

South Lakeland District Council
Cabinet
Wednesday, 23 June 2021
Council Plan Performance Monitoring Quarter 4
2020/21

Portfolio: Councillor Jonathan Brook - Leader of the Council
Report from: Dan Hudson – Strategy Lead Specialist
Report Author: John Davies – Case Management
Wards: (All Wards);
Forward Plan: Not applicable

1.0 Expected Outcome

1.1 Monitoring the success of the Council Plan through scorecards informs improvements and ensures Council services address the needs of residents in an open and transparent way. Influenced by the three key values as set out in the current Council Plan, this report sets out the Council Plan Priorities and Measures of Success.

2.0 Recommendation

2.1 **It is recommended that Cabinet approves:-**

- (1) **the Summary of Performance as detailed in the report; and,**
- (2) **the detailed risks information contained within Appendix 1; and,**
- (3) **the detailed Business and Economy Statistics in Appendix 2.**

3.0 Background and Proposals

3.1 The Council is committed to delivering high quality, cost effective services that meet the needs of residents and improve quality of life. To help achieve our goals, we measure performance frequently. The performance management process helps us to demonstrate how well we are doing. Each Council Plan Priority has 'Measures of success' – allowing progress to be monitored. South Lakeland District Council's vision and strategy is to improve prosperity ensuring a positive benefit for our community.

3.2 Summary of Performance

The measures listed within this report are showing very good performance - and demonstrate that South Lakeland is a very desirable place to live, work and explore. However in line with the national trend and the influence of Covid-19 the number of homeless households living in temporary accommodation has increased.

Economic benchmarks are not necessarily reflective of Council performance - as there are many external factors at play. The Council monitors the state of South Lakeland's economy, trends, strengths and weaknesses to help prioritise activities

and interventions - and adapt and implement policies to positively affect the economy.

Following a review of the Strategic Risks for Quarter 4 2019/20 it was found that 65% of risks were above tolerance. This significant change was due to the pressures brought about by Covid-19. This quarter 50% of risks are above tolerance.

Detailed information for each measure is listed in section 3.4-3.7 below.

3.3 Culture and Economy - Measures of success

In light of the current situation regarding Covid-19 a dedicated appendix is available - providing sight of business and economic health for the District. Please see Appendix 2 which contains specific Covid-19 statistics as well as standard statistics. The appendix is a collaboration between SLDC Specialist Services, SLDC Case Management Support Services and Cumbria Intelligence Observatory.

3.4 Housing and Communities - Measures of success

Measure: By 2025, we will have enabled, with the private sector, the development of 1,000 new affordable homes to rent.

- Since 01/01/2014 the total new affordable homes for rent completed is 529. The Council is on target to deliver 1,000 new affordable homes for rent by 2025. The table below shows quarterly results and a running total.

1000 New Affordable Homes For Rent Completed			
Year	Quarter	Number completed	Cumulative Total since 01/01/2014
2017	Q1	18	334
2017	Q2	8	342
2017	Q3	14	356
2017	Q4	41	397
2018	Q1	7	404
2018	Q2	24	428
2018	Q3	29	457
2018	Q4	4	461
2019	Q1	0	461
2019	Q2	7	468
2019	Q3	8	476
2019	Q4	22	498
2020	Q1	8	506
2020	Q2	17	523
2020	Q3	6	529
2020	Q4	Data will be available at Cabinet	

Source: Customer and Commercial Services

Measure: By 2025, we will have enabled, with the private sector and housing associations, an average of 60 completed permanent dwellings each quarter.

- Since 2015 the Council has enabled the completion of 1,350 permanent dwellings - an average of 56.25 permanent dwellings per quarter for 24 quarters.

Permanent Dwellings Completed		
Year	Quarter	Permanent dwellings completed
2017	Q3	60
2017	Q4	40
2017	Q2	50
2017	Q1	60
2018	Q1	80
2018	Q2	80
2018	Q3	40
2018	Q4	50
2019	Q1	40
2019	Q2	50
2019	Q3	30
2019	Q4	50
2020	Q1	70
2020	Q2	20
2020	Q3	60
2020	Q4	40 (average of 56.25 over 24 quarters) (total 1,350)

Source: MHCLG Live tables on house building: table 253a

Measure: By 2025, the number of long-term empty homes will have reduced by 20% from 967 homes.

- The number of long term empty homes has increased to 1039 homes for 2020. The total number of long term empty homes fluctuate as homes are brought back into use - and as properties become empty. Homes become empty for a number of reasons - all of which are relevant to South Lakeland, for example: people needing care, properties becoming inhabitable due to widespread flooding and properties being inherited. Second homes also increase results until they are identified.

The Number of Long-Term Empty Homes – Annual data	
Year	Number of long term empty homes
2011	1079
2012	1037
2013	1026
2014	957
2015	971
2016	827
2017	973
2018	987
2019	905
2020	1039
2021	Data not yet available.

The Number of Long-Term Empty Homes – Annual data	
Year	Number of long term empty homes
Source: MHCLG Live tables on dwelling stock including vacants: table 615	

Measure: Between 2015 and 2019, the Council, through targeted interventions will, year on year, bring a minimum of 70 empty homes back into use.

- Since 2015 the Council has brought 455 empty homes back into use. The table below shows quarterly results and a running total.

The Number Of Empty Homes Brought Back Into Use - Since 2015			
Year	Quarter	Number of empty homes brought back into use	Cumulative total since 2015
2018	Q1	13	253
2018	Q2	14	267
2018	Q3	26	293
2018	Q4	22 (annual total 63)	315
2019	Q1	17	332
2019	Q2	29	361
2019	Q3	28	389
2019	Q4	6 (annual total 80)	395
2020	Q1	17	412
2020	Q2	23	435
2020	Q3	20	455
Source: Customer and Commercial Services			

- The table below compares the last three quarters from previous years. Covid-19 has influenced results for Q1 to Q3 2020. Empty homes interventions are influenced by reduced selling and repairing activity during lockdowns.. The number of homes empty more than 2 years has also increased due to lack of property movement during the shutdown.

The Number Of Empty Homes Brought Back Into Use – Detailed Analysis									
	18/19 Q1	18/19 Q2	18/19 Q3	19/20 Q1	19/20 Q2	19/20 Q3	20/21 Q1	20/21 Q2	20/21 Q3
TOTAL Empty Homes at Quarter End	908	887	900	991	951	839	963	999	934
NEWLY added empty homes this Quarter	333	237	305	286	263	232	230	308	176
REOCCUPIED empty homes this Quarter	326	241	317	269	350	306	185	273	246
Successful Empty Homes Interventions	13	14	26	17	29	28	17	23	20
Homes empty more than 2 years this Quarter	265	322	312	307	312	300	332	344	348
Source: Source: Customer and Commercial Services									

Measure: The number of homeless households living in temporary accommodation will be no more than 20 at any one time.

- For the last two years the maximum number of households in temporary accommodation at any one time is in exception. For 2020/21 there were a maximum of 39 households - this rise is due to the increase in cases presenting during the Covid-19 pandemic. The main reasons for homelessness are: the reduced benefits for people of age under 35 years; high rents and loss of private sector tenancy; lack of affordable housing; family relationship breakdowns with young adults leaving home - sometimes leaving home due to abuse. The implementation of the Homelessness Reduction Act in April 2018 has also influenced results and this is reflected both regionally and nationally.

The Maximum Number Of Households In Temporary Accommodation At Any One Time		
Year	Quarter	Maximum number of households at any one time
2015	Q3	4
2015	Q4	7
2016	Q1	17
2016	Q2	8
2016	Q3	3
2016	Q4	4 (annual maximum 17)
2017	Q1	9
2017	Q2	10
2017	Q3	18
2017	Q4	17 (annual maximum 18)
2018	Q1	20
2018	Q2	21
2018	Q3	20
2018	Q4	19 (annual maximum 21)
2019	Q1	21
2019	Q2	22
2019	Q3	24
2019	Q4	27 (annual maximum 27 during Covid-19)
2020	Q1	39
2020	Q2	31
2020	Q3	24
2020	Q4	33 (annual maximum 39 during Covid-19)
Source: Customer and Commercial Services		

Measure: The overall level of reported crime will not exceed the 2018/19 level of 5255.

- During 2020/21 there were 4296 crimes in total – a reduction on the previous year. It is expected that Covid-19 lockdowns have influenced this result. Domestic abuse incidents during 2020/21 were similar to the previous years, however for Q4 2020/21 a reduction can be seen when compared to the same quarter in the previous three years - Covid-19 lockdowns may have influenced this result.

Total Crimes And Domestic Abuse Incidents			
Year	Quarter	Total Crimes	Total Domestic Abuse incidents
2017	Q1	981	233

Total Crimes And Domestic Abuse Incidents			
Year	Quarter	Total Crimes	Total Domestic Abuse incidents
2017	Q2	964	244
2017	Q3	1000	217
2017	Q4	1090 (annual total 3054)	221 (annual total 915)
2018	Q1	1359	255
2018	Q2	1248	253
2018	Q3	1277	241
2018	Q4	1371 (annual total 5255)	244 (annual total 993)
2019	Q1	1405	239
2019	Q2	1447	245
2019	Q3	1414	228
2019	Q4	1352 (annual total 5618)	271 (annual total 983)
2020	Q1	1084	243
2020	Q2	1327	270
2020	Q3	1048	238
2020	Q4	837 (annual total 4296)	195 (annual total 946)

Source: Cumbria Constabulary

3.5 Environment and Health - Measures of success

Measure: By 2019, the amount of household waste sent for reuse, recycling and composting will increase from 43% to 50%. During the same period the range of recyclables will be widened.

- For 2018/19 44.3% of waste has been recycled which is similar to 44.4% for 2017/18. Green waste influences this result significantly. This is because green waste is produced in large quantities and contributes to significant tonnages compared to lighter plastic and cardboard. If the Council were able to collect food waste this would make the target of 50% much more achievable. However food processing plants are currently too distant from South Lakeland to make this viable. Plastic and cardboard kerbside collection covers 100% of households.

Percent Of Household Waste Sent For Reuse, Recycling And Composting	
Year	Percentage sent
2012	43.0%
2013	43.0%
2014	43.8%
2015	43.8%
2016	42.4%
2017	44.4%
2018	44.3%
2019	44.0%

Source: Customer and Commercial Services

Measure: By 2019, the amount of residual household waste not sent for reuse, recycling and composting will have reduced from the current baseline of 511kg per household

- South Lakeland’s residual household waste is sent for reuse rather than to landfill. The residual waste is processed to provide refuse derived fuel for large industrial processes. In line with other councils, residual waste includes grey bin waste, waste from litter bins, street sweepings and other sources. The tonnage of street sweepings varies significantly each year and therefore impacts on residual waste totals. The level of residual waste is measured in kilos of waste per household per year. Grey bin waste on its own has fluctuated from 479kg in 2009/10 down to 391kg for 2019/20.

Amount Of Residual Household Waste Not Sent For Reuse, Recycling And Composting		
Year	Residual Waste (Kg) (includes grey bin waste, waste from litter bins, street sweepings and other sources)	Grey Bin Waste (Kg)
2010	491	464
2011	467	443
2012	490	417
2013	480	394
2014	470	405
2015	495	415
2016	511	419
2017	468	399
2018	469	389
2019	462	391
2020	Data not yet available	Data not yet available

Source: Customer and Commercial Services

Measure: The Council will, year on year, have reduced its operational carbon footprint by 100 tonnes of carbon, from a baseline of 3,162 tonnes.

- The Council continues to reduce its carbon footprint. For 2019/20 the total carbon emitted was 2,400 tonnes – a reduction of 137 tonnes from 2,537 tonnes in 2018/19. As well as reducing emissions the Council prevents 5,500 tonnes of emissions by reusing, recycling and composting nearly all of the waste collected across the District.

Carbon Reduction	
Year	Carbon emitted in Tonnes (TCO _{2e})
2012/13	3585
2013/14	3224
2014/15	3164
2015/16	2943
2016/17	3134
2017/18	2673
2018/19	2537
2019/20	2400

Source: Strategy, Innovation and Resources Directorate

Measure: By 2019, through collaborative and preventative action, the level of self-reported general health of South Lakeland's residents will demonstrate an improvement above the baseline of 70% as reported in the Quality of Life Survey.

- The Quality of Life Survey 2017 shows that 72% of residents reported good or very good health. (Source: Strategy, Innovation and Resources Directorate)

Measure: By 2025, the health inequality gap for residents in South Lakeland's 18 most deprived communities will be narrowed resulting in the improved healthy life expectancy above the national average of 81 years.

- The latest data covering 2017-19 shows that life expectancy from birth for women is 85.3 years (England 83.4 years) and for men is 81.5 years (England 79.8 years.) Life expectancy appears to have plateaued in recent years.

Life Expectancy From Birth		
Year	Women	Men
2001/03	81.9 years	77.9 years
2014/16	84.6 years	81.5 years
2015/17	85.0 years	82.2 years
2016/18	84.7 years	81.9 years
2017/19	85.3 years	81.5 years
2018/20	Data not yet available	Data not yet available

Source: Public Health England

- Health related quality of life for older people has fluctuated from a score of 0.772 in 2012/13 to an improved score of 0.788 in 2016/17. Annual results for the previous six years are better than the North West and England.

Health Related Quality Of Life For Older People	
Year	Health score
2012/13	0.772
2013/14	0.770
2014/15	0.783
2015/16	0.771
2016/17	0.788
2017/18	Data not yet available

Source: Public Health England

- Results have improved since 2015 when South Lakeland had 4 Lower Super Output Areas (LSOA's) in the 30% most health deprived LSOAs in England. Results for 2019 show that this number has now reduced to 1 area or 1.69% of the District. Health related deprivation for South Lakeland is the lowest in Cumbria. LSOAs are a set of geographies designed specifically for statistical purposes. LSOAs have an average population of 1,600 people. (Source: Cumbria Observatory)

3.6 Strategic Risk Register – Appendix 1

The Strategic Risks have been reviewed in line with risk management arrangements. The Strategic Risks are being managed continuously and effectively - and a summary is shown below. Further detail for all Strategic Risks are visible within appendix 1.

Risks Summary - Quarter 4 202/21	
Total number of risks:	16 risks
New risks:	0 risks
Archived Risks:	1 risk
Risks above appetite:	8 risks 50% of risks are above appetite. Following a review of the Strategic Risks for Quarter 4 2019/20 it was found that 65% of risks were above appetite. This significant change was due to the pressures brought about by Covid-19. The review this Quarter 4 2020/21 shows that improvement continues - now with 50% of risks positioned above appetite. These above appetite risks are reviewed at least on a quarterly basis. (risks above appetite are reviewed every quarter)
Risks below appetite:	8 risks 50% of risks are below appetite. (risks below appetite are reviewed annually at Quarter 4)

4.0 Consultation

4.1 This report details measures of success against each of the priorities within the Council Plan. These have been consulted on extensively prior to the Plan being adopted by Full Council.

5.0 Alternative Options

5.1 No alternative options – the purpose of the report is to receive a performance update. The Council must note successes, monitor progress and take action where appropriate.

6.0 Links to Council Priorities

6.1 Reporting measures of success contained within the Council Plan 2019 - 2024.

6.2 The report is directly linked to the following Council Plan commitment to ensure that the Council is equipped to provide the best, most cost effective services.

6.3 Details regarding performance monitoring are published in line with the Council's current Performance Management Framework.

7.0 Implications

Financial, Resources and Procurement

7.1 There are no financial implications associated with this report. However, strategic risks can relate to financial issues and are considered as part of the Council's Medium Term Financial Plan, budget preparation and monitoring process.

Human Resources

7.2 There are no human resources implications associated with this report.

Legal

7.3 There are no legal implications associated with this report.

Health, Social, Economic and Environmental

- 7.4 Have you completed a Health, Social, Economic and Environmental Impact Assessment? No
- 7.5 If you have not completed an Impact Assessment, please explain your reasons: Reporting performance has a positive impact on health, social, economic and environmental needs.
- 7.6 Summary of health, social, economic and environmental impacts: No negative impacts.

Equality and Diversity

- 7.7 Have you completed an Equality Impact Analysis? No
- 7.8 If you have not completed an Impact Assessment, please explain your reasons: Reporting performance has a positive impact on equality and diversity needs.
- 7.9 Summary of equality and diversity impacts: No negative impacts.

Risk

Risk	Consequence	Controls required
For indicators and performance measures not to be monitored, corrective action is not identified early.	Ambitions as set out in the Council Plan are not achieved.	Recommendations for corrective action are implemented.
Good performance is not acknowledged.	Poor morale and performance culture.	Successes are recognised and celebrated.

Contact Officers

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Appendices Attached to this Report

Appendix No.	Name of Appendix
1	Strategic Risk Register
2	Business and Economy Statistics

Background Documents Available

Name of Background document	Where it is available
Detailed Performance information – South Lakeland	South Lakeland Website
Council Plan – South Lakeland	South Lakeland Website
Performance Management Framework – South Lakeland	South Lakeland Website

Name of Background document	Where it is available
Risk Management Arrangements – South Lakeland	<u>South Lakeland Website</u>
Description of Nearest Neighbours Model - CIPFA	<u>CIPFA Website</u>
Benchmarking data - Local Government Association	<u>Local Government Association Website</u>
Economy data - Office for National Statistics Official Labour Market Statistics	<u>Office for National Statistics Website</u>
Health data - Public Health England Public Health Outcomes Framework	<u>Public Health England Website</u>

Tracking Information

Signed off by	Date sent	Date Signed off
Legal Services	30/03/21	08/04/21
Section 151 Officer	30/03/21	08/04/21
Monitoring Officer	30/03/21	08/04/21
CMT	08/04/21	08/04/21

Circulated to	Date sent
Lead Specialist	30/03/21
Human Resources Lead Specialist	30/03/21
Communications Team	30/03/21
Leader	
Committee Chairman	
Portfolio Holder	
Ward Councillor(s)	NA
Committee	
Executive (Cabinet)	28/04/21
Council	N/A