extension of time. This was a long-standing application that needed committee determination June - 5 decisions, 4 where officers required extensions, 1 where the applicant requested.
% of Minor Planning Applications Determined on-time or with agreed extensions	>70% (Nationally set)	95%	88%	97%	April – of the 75 applications determined 19 required an extension of-time May – of the 75 applications determined, 22 required extensions of time June - of the 76 applications determined, 21 had EOT's.
Missed Waste Bins collected per 100,000	<80 per 100,000  (nationally set)	73	84	TBC	May performance just outside of target – equates to a total of 267 missed collections during the month June – data not yet received from DCC
Council Tax Collections Rates	98.3% end of year	10.44%	19.63%	29.62%	Total of £29.24m collected during this period of total due £98.73m

The full suite of Key Performance Indicators will be reported to the next meeting of the Overview and Scrutiny Committee

# Section 4 - Strategic Risks

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 Performance Board for consideration of adding to the strategic risk register. A revised Strategic Risk approach was adopted by Council during 2023/24.



X Current Period Score

**Strategic Risk Number & Title**

- Adherence to Medium Term Financial Strategy
- Health and Wellbeing Service
- Business Continuity preparedness

Removed since last update:-

- Inadequate Staffing Resource** (we're now consistently seeing good levels of applications for roles and able to appoint to posts). Transferred to HR & OD Risk Register.
- Delivery of Waste and Recycling Service changes** Service changes implemented and performance continues to be monitored. Risk Closed.

Added since last update

- Cyber Security** We are seeing a continued upward trend in organisations being successfully targeted