

South Lakeland District Council
Cabinet
21 July 2021
Council Plan Performance Monitoring Quarter 1
2021/22

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

Links to Council Plan Priorities:

Performance Monitoring underpins service delivery and provides good value for money. Performance Monitoring supports the delivery of all four Council Plan Priorities.

1.0 Expected Outcome and Measures of Success

1.1 Monitoring the success of the Council Plan 2021-2026 through scorecards informs improvements and ensures Council services address the needs of residents in an open and transparent way. Influenced by the key values in the Council Plan, this report sets out the Council Plan Priorities and Targets.

2.0 Recommendation

2.1 It is recommended that Cabinet notes:-

- (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 these goals performance is measured frequently in line with the priorities in the Council Plan. An updated Council Plan 2021-2026 was adopted by Council on 23rd February 2021. The plan retains the vision of “South Lakeland as the best place to live, work and explore”. Whilst South Lakeland is already a very good place to live, work and explore in many ways for many people, there are areas where we need to do more and the plan identifies four priority areas where activity needs to be focussed to achieve the vision. Targets listed in this report are grouped under these four priorities. The Four priorities are:

- Working Across Boundaries – Delivering Sustainable Regional Growth Across Morecambe Bay

- Delivering A Balanced Community – A South Lakeland For All Ages
- Delivering A Fairer South Lakeland – A South Lakeland For Everyone
- Addressing The Climate Emergency – A Carbon Neutral South Lakeland

3.2 Summary of Performance

The targets 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 appetite. This significant change was due to the pressures brought about by Covid-19. The review this Quarter 1 2021/22 shows that improvement continues - now with a significantly reduced 38% of risks positioned above appetite.

Detailed information for targets is listed in section 3.3 to 3.63 below.

3.3 Council Plan Priority: 'Working Across Boundaries – Delivering Sustainable Regional Growth Across Morecambe Bay'

The plan reflects the fact that together with Lancaster and Barrow, South Lakeland is at the centre of a powerful economic region of more than 320,000 people. The plan seeks to use the combined weight of the whole area to secure the investment, growth and transport infrastructure that will deliver a thriving and diverse sub-regional economy with a skilled workforce, a balanced housing market to meet needs, great leisure services to encourage healthy lifestyles and a strong cultural offer. It sees opportunities to extend co-operation to health, carbon reduction and tackling deprivation and inequality.

3.31 Housing and communities targets

Target: Deliver 320 homes every year across the district:

Commentary: In 2019/20 SLDC granted planning permission for 447 new homes in the South Lakeland planning area (excluding the national parks), bringing the total number of homes with planning permission in this area at 31 March 2020 to 1,849 homes. There is therefore a strong pipeline of housing sites that should be delivered in the coming years and enable the target to be met. In addition to the homes that already have planning permission, there is also land for a further 2,500 homes allocated in the South Lakeland Local Plan.

Year	Number of homes delivered every year across South Lakeland District
2019/20	278 (this includes 223 homes in the SLDC Planning Authority area, 37 homes in the LDNPA area and 18 homes in the YDNPA area)

2020/21	Data in October 2021
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The Number of Long-Term Empty Homes – Annual data

Commentary: 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.

Year	Number of long term empty homes
2016/17	827
2017/18	973
2018/19	987
2019/20	905
2020/21	1039
2021/22	Data not yet available.

Source: MHCLG Live tables on dwelling stock including vacants: table 615

The Number Of Empty Homes Brought Back Into Use

Commentary: Since 2015 the Council has brought 477 empty homes back into use. The table below shows quarterly results and a running total.

Year	Quarter	Number of empty homes brought back into use	Cumulative total brought back into use since 2015
2019/20	Q1	17	332
2019/20	Q2	29	361
2019/20	Q3	28	389
2019/20	Q4	6 (annual total 80)	395
2020/21	Q1	17	412
2020/21	Q2	23	435
2020/21	Q3	20	455
2020/21	Q4	13 (annual total 73)	468
2021/22	Q1	9	477

Source: Customer and Commercial Services

The Number Of Empty Homes Brought Back Into Use – Detailed Analysis

Commentary: Covid-19 has influenced results - empty homes interventions are influenced by reduced selling and repairing activity during lockdowns.

Year and Quarter	Total empty homes	New additions this month	Reoccupied since last month	Over 2 years empty	Successful empty homes interventions
2019/20 Q1	991	286	269	307	17
2019/20 Q2	951	263	350	312	29
2019/20 Q3	839	232	306	300	28
2019/20 Q4	898	353	260	293	6 (annual total 80)
2020/21 Q1	963	230	185	332	17
2020/21 Q2	999	308	273	344	23
2020/21 Q3	934	176	246	348	20
2020/21 Q4	916	698	839	336	13 (annual total 73)

2021/22 Q1	997	250	620	309	9
Source: Source: Customer and Commercial Services.					

Target: Produce draft Local Plan by mid-2022:

Commentary: On track – completing a draft Local Plan by mid-2022 is challenging and a review of the Local Plan Review timetable following recent advice from the Planning Advisory Service will enable a more complete assessment in the next quarter.

Target: Support delivery of new Swarthmoor roundabout in 2021:

Commentary: The Council is working with partners to enter into agreements to support the delivery of the Swarthmoor roundabout scheme. Legal and financial risks are being assessed.

3.32 Economic development and culture targets

Target: Submit Morecambe Bay Growth bid:

Commentary: Ongoing discussion and development with Lancaster City Council and Barrow Borough Council. Supported work on the joint Morecambe Bay proposal for Local Government Reorganisation.

Target: Complete Master Plan for GSK site in Ulverston by July 2021:

Commentary: Masterplan process has commenced and is expected to be complete by October 2021.

Target: Economic Development strategy setting out delivery framework and targets to be completed by December 2021:

Commentary: Early stage development has begun, factoring in the ongoing impact of Covid-19 on the economy. Expected to be completed by the end of the year.

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 Observatory.

3.33 Health and Environment targets

Target: Develop Morecambe Bay Population Health Strategy:

Commentary: Approach to Population Health being led by Morecambe Bay CCG – SLDC input through Morecambe Bay Population Health Strategic Group. Draft plans and series of workshops proposed summer 2020.

Target: Support Morecambe Bay CCG in managing Covid Pandemic:

Commentary: Contract tracing/infection control – dedicated Environmental Health Specialists team within SLDC working in conjunction with other District Councils, Cumbria County Council, and PHE to trace and isolate known local positive cases. Covid regulations enforcement – Environmental Health Specialists and Locality Officers providing both high visibility patrols to identify any areas of non-compliance, and follow up with businesses where issues are more complex. This has been completed working in partnership with others Cumbrian LA's, the police, national park.

3.4 Council Plan Priority: 'Delivering A Balanced Community – A South Lakeland For All Ages'

This means addressing the challenges posed by our shrinking workforce and ageing population. It means retaining young people, attracting economically active people and young families and ensuring that housing, services and infrastructure meet the needs of older people. It also means promoting localism and helping communities to help themselves.

3.41 Housing and communities targets

In 2019/20 SLDC granted planning permission for 447 new homes in the South Lakeland planning area (excluding the national parks), bringing the total number of homes with planning permission in this area at 31 March 2020 to 1,849 homes. There is therefore a strong pipeline of housing sites that should be delivered in the coming years and enable the target to be met. In addition to the homes that already have planning permission, there is also land for a further 2,500 homes allocated in the South Lakeland Local Plan.

Target: Deliver 477 affordable homes for rent between 2020 and 2025:

Commentary: The Council is currently on target to deliver 477 affordable homes for rent between 2020 and 2025 having reached the milestone of 500th affordable rented home in 2020. COVID has impacted on delivery of affordable homes with the cessation of construction work over a period of time and the supply of some materials which has also impacted. However, there are currently 15 large housing schemes under construction in the District which will deliver around 400 affordable homes for rent and sale. Further planning applications are to be considered that could deliver more affordable homes subject to planning permission being granted. During the period 2014 to 2020/21 there were 177 affordable homes to buy completed.

Year	Quarter	Number of affordable homes for rent completed
2020/21	Q1	8
2020/21	Q2	17
2020/21	Q3	6
2020/21	Q4	9 (annual total = 40)
2021/22	Q1	0

Target: Deliver 588 affordable homes to buy between 2020 and 2025:

Year	Quarter	Number of affordable homes to buy completed
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2020/21	Q1	6
2020/21	Q2	20
2020/21	Q3	9
2020/21	Q4	4 (annual total = 41)
2021/22	Q1	2

Target: Deliver 300 extra care units between 2020 and 2025:

Commentary: The Council enabled the delivery of 22 extra care units at Gatesfield in Windermere contributing £90,000 funding for this Community Led Housing project working in partnership with Cumbria County Council. This was through the completion of Craft Cottage so that the entire scheme of 22 units could be made available for extra care provision. The Council is also providing Disabled Facility Grants to improve accessibility of these units. Construction is underway for a 104 unit extra care scheme at Oxenholme that is due for completion in 2022. The pandemic has had an effect on the delivery timescale for the scheme though at this stage it is still scheduled for completion in 2022.

Year	Quarter	Number of extra care units completed
2020/21	Q1	0
2020/21	Q2	0
2020/21	Q3	22
2020/21	Q4	0
2021/22	Q1	0 (104 units are expected within 2022)

Target: Deliver 337 self and custom build dwellings between 2020 and 2025:

Number of self and custom build dwellings completed				
Year	Quarter	South Lakeland District		
		SLDC Planning Area	YDNP Planning Area	LDNP Planning Area
2020/21	Q1	1	Annual data for 2020/21 available in Q2 2021/22	Annual data for 2020/21 available in Q2 2021/22
2020/21	Q2	1		
2020/21	Q3	7		
2020/21	Q4	3		
2021/22	Q1	0	Annual data for 2021/22 available in Q2 2022/23	Annual data for 2021/22 available in Q2 2022/23

3.42 Economic development and culture targets

Target: Implementation of Kendal Town Centre Strategy including provision of new employment floorspace:

Commentary: Partnership approach with Kendal Futures, Kendal Town Council, Kendal BID and Cumbria County Council towards delivery and development of agreed priority areas.

Target: Commencement of development on 5 allocated employment sites by 2025:

Commentary: Continued engagement and expressions of interest on allocated employment sites. Council continues to provide planning and economic advice to landowners/agents and developers. Review of the Council's Local Plan also underway.

Target: Delivery of Great Places programme:

Commentary: Majority of programme now successfully delivered. Legacy projects being agreed by partners.

3.43 Health and environment targets

Target: Completion of Customer Connect Transition programme:

Commentary: The Council is delivering on actions identified from the tranche one transition sessions around decision making, customer contact, customer transactions, decisions, policy, procedure, service and training. These action will be delivered using Scrum Agile process. Tranche two will start in second half of July.

Target: Ensure that community interests championed in National Park plans and strategies:

Commentary: SLDC is represented on both National Park partnerships. Lake District National Park partnership plan currently out for consultation.

Target: Ensure that population health strategies make relevant provision for the elderly:

Commentary: SLDC is represented on both National Park partnerships. Lake District National Park partnership plan currently out for consultation.

Health Related Quality Of Life For Older People	
Commentary: 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.	
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	

Life Expectancy From Birth

Commentary: 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.		
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		

Target: Ensure that social programmes address loneliness:

Commentary: Approach under development through fairness and public health work.

3.5 Council Plan Priority: ‘Delivering A Fairer South Lakeland – A South Lakeland For Everyone’

This means taking action to address housing, health and income inequalities and increasing financial resilience. This means working in partnership with the third sector to rebuild financial resilience following the impact of the Covid pandemic, preventing homelessness and supporting vulnerable people, addressing inequalities in access to housing, addressing issues such as accessibility to people with disabilities and working through the Cumbria Joint Public Health Strategy and through Population Health strategies in Morecambe Bay to improve health outcomes and reduce health inequalities.

3.51 Housing and communities targets

Target: Halve the proportion of households in poverty and eliminate child poverty:

Commentary: SLDC are developing a programme of work to deliver the Council priority of “Delivering a Fairer South Lakeland”. We have a project team meeting two weekly where we are coordinating Council PI’s and work streams. We are running the Building Financial Resilience (BFR) meetings with partners from across South Lakeland. This partnership has agreed the following 5 sub-groups: Poverty Truth Commission for South Lakeland, Rural poverty, Food, Skills and Employment and a Lobbying group.

% Children Aged 0-15 in Low income Families Relative low-income is defined as a family whose equivalent income before housing costs is below 60% of contemporary median income						
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Great Britain	15%	16%	17%	18%	18%	19%
England	15%	16%	17%	18%	18%	19%
Cumbria	15%	15%	16%	18%	18%	17%
Allerdale	15%	16%	17%	19%	19%	19%
Barrow	17%	17%	19%	20%	20%	20%
Carlisle	15%	16%	17%	20%	20%	19%

Copeland	14%	14%	16%	18%	18%	17%
Eden	15%	14%	15%	17%	16%	17%
South Lakeland	11%	12%	13%	14%	14%	14%
LDNPA	15%	14%	18%	18%	17%	18%
Source: Cumbria Observatory and DWP						

Percentage of households in fuel poverty 2018	
South Lakeland	12.5%
Cumbria	13.3%
England	10.3%

All UC Claimant Categories - Rate (% working age pop)						
	Jan 2020	Apr 2020	Jul 2020	Oct 2020	Jan 2021	Feb 2021
Great Britain	6.8%	10.4%	13.6%	14.0%	14.6%	14.9%
England	6.8%	10.3%	13.6%	14.1%	14.7%	15.0%
Cumbria	6.3%	9.6%	11.5%	11.7%	12.1%	12.4%
Allerdale	8.7%	12.0%	13.5%	13.6%	14.1%	14.4%
Barrow	6.6%	9.9%	11.8%	12.5%	13.0%	13.2%
Carlisle	6.4%	10.2%	12.4%	12.7%	13.2%	13.6%
Copeland	8.4%	10.9%	12.3%	12.8%	13.2%	13.3%
Eden	3.7%	7.2%	9.2%	8.9%	9.1%	9.3%
South Lakeland	3.2%	6.8%	9.1%	8.9%	9.2%	9.5%
LDNPA	3.2%	7.7%	10.6%	10.1%	10.6%	10.9%

The Indices of Multiple Deprivation (IMD) are the official measure of relative deprivation for small areas (or neighbourhoods) in England. The IMD ranks every small area (Lower Super Output Area) in England from the most deprived to the least deprived. Decile 1 represents the most deprived 10% of LSOAs in England while decile 10 shows the least deprived 10% of LSOAs.

'Education' measures the lack of attainment and skills in the local population. The measure is informed by two sub-domains: children and young people - and adults.

'Income Deprivation' measures the proportion of the population in an area experiencing low income deprivation. The definition of low income includes people that are out-of-work and in work.

'Barriers to Housing and Services' measures the physical and financial accessibility of housing and local services. The measure is informed by two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which include issues relating to access to housing such as affordability.

'Living Environment Deprivation' measures the quality of the local environment. The measure is informed by two sub-domains; the 'indoors' living environment measures the quality of housing; while the 'outdoors' living environment contains measures of air quality and road traffic accidents.

	Education deprivation	Income Deprivation	Barriers to Housing and Services	Living Environment Deprivation
Decile 1 (most deprived 10% in England)	1.7%	0%	13.6%	23.7%
Decile 2	1.7%	0%	8.5%	16.9%
Decile 3	5.1%	1.7%	8.5%	13.6%
Decile 4	0%	6.8%	6.8%	13.6%
Decile 5	11.9%	5.1%	3.4%	11.9%
Decile 6	8.5%	6.8%	6.8%	5.1%
Decile 7	20.3%	20.3%	8.5%	10.2%
Decile 8	23.7%	11.9%	11.9%	1.7%
Decile 9	20.3%	30.5%	13.6%	0%
Decile 10 (least deprived 10% in England)	6.8%	16.9%	18.6%	3.4%

Target: Implement Homelessness & Rough Sleeping Strategies:

Commentary: The Council has a Homelessness Strategy and Action Plan for South Lakeland. The work of the Housing Options team aligns with this and is summarised below:

- The Housing Options team work with partners to identify cases who may need housing advice - such as young people and victims of domestic abuse. They also work closely with registered providers to identify social housing tenants who may be facing losing their homes. The team are proactive in seeking out bespoke solutions to individuals circumstances and have a 'prevention toolbox' to assist. Often this work involves negotiating and mediating, providing legal advice on tenancy matters, income maximisation and safeguarding of vulnerable adults and families. The team also work with other council departments to prevent homelessness such as Housing benefits and housing standards services.
- SLDC are also running several initiatives funded by MHCLG to target individuals who are roofless and at risk of or rough sleeping. The Rough Sleeping initiative has provided a rough sleeper coordinator, two support staff and a private rented access officer. This small team work with individuals to find sustainable solutions in the private rented sector and focus on getting work ready to reduce dependencies on the benefit system.
- SLDC were also the only district to receive funding through the first round of Rough Sleeper Accommodation Programme which is over a 3 year period and totals £388,987 and will provide 12 units of supported accommodation.

For the last two years the maximum number of households in temporary accommodation at any one time is not within target. 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 in temporary accommodation at any one time
2019/20	Q1	21
2019/20	Q2	22
2019/20	Q3	24
2019/20	Q4	27 (annual maximum 27 during Covid-19)
2020/21	Q1	39
2020/21	Q2	31
2020/21	Q3	24
2020/21	Q4	33 (annual maximum 39 during Covid-19)
2021/22	Q1	28
Source: Customer and Commercial Services		

Target: Reduce the percentage of private sector homes with category 1 hazards to less than 15% by 2025:

Commentary: The Council has a robust approach to the reduction of hazards. This includes information on Private Sector Stock Condition and carrying out both Housing Standards and Houses in Multiple Occupancy inspections for conditions.

Year	Housing standards interventions
2020/21	A total of 368 interventions - including the Handy Person and Draft Busters schemes, home energy improvements and enforcement.

3.52 Economic development and culture targets

Target: Distribute grants to aid businesses through the Covid crisis:

Commentary: 35,000 Covid-19 business grants totalling £133m now distributed to those affected.

Appendix 2 contains detail for all the businesses support provided.

Target: Widen and improve the quality of broadband coverage:

Commentary: Continued dialogue and partnership working with Connecting Cumbria and others to improve broadband provision in South Lakeland. Now promoting the government broadband voucher scheme to eligible residents and businesses.

Target: Advise businesses:

Commentary: Continued advice provided to businesses and new business start-ups across sectors through the Economy & Culture team and Invest in South Lakeland

programme. Subsidised business support provided through partners including Cumbria Chamber of Commerce.

Target: Deliver new business space in Kendal Town Hall:

Commentary: Refurbishment of South Lakeland House and Kendal Town Hall to create additional town centre employment space, meeting rooms and conference facilities on track.

3.53 Health and environment targets

Target: Complete Kendal Air Quality Management Plan implementation:

Commentary: Air quality emission data has varied over the past 12 month period due to long periods of lockdown and reduced vehicle movement through Kendal Town Centre. This has resulted in lower than anticipated pollution levels which are not thought to reflect the current situation. Monitoring will continue in this area, and across district to establish a clear picture as lockdown measures continue to ease.

Target: Review the third sector commissioning and the delivery of financial advice and support to vulnerable people:

Commentary: Discussions are underway with all current community grants funding recipients. A Cabinet report will be prepared for Autumn on recommendations for future SLDC 3rd sector funding arrangements to deliver Council plan priorities and support vital community services.

Targets: Work with partners to safeguard people against exploitation – and Work with partners to protect people against domestic abuse:

Commentary: A key deliverable in the 2021/22 Community Safety Partnership (CSP) Plan. The CSP is working through the Local Focus Hubs to proactively offer support and intervention for potential victims of domestic abuse (DA) and exploitation/ people trafficking. The CSP helped roll out the “Its not OK” campaign with CCC and Police to encourage reporting. During Covid-19 the CSP worked with organisations like Women’s Community Matters to proactively support victims of DA through contact and financial support. SLDC, in collaboration with partners, have run awareness briefings on safeguarding including domestic abuse and modern slavery.

Total Crimes And Domestic Abuse Incidents			
Commentary: The number of crimes were low during February 2021 resulting in a reduction in crimes for quarter four 2021/22. Numbers may increase again when lockdown ends.			
Year	Quarter	Total Crimes	Total Domestic Abuse incidents
2019/20	Q1	1405	239
2019/20	Q2	1447	245
2019/20	Q3	1414	228
2019/20	Q4	1352 (annual total 5618)	271 (annual total 983)
2020/21	Q1	1084	243
2020/21	Q2	1327	270
2020/21	Q3	1048	238
2020/21	Q4	837 (annual total 4296)	195 (annual total 946)

Total Crimes And Domestic Abuse Incidents			
Commentary: The number of crimes were low during February 2021 resulting in a reduction in crimes for quarter four 2021/22. Numbers may increase again when lockdown ends.			
Year	Quarter	Total Crimes	Total Domestic Abuse incidents
2021/22	Q1	Data available for Cabinet	Data available for Cabinet
Source: Cumbria Constabulary			

3.6 Council Plan Priority: 'Addressing The Climate Emergency – A Carbon Neutral South Lakeland'

This means enshrining the Council's carbon reduction targets (for SLDC to be carbon neutral by 2030 and for the District to be carbon neutral by 2037) A comprehensive action plan for carbon reduction is being implemented. The Council Plan sets the strategic direction for this work and is the means by which carbon reduction is mainstreamed within the Council.

3.61 Housing and Communities targets

Target: Reduce the percentage of homes in the lowest energy performance certificate (EPC) bands (F and G) from 16.4% to less than 10% by 2025:

Commentary: The Council has published a Statement of Intent on the website - and has GDPRs with several companies providing energy efficiency improvements. We will continue to support CAfS on their Cold to Cosy scheme and also work with Cumbria authorities to prepare a bid for the Local Authority Delivery Scheme for the Green Homes Grant. The Council will consider any other future grant schemes that are proposed.

Target: Updated environmental standards for new development to be included in Local Plan:

Commentary: The Issues and Options consultation in June will provide the option of either introducing higher local standards or following the national standards set by government.

3.62 Economic development and culture targets

Target: Enabling agile and home working:

Commentary: Work ongoing with partners to help provide the right conditions for flexible working through better provision of broadband, increasing digital skills and engagement and more co-working space.

Target: Completion of Kendal Flood defences:

Commentary: Environment Agency continue to lead on this work and manage the programme, with input from the Council where appropriate to maximise the benefits to the town.

3.63 Health and environment targets

Target: SLDC to be carbon neutral in its own operations by 2030:

Commentary: The Council's declaration of a Climate Emergency has delivered both a Council Plan with carbon neutrality targets - and a Climate Change Action Plan with 2030 and 2037 focused actions. There has been excellent progress - for example with the introduction of energy management software; an analysis of council buildings for low energy tech; analysis for transport emissions reduction; the production of a Green Travel Protocol, research into procurement criteria, analysis for offsetting potential and Climate training for many staff and Councillors.

SLDC to be carbon neutral in its own operations by 2030	
Year	Progress towards carbon neutral in Tonnes CO ₂ e (CO ₂ e = a carbon equivalent which accounts for all greenhouse gasses)
2019/20	2433.5 Tonnes CO ₂ e
2020/21	2009.67 Tonnes CO ₂ e (a reduction of 424 Tonnes CO ₂ e on 2019/20)

Target: South Lakeland to be carbon neutral by 2037:

Commentary: The Council's Climate Change Action Plan contains 2037 focused actions. The Council has made very good progress – for example partnering with Cumbria Action for Sustainability (CAfS) to further low carbon communities; supported the Kendal Citizen's Jury's "What Should Kendal Do About Climate Change?"; provided advice to parish councils on local action campaigns; launched the Community Fund which supported 10 projects from cycling ability to tree planting; embedding Climate Change as a key theme in the Local Plan; advice to businesses on sustainability with schemes such as Future Fixers and Green Small Business Audits. Also recently a competition for schools placing children's climate action artwork on the sides of our high profile bin wagons.

Percent Of Household Waste Sent For Reuse, Recycling And Composting	
Commentary: 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.	
Year	Percentage sent
2015/16	43.8%
2016/17	42.4%
2017/18	44.4%
2018/19	44.3%
2019/20	44.0%
2020/21	43.5% (provisional data – reduced due to the suspension of green waste during the Covid-19 pandemic)
2021/22	Data not yet available
Source: Customer and Commercial Services	

Amount Of Residual Household Waste Not Sent For Reuse, Recycling And Composting
 Commentary: 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.

Year	Residual Waste (Kg) (includes grey bin waste, waste from litter bins, street sweepings and other sources)	Grey Bin Waste (Kg)
2015/16	495	415
2016/17	511	419
2017/18	468	399
2018/19	469	389
2019/20	462	391
2020/21	492 (provisional data - increased due to people staying at home during the Covid-19 pandemic)	426 (provisional data – also increased due to being home based during the Covid-19 pandemic)
2021/22	Data not yet available	Data not yet available

Source: Customer and Commercial Services

Target: Supporting preparation and implementation of Kendal cycling and walking strategy:

Commentary: The Council is supporting Cumbria County Council with the Kendal Local Cycling and Walking Plan. Cumbria County Council are currently consulting on proposals to improve the cycling and walking network in Kendal and the surrounding area, in order to promote more active travel and to make everyone feel confident they can walk or cycle. The consultation can be accessed on Cumbria County Council website.

3.7 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 1 2021/22	
Total number of risks:	16 risks
New risks:	0 risks
Archived Risks:	0 risks

Risks above appetite:	<p>6 risks (previously 8 risks)</p> <p>38% of risks are currently above appetite.</p> <p>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 1 2021/22 shows that improvement continues - now with a significantly reduced 38% of risks positioned above appetite. These above appetite risks are reviewed at least on a quarterly basis. (risks above appetite are reviewed every quarter)</p>
Risks below appetite:	<p>10 risks</p> <p>62% of risks are currently below appetite.</p> <p>(risks below appetite are reviewed annually at Quarter 4)</p>

4.0 Appendices Attached to this Report

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

5.0 Consultation

5.1 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.

6.0 Alternative Options

6.1 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.

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 and Sustainability Impact Assessment

7.4 There are no Health and sustainability implications associated with this report. Performance monitoring supports the delivery of all Council Plan Priorities and has a positive impact on organisational objectives.

Equality and Diversity

- 7.5 There are no Equality and Diversity implications associated with this report. Performance monitoring supports Equality and Diversity needs.

Risk

Risk Management	Consequence	Controls required
Risk that performance measures are not monitored and corrective action is not identified.	Ambitions as set out in the Council Plan are not achieved.	Robust performance management arrangements are implemented. Recommendations for corrective action are implemented.
Risk that good performance is not acknowledged.	Missed opportunity to maintain high morale and performance culture.	Successes are recognised and celebrated regularly.

Contact Officers

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Background Documents Available

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

Tracking Information

Signed off by	Date sent	Date Signed off
Section 151 Officer	11/06/21	17/06/2021
Monitoring Officer	11/06/21	15/06/2021
CMT	17/06/21	17/06/2021

Circulated to	Date sent
Lead Specialist	11/06/21

Circulated to	Date sent
Human Resources Lead Specialist	11/06/21
Communications Team	11/06/21
Leader	
Committee Chairman	
Portfolio Holder	
Ward Councillor(s)	NA
Committee	
Executive (Cabinet)	21/07/21
Council	N/A