

South Lakeland District Council
Cabinet
20 October 2021
Council Plan Performance Monitoring Quarter 2
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 performance 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
- 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 directly 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 2 2021/22 shows that improvement continues - now with a significantly reduced 19% of risks positioned above appetite.

Updates for each of the targets are listed in section 3.3 to 3.63 below. At Quarter 1 2021/22 reporting Cabinet requested that data be presented in graphical format to facilitate interpretation. This has been implemented and all graphs can be seen together within Appendix 2. This covering report provides links to the graphs in Appendix 2 by listing reference numbers at the relevant points.

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

The plan seeks 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: Housebuilding activity in 2020/21 was significantly impacted by the covid-19 pandemic as building sites closed down during national lockdown. There continues to be a strong pipeline of homes with planning permission and allocated Local Plan sites and it is expected that housebuilding rates will recover. *Appendix 2 reference: Graphic 1.*

The number of long term empty homes has increased to 1039 homes for 2020/21. 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. *Appendix 2 reference: Graphic 2.*

The number of empty homes brought back into use since 2015 totals 502 as at quarter 2 2021/22. Covid-19 has influenced results - empty homes interventions are influenced by reduced selling and repairing activity during lockdowns. *Appendix 2 reference: Graphics 3-5.*

Target: Produce draft Local Plan by mid-2022:

Commentary: On track – completing a draft Local Plan by mid-2022. 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: Construction of the new roundabout by National Highways started in September 2021 and is expected to be completed later in 2022.

3.32 Economic development and culture targets

In light of the current situation regarding Covid-19 dedicated statistical information is available in Appendix 2. This includes specific Covid-19 statistics as well as standard business and economic statistics. The appendix is a collaboration between SLDC Specialist Services, SLDC Case Management Support Services and Cumbria Observatory. *Appendix 2 reference: Graphics 22 - 60.*

Target: Submit Morecambe Bay Growth bid:

Commentary: Collaborative working across Morecambe Bay continues. Any further growth bid development being considered as part of ongoing work around local government reorganisation and response to the Government's levelling up agenda.

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

Commentary: Masterplan process has commenced and expected to be completed by the end of 2021.

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

Commentary: Economic strategy being reviewed in line with ongoing impact of Covid-19 and local government reorganisation.

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; and Deliver 588 affordable homes to buy 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. *Appendix 2 reference: Graphics 6-7.*

Target: Deliver 300 extra care units between 2020 and 2025; and Deliver 337 self and custom build dwellings between 2020 and 2025:

Commentary: Construction is underway for a 104 unit extra care scheme at Oxenholme that is on target for completion in 2022. Outline planning consent is in place for a potential extra care scheme in Grange over Sands at Allithwaite Road. However, further details are as yet unknown. *Appendix 2 reference: Graphics 8-9.*

3.42 Economic development and culture targets

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

Commentary: Town Team formed for Kendal to work towards delivery and development of agreed priority areas. Partnership approach with Kendal Futures, including Council financial contribution towards a new Vision Manager for the town.

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. Approach to legacy activity now the subject of discussion by partners.

3.43 Health and environment targets

Target: Completion of Customer Connect Transition programme:

Commentary: A Customer Connect report is being prepared and will provide an update on progress with the Programme.

Targets: Ensure that community interests championed in National Park plans and strategies; and, Ensure that population health strategies make relevant provision for the elderly:

Commentary: SLDC is represented on both National Park partnerships. SLDC comments on community interest fed into plan process. Lake District National Park partnership plan currently out for consultation.

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. *Appendix 2 reference: Graphics 12-15.*

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. This service is provided in conjunction with Home group and operates a non-eviction policy alongside proving Assured tenancy to individuals rather than the traditional licence agreements. MHCLG has recognised this approach as good practise and uses it as an example to other local authorities seeking to provide a similar response to supporting those most vulnerable.

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 - and during Quarter 1 2021/22 there were 23 households. This rise is due to the increase in cases presenting during the Covid-19 pandemic. The main reasons for homelessness are: Loss of private rented accommodation with an increasing number due to landlords wanting to either sell the property or seek alternative business opportunities with the property, relationship breakdown with family and friends which is often due to increased stress within families due to the lack of affordable accommodation and financial difficulties. Preventing homelessness still remains the number one priority for the service however with a reducing private rented sector, high demand on social housing and the impact of benefit caps this is becoming more difficult. This year to date the service has already seen a 36% increase in households approaching the service for

advice compared to the previous full financial year and almost the same increase in numbers of formal applications taken which reflects the increasing complexity of cases. *Appendix 2 reference: Graphic 16.*

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.

3.52 Economic development and culture targets

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

Commentary: Covid-19 business grants totalling £149m now distributed to those affected, with 37,000 unique grant payments. *Appendix 2 reference: Graphics 22-26.*

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. 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, with full extent of business space expected to be available by the end of 2021.

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. *Appendix 2 reference: Graphic 18.*

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 arrangements 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. *Appendix 2 reference: Graphic 17.*

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

Commentary: The Issues and Options consultation is running from 30 June to 29 October 2021. It presents a range of possible policy options for comment, including whether to increase local standards above the levels being set by the Government through the forthcoming Future Homes Standard. A draft Local Plan will be consulted on in mid-2022.

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 are leading of the design, implementation and delivery of this scheme, with work having now commenced on the first of the three phases.

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. *Appendix 2 reference: Graphic 19.*

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.

The percent of household waste sent for reuse, recycling and composting: for 2020/21 the provisional result of 43.5% reflects the suspension of green waste during the Covid-19 pandemic. For 2019/20 44.0% of waste was recycled which is similar to 44.3% for 2018/19. Green waste influences recycling results significantly. This is because green waste is produced in large quantities and contributes to significant tonnages compared to lighter plastic and cardboard. If feasible to collect food waste this would help recycling rates - however food processing plants are currently too distant from South Lakeland to make this viable. Plastic and cardboard kerbside collection covers 100% of households. *Appendix 2 reference: Graphic 20.*

The amount of residual household waste not sent for reuse, recycling and composting: 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. A provisional 426kg for 2020/21 reflects people being at home during Covid-19 Pandemic. *Appendix 2 reference: Graphic 21.*

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 is planning to consult on a Draft Local Cycling and Walking Infrastructure Plan later this October. This is 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:	3 risks (previously 6 risks) 19% of risks are currently 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 2 2021/22 shows that improvement continues - now with a significantly reduced 19% of risks positioned above appetite. Risks above appetite are reviewed at least on a quarterly basis.
Risks below appetite:	13 risks 81% of risks are currently below appetite. Risks below appetite are reviewed annually during Quarter 4.

4.0 Appendices Attached to this Report

Appendix No.	Name of Appendix
1	Strategic Risk Register
2	Performance 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	28/09/21	04/10/21
Monitoring Officer	28/09/21	07/10/21
CMT	07/10/21	07/10/21

Circulated to	Date sent
Lead Specialist	28/09/21
Human Resources Lead Specialist	28/09/21
Communications Team	28/09/21
Leader	
Committee Chairman	
Portfolio Holder	
Ward Councillor(s)	NA
Committee	
Executive (Cabinet)	20/10/21
Council	N/A