

South Lakeland District Council
Cabinet
9 February 2022
Council Plan Performance Monitoring Quarter 3
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.

This report will evolve in line with the move to the new Westmorland and Furness authority. As the new authority develops, South Lakeland will use its existing priorities to influence the strategy of the new authority in addressing the needs of the South Lakeland area and how a future unitary council may deliver stronger benefits for residents. For example integration of health and social care will be critical.

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 3 2021/22 shows that a significantly reduced 19% of risks are 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: In 2020/21 the covid-19 pandemic impacted on the housebuilding industry with delivery below the target of 320 homes a year. However build rates are expected to recover for 2021/22. Whilst current planning applications for major housing development are reduced, there remains a sizeable number of future homes in delivery. At March 2021 there was a supply of 1,963 homes either under construction or with planning permission in the South Lakeland Local Plan area and a further supply of sites allocated in the Local Plan with an estimated capacity of 2,341 homes. *Appendix 2 reference: Graphic 1.*

The latest Government data shows that the number of long term empty homes, as at Oct 2020, increased to 1039 homes. 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 536 as at quarter 3 2021/22. Covid-19 has influenced results - empty homes interventions are influenced by reduced selling and repairing activity during lockdowns. Successful Empty Homes Interventions are now increasing with the best Q3 period results when compared with previous years. *Appendix 2 reference: Graphics 3-5.*

Target: Produce draft Local Plan by mid-2022:

Commentary: Recent counsel advice is to continue with a comprehensive approach to the Local Plan Review. It is estimated that with current resources, a draft Local Plan can be prepared for consultation by end of 2022.

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 in mid-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 in the Morecambe Bay continues. Any further growth bid preparations will now be considered in the context of the opportunities of 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 in advanced draft form and to be finalised by March 2022 following endorsement from MP-led GSK Taskforce.

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

Commentary: Economic intelligence is updated in line with ongoing impact of Covid-19, informing current programmes of work. The future Economic Development strategy will now need to be considered in the context of local government reorganisation and the Westmorland and Furness area.

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.

Target: Support Morecambe Bay CCG in managing Covid Pandemic:

Commentary: Contact 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.

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

Target: Deliver 477 affordable homes for rent between 2020 and 2025; and Deliver 588 affordable homes to buy between 2020 and 2025:

Commentary: 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. The pandemic has impacted on delivery of affordable homes with the cessation of construction work over a period of time and issues with the supply of some materials.

The Council has delivered 554 affordable homes for rent during the period 2014 to Q3 of 2021 to 2021. This will leave 446 affordable homes remaining from the Council’s 1000 homes to rent target between 2014 to 2025 - having reached the milestone of the 500th affordable rented home in 2020.

During the period 2014 to Q3 of 2021 to 2022 there were 191 affordable homes to buy completed.

There will be 72 affordable rent and sale extra care units as part of the scheme at Oxenholme due to be completed in the summer 2022.

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 the summer 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, including the development of a Levelling Up Fund bid. 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. The Council continues to provide planning and economic advice to landowners/agents and developers. Review of the Council's Local Plan also in progress.

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: The Customer Connect report 'Customer Connect five years on, the outcomes, benefits and future' updated Council during December 2021. The report recognises the achievements of the Customer Connect Programme since inception in 2016 and notes the outcomes and benefits the programme has delivered. The report also covers the work still to be completed and how it will be delivered over the next 18 months.

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.

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 have a work programme in place to deliver the Council priority of “Delivering a Fairer South Lakeland”, comprising regular project team meetings, an ongoing action log and a South Lakeland Partnership (Building Financial Resilience Partnership). Current actions in progress include: the formation of a South Lakeland Poverty Truth commission, work with the County Council on supporting the development of food banks, a communications campaign with partners highlighting key messages and signposting where support can be found for those with financial difficulties. Within SLDC there is a range of schemes, arrangements and referrals readily available to clients from trained and well briefed staff. *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 has been outside target. For 2020/21 there were a maximum of 39 households accommodated, which was largely due to the increase in cases presenting during the peak of the Covid-19 pandemic, however, so far 2021-22 (Q1-3) has seen this fall to a maximum of 28 households accommodated at any one

time. December heralded the start of the 2021/22 Cold Weather Provision (CWP) and by the end of Q3 a total of 12 households had been accommodated under the scheme who would not otherwise have qualified for temporary accommodation. CWP is expected to run until the end of February 2022.

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. *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 February 2022.

3.53 Health and environment targets

Target: Complete Kendal Air Quality Management Plan implementation:

Commentary: Air quality emission data has varied over the past 24 months 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.

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

Commentary: New two year funding agreements with key third sector partners (Citizen's Advice, ACT, CALC, CVS, South Lakes Hydrotherapy and a sum towards delivery of a poverty truth commission for South Lakeland) are being drawn up which will enable targeted delivery of Council plan priorities and support vital community services in the District.

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

Commentary: Progress on actions and priorities is being made through the Local Focus Hub, which covers the South Lakeland District. This multiagency hub works to ensure all partners are sharing resource to tackle and mitigate the effects of the priority community safety issues identified by the CSP. *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 ran from 30 June to 29 October 2021. It presented 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 commenced on the first of the three phases in Kendal – the anticipated completion for this is April 2023.

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 to drive progress. There has been excellent progress in establishing a baseline and a reporting and monitoring process. This has been driven by the introduction of energy management software to capture scope 1 and 2 emissions, further developed by reports and analysis of fleet emissions, procurement emissions, offsetting potential and staff travel habits. Work on reducing emissions is underway, with a staff green travel protocol established, findings on energy efficiency being shared, the completion of an EV charge point scheme and the first EV vehicle on SLDC's fleet being introduced in 2022. *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 in engaging with and communicating the Climate Emergency in the local community. For example partnering with Cumbria Action for Sustainability (CAfS) to further low carbon communities; launched the Community Fund which supported 10 projects from cycling ability to tree planting and supporting schemes such as Future Fixers and Green Small Business Audits to offer sustainability advice to businesses. The Council is also engaging with countywide groups such as the Zero Carbon Cumbria Partnership, the Local Nature Recovery Strategy, a Local Authority Climate Policy Group and Cumbria EV infrastructure group to contribute to larger scale Climate Change Solutions. The council is also making steps in understanding their scope 3 emissions, and formulating strategies in reducing these emissions which have a wider affect upon the district.

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 consulted on a Draft Local Cycling and Walking Infrastructure Plan in late 2021 and is currently considering the feedback. 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: | <p>3 risks (previously 3 risks – no change) 19% 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 3 2021/22 shows that a significantly reduced 19% of risks are positioned above appetite.</p> <p>Risks above appetite are reviewed at least on a quarterly basis.</p> |

| | |
|-----------------------|--|
| 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 |

| Risk Management | Consequence | Controls required |
|---|---|--|
| | | 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 | 20/01/22 | 26/01/22 |
| Monitoring Officer | 20/01/22 | 25/01/22 |
| CMT | 25/01/22 | 26/01/22 |

| Circulated to | Date sent |
|---------------------------------|-----------|
| Lead Specialist | 20/01/22 |
| Human Resources Lead Specialist | 20/01/22 |
| Communications Team | 20/01/22 |
| Leader | |
| Committee Chairman | |
| Portfolio Holder | |
| Ward Councillor(s) | NA |
| Committee | |
| Executive (Cabinet) | 09/02/22 |
| Council | N/A |