

## Corporate Plan Performance Report - Quarter 3, 2013/14

**EXECUTIVE MEMBER:** Cllr A Holliday  
**LEAD OFFICER:** Paul Walker, Chief Executive  
**REPORT AUTHOR:** Penny Mell, Head of Policy & Transformation

### WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS

Residents of Copeland are able to see the progress that the Council is making in delivering the Corporate Plan 2013 - 15.

### WHY HAS THIS REPORT COME TO THE EXECUTIVE?

(E.g. Key Decision, Policy recommendation for Full Council, at request of Council, etc.)

This report provides the third quarterly performance against the Corporate Plan for 2013/15.

### RECOMMENDATION:

It is recommended that the Executive considers the third quarter performance against the Corporate Plan for 2013/15 and agrees the report.

## 1. INTRODUCTION

- 1.1 The new Corporate Plan was presented to Full Council in February 2013. The new corporate plan was written to reflect the substantial changes taking place in national policy and the significant reductions taking place in local government funding.
- 1.2 The Corporate Plan is supported by the new Corporate Policy Framework and the Performance Management Framework. The Policy Framework has been revised in order to recognise the substantial policy changes taking place at national, regional and local level. The Performance Management Framework has been updated to ensure that we deliver against the priorities in the plan and that we are able to demonstrate the good use of resources to residents and other key stakeholders.
- 1.3 The Corporate Plan, which sets out the revised mission and priorities, is key to the Council meeting the financial challenges in the years ahead. The mission statement reflects the role of the council in future, one where we are an effective council working with partners and communities to arrange services for the residents of Copeland. Our priorities have also been substantially revised and are:
  - **Deliver efficient and effective statutory services**
  - **Be an effective public service partner so we can get the best deal for Copeland**
  - **Working in partnership with communities**

**1.4** This report sets out performance against the 3 priorities in the Corporate Plan for 2013/15 at the second quarter, end of September 2013. Performance is assessed based on the delivery of:

- Progress against Key Performance Indicators
- Progress against the Change Plan
- Achievements made through our work in our key strategic partnerships
- Progress made in our work with enabling communities
- Progress made in delivering the Growth Strategy

## **2. PROGRESS AGAINST CORPORATE PLAN**

### **2.1 Priority 1: Deliver Efficient and Effective Statutory Services**

We currently deliver a range of statutory services. These are the core services which we have a legal duty to provide and will continue to be our key priority.

In order to ensure that we are delivering our statutory duties to an acceptable standard, the Council monitors a set of Corporate Indicators throughout the year. These indicators provide, an at a glance view of whether we are operating within expectations. A number of different factors can effect performance, including: availability of staff, budgets, implementing change, unpredictable events that lead to additional work within existing resources, seasonal variances, changes in national policy and changes in demand for services.

Our list of key performance indicators are shown in Table One overleaf together with our current performance levels. As well as these indicators, service managers use a plan and range of measures to manage their service on a week by week, month by month basis. Corporate Leadership Team and Executive discuss the key performance indicators together with the wider changes taking place to monitor the overall direction of travel for the organisation.

Our overall analysis for Quarter 3 is that the majority of measures are on target. In particular:

- Council Tax and Business collection rates are on target, which is in line with our performance in this area for the last three years.
- Processing of all planning applications (Major, Minor and Other) are on target.
- Following the development at Kells, Whitehaven we have now exceeded our target for the number of affordable homes. This achievement partly reflects the market conditions but also the Council's planning service responding positively to development opportunities.

**Table One: Key performance indicators**

<b>Performance Indicators</b>	<b>Annual Target (unless otherwise stated)</b>	<b>Value as at end June 13</b>	<b>Value as at end Sept 13</b>	<b>Value as at end Dec 13</b>	<b>On/Off Target</b>
Number of repeat homelessness cases	0	0	0	0	On
Number of households where homelessness prevented	1.8	0.5	1.2	1.1	On
Percentage of invoices paid on time	95%	94.2%	93.54%	93.69%	On
Percentage of Council Tax collected	73.7% (quarterly target)	29.84%	58.02%	86.36%	On
Percentage of Non-domestic Rates Collected	74.3% (quarterly target)	81.29%	88.95%	95.99%	On
Processing of planning applications: Major applications	65%	100%	33.33%	100%	On
Processing of planning applications: Minor applications	80%	67.44%	71.67%	77.7%	On
Processing of planning applications: Other applications	80%	70.42%	94.37	84.91%	On
Feedback from customers using Copeland Direct (by phone and face to face)	New indicator – baseline year	88.9%	97%	86%	N/A
Percentage of transactions carried out on line	New indicator – baseline year	23.8%	Reported annually		N/A
Number of advice cases regarding Welfare Reform including CAB appointments	New indicator – baseline year	11	55	136	N/A
Number of new homes built *	230	26	41	57	Off
Number of affordable homes delivered *	35	11	11	38	On
Food establishments in the area which are broadly compliant with food hygiene law	90%	Reported annually			N/A
CO2 reduction from local authority operations	25% (5 year target)	16.5% cumulative figure from 09/10 baseline			On
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events – New Claims	22	23.9	23.49	23.59	On
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events - Change in Circumstances	10	16.3	14.8	15.8	Off
Percentage of household waste sent for reuse, recycling and composting	38%	33.5%	43.02	37.8% (predicted)	On

*\*Indicators that are not directly in our control*

We also have two indicators that are currently off target. These are:

- The *number of new homes completions* which is affected by overall market conditions, however, as a planning authority we seek to work to ensure that sites are available for development when market conditions allow. This is done in accordance with planning policy.
- *Processing time for benefit claims* (change of circumstances) the impact of the additional work volumes generated by the Annual Uprating of benefits and entitlements continues to affect performance as the measure is cumulative. Performance fluctuations due to resource levels, seasonal impacts and varying workloads continue to affect performance. We are preparing for the year-end processes and will be administering advance changes and rent increases which will result in an improved cumulative position.

This year we have introduced 2 new measures, as this is the baseline year no targets have been set. These measures are:

- Feedback from customers using Copeland Direct – this indicator is based on a small sample of customers taken between July and September this year who have contacted us either by phone or in person.
- Percentage of transactions on line – this indicator has been developed to track usage on our new web site. We are currently working to upgrade our underlying technology.

We will continue to monitor the delivery against all of our measures during the course of the year.

## **2.2 The Change Programme**

The scope of phase one of the Change Programme, detailed in the quarter two performance report, has remained focused on the delivery of critical projects that generate capability for the council to realise a range of benefits in the areas of customer access, process improvement and service efficiency.

The design of the new Copeland Centre Reception has been agreed and a plan is in place that will see refurbishment work commencing before the end of March and completed in quarter 1 2014/15. The new reception will greatly improve the experience for all Copeland customers by providing new confidential meeting spaces, well designed spaces for waiting, new access to online self-service kiosks and will relocate the Copeland Direct telephony service to a new adjacent location. This new reception will ensure customers are served faster; increase the number of customers who have their needs met first time and provide flexibility to better respond to any future changes in service provision.

In February 2014 the online Council Tax system will be soft launched with staff. This new secure portal will enable customers to sign up to e-billing, set up a Direct Debit and manage any changes in circumstances. This will help to reduce the cost of printing of annual bills and help to increase the uptake of Direct Debits – the lowest cost option for revenue collection. Following the soft launch, the new online services will be live for customers ahead of the annual billing in March.

The Revenues and Customer Services teams have been collaborating on a LEAN based Rapid Improvement Event (RIE) to examine working processes and look for ways to work more efficiently and effectively. The teams are making excellent progress and have made some

quick win changes and have introduced a range of new scripts that will further enhance the services offered to our customers via Copeland Direct.

The first phase of the upgrade to the Environmental Health and Private Sector Housing Software is now complete, with the system now operating at the latest version and providing enhanced business continuity and additional tools that support more efficient service delivery. Work is about to commence on integration with the Corporate LLPG.

The preferred provider for the new software solution for Bereavement Services has indicated that implementation can begin during summer 2014. This is due in part to the demand for their product and available capacity and is also affected by the requirement to provide faster broadband connectivity at the crematorium. Work will commence on the Broadband connectivity shortly.

The new intranet site for council staff is now live and provides a much improved user interface and a set of smarter tools for personalising the site. Initial feedback has been positive and there is further review to be undertaken during January to refine the site further and update content.

### **2.3 Priority 2: Be an effective public service partner so we can get the best deal for Copeland**

Our partnerships are aligned to our current priorities and challenges and we work hard with our local partners to address key issues that face the borough. A summary of performance in these areas is set out below.

#### **The Copeland Partnership:**

The Copeland Partnership is the local strategic partnership for Copeland. The Copeland Partnership Plan sets out our ten year shared vision for maintaining and building sustainable communities throughout Copeland. The Partnership has also agreed an Action Plan and a set of measures to monitor performance against the priorities set. These are:

- Raise People's Aspirations
- Sustain and develop Copeland as a Quality Place
- Build on Copeland's Prosperity
- Work in Partnership across Copeland

All six localities and the youth forums in Copeland have spent time in the last quarter discussing local growth and priorities. This is in readiness for the Copeland Partnership hosted Local Growth Conference in January 2014. The four key themes arising from all the localities match with the Council's priorities for growth, draw on the economic blueprint and link with the emerging plans of the LEP: a) skills and work; b) innovation; c) conditions for growth and d) rural development.

The Growth conference took place on the 15 January at the St Bees Management Centre, at St Bees.

The day was well attended with approximately 60 delegates. The day started with presentations from:

- Keith Gibson, Commercial Lead Team, Sellafeld Ltd
- Julie Betteridge, Copeland Work and Skills Partnership
- Brian Hough, Socio-Economics Manager (Cumbria), Nuclear Decommissioning Authority

- Lorraine Smythe, Chief Executive, ACTION for Communities in Cumbria
- Paul Dodson, Community Regeneration Manager, Cumbria County Council

Workshops followed to identify key priorities for growth, including projects, investment opportunities that are both current or potential. This was then followed by workshops to tackle any issues raised.

Robin Whelan from the Copeland Youth Council also gave a presentation on Young people's views on what would make the most difference in Copeland.

### **The Copeland Work & Skills Partnership**

We help to facilitate joint working against the work and skills agenda through chairing the Work & Skills Partnership and engaging with key partners on emerging and strategic issues.

The focus continues to be on joint working in support of individuals requiring a menu of support and identifying and detailing how to enhance and fill gaps in a package of linked support. DWP as members of the group keep partners informed of their developments and new initiatives. Discussion and feedback on the LEP Strategic Economic Plan and the European Structural Investment Fund are on-going. The group remains open to a range of agencies and businesses. Key areas of need continue to be digital inclusion, increased resources and capacity for IAG activity, work experience opportunities and improved employer liaison to enable access to jobs and training opportunities.

### **The Copeland Housing Partnership**

We lead and chair the Copeland Housing Partnership to facilitate the Copeland Housing Strategy and the partnership delivery plan. Performance is reported regularly to the Council's Strategic Housing Panel.

The Copeland Housing partnership met in December 2013, one of the main items on the agenda was the homelessness strategy/action plan as partners will be involved in the delivery of the actions; Welfare Reform has been a standing agenda item, all agencies are experiencing an increase in residents seeking advice and assistance and are working in partnership to help resident access the support they need; The Partnership have also recently discussed the social aspect of the LEP strategy and advised on submissions.

### **Cumbria Housing Executive Group (CHEG)**

CHEG is a longstanding group and consists of partner representatives from the District Council's in Cumbria, Cumbria County Council, the Lake District National Park Authority, Registered Providers, the Homes and Communities Agency and a representative from developers.

The Cumbria wide housing strategy was developed in 2011 by members of CHEG and several thematic groups (such as affordable housing and supporting vulnerable people) meet on a quarterly basis to ensure the objectives within the strategy are met.

The Cumbria Housing Executive has been concentrating on the Young Person's Protocol in partnership with Children's Services, this is now being adopted in Copeland and Barrow; The Proposal from Government that DFG funding should be integrated into Health and Social Care has also been discussed and representations made to the District Council's Network; A report has also been submitted to the LEP Board for inclusion in the Growth Strategy.

### **Energy Coast West Cumbria Partnership**

As reported in the last quarterly report BEC is going through an organisational change and a draft report will be going to the 13th February Board meeting. It's important that the report recognises the need in Copeland and that a geographical focus on Copeland is needed if the fund is to truly make a difference.

### **Cumbria Local Enterprise Partnership**

The Local Enterprise Partnership (LEP) has spent the last 3-4 months working up a Socio Economic Plan and EU Investment Strategy to submit to Government and highlight how Cumbria wishes to prioritise investment and available funding to stimulate local growth. The draft Cumbria Socio Economic Plan (SEP) 2014-24 has been submitted to Government for advice and negotiation, with the aim of adopting the document by March 2014. The LEP is also in the process of drawing up an EU Investment Strategy to outline how Cumbria LEP intends to direct and deliver against its allocation of £78M from the EU Structural and Investment Funds 2014-2020. The aim is that this will be agreed by March/ April 2014.

During the development of the Cumbria SEP, partners including Copeland Borough Council, were involved in submitting priorities and projects on behalf of stakeholders. As a Council we made representations in line with Borough and partner priorities, including Britain's Energy Coast and the Work & Skills Partnership. We also took the opportunity to draw our nuclear partners together to scope out the priorities and potential offered through the Nuclear Centre for Excellence aimed at contributing directly to the content of priority 2 Nuclear and Energy Excellence.

### **West Cumbria Community Safety Partnership**

The annual strategic assessment has been considered by the partnership along with feedback on the activities supported and delivered through the partnership framework. In particular, the Copeland LMAP, the monthly MARAC meetings and the taxi marshall activity in Whitehaven Town on weekend late nights are delivering positive results. The partnership is now using delivery data and the assessment detail to prepare the 2014/15 action plan. There will continue to be a focus on the positive partnership activity but in line with less shared funding the intention is to focus on a smaller number of projects needing Police and Crime Commissioner resources. The partnership is expecting to have fewer resources for the co-ordination function.

### **Cumbria Health and Wellbeing Board**

The priority for the Cumbria Health and Wellbeing Board is to formulate its plan to spend its Better Care Funding. This is not new money but rather funding that NHS England are top slicing to implement change and unification of the NHS and Public Health. The plan has to be innovative and radical in its thinking and demonstrate how by putting more funding into primary care services less money will be needed in acute care. The plan will free up over 1.2 million of funding (performance related in year 2) and will concentrate on GP's, community nurses, therapy and social care teams and bring them together to work more closely with patients in their homes and in a time when Cumbria has an aging population this is even more important and cost effective. For Districts, the Government has included within this funding, the funding for Disabled Facility Grants that we presently receive direct, and for the next two years CCC has agreed to just passport the funding down to the Districts after that

we will have to ensure it continues as we still hold the statutory duty to provide these type of grants.

To help Copeland get the best it can we have set up a small Copeland team (Health Forum) consisting of a representative from the Clinical Commissioning Group, Third Sector, Public Health and ourselves who have prioritised Smoking, Childhood obesity, alcohol and aging well as its priorities.

### **North Country Leisure Partnership**

The NCL contract changes continue to be implemented during the last quarter. In particular, the Civic Hall closed with a physical hand back to the Council of the building. The tender process for the fitness extension at the pool has progressed with the expectation of a contract let early in 2014. The B-Active continues to be very popular and delivering at a range of community venues throughout the borough and NCL continue to adapt their classes and services in line with customer feedback. The Copeland Board meets quarterly to monitor and develop the services, monthly contractual meetings oversee the performance data.

### **Lake District National Parks Authority and Partnership**

The partnership continues to meet quarterly focusing on the delivery of its partnership plan. The Partnership Annual Report for last year is now available – a hard copy is in the Members room. The Partnership's Plan 2014-15 is now agreed with action leads and performance monitoring carrying on quarterly at the partnership meetings. The revised plan will be available in hard format in early 2014. Copeland Council is not leading on any specific element but contributes through its existing housing, regeneration, environmental and community based activity to the priorities in the four key themes. The Park in its continuing activity to become world heritage site made a Technical Evaluation submission in October. The Government has just confirmed that the Lake District should go forward as the UK's next World Heritage nomination in 2016.

### **Shared Services**

As well as these partnerships, we also have a number of shared service arrangements. Our largest shared service is the Revenues and Benefits Shared Service. This service is collaboration between Copeland, Allerdale and Carlisle. The shared service is overseen by the Strategic board and day to day matters are raised at an Operational board.

Service performance is currently under review. The ongoing improvement activity relating to customer services and council tax administration is progressing and revised processes are being implemented relating to direct debits and standardising advice and guidance for greater first time resolution and consistency. The Revenues & Benefits Shared Service (RBSS) Review has been commissioned and will consider the following areas across the Partnership:

- Benchmark and comment on the current service against clear indication of best practice for operational service, quality, performance and cost.
- Identify opportunities to unlock further achievable savings, either by efficiencies or invest to save initiatives, recognising the national agenda of change particularly in respect of Housing Benefit.
- Review the current customer contact centre and call centre practices and make recommendations on improving interfaces between the individual Council's front office



arrangement and RBSS, including impact of service performance, effectiveness and efficiency.

- Review the current ICT systems and arrangements and make recommendations on improving the interface between the individual ICT service and the RBSS, including impact on service performance, effectiveness and efficiency.

The review has been scheduled for approximately 10 weeks and is due to be completed by late February 2014.

The Empty Homes Review identified 129 empty properties brought back into use. Taking these properties into account, along with general movement in cases within the property base, the Council Tax Base return shows an overall movement of 238 properties in 2013/14, compared to the 2012/13 return.

Exact timescales remain unknown for the implementation of Universal Credit, the pilot sites will be used to develop the approach to implementation and further updates are anticipated in the Summer. It has been acknowledged that the new scheme will not be fully operational by 2017 as the original timetable indicated. Due to the delay in the national roll out, it has been confirmed that Housing Benefit will continue for Pensioners at least until 2017/18. It is also proposed that the Single Fraud Investigation Service will start to be introduced from Autumn 2014 and details of the implementation programme are awaited.

## **2.4 The Growth Strategy**

The Growth Strategy will re-articulate the strategic approach to regeneration and growth in the Borough. The strategy will be set within the strategic context of strengthening of the Local Enterprise Partnership and the Economic Blueprint.

Our growth strategy is currently under development. We must ensure that we maximise not only physical opportunities for growth but also funding opportunities by aligning with the BEC Economic Blueprint which has government support, and also to reflect the emerging priorities of the Local Enterprise Partnership (LEP).

The growth strategy will also set out the social conditions required to support and attract growth; this will influence the projects that gain our support moving forward. We aim to have the strategy completed in the Autumn/Winter.

## **2.5 Priority 3: Working in partnership with communities**

The Localism Act, which came into force in 2011, gave new rights and powers to communities and individuals to work with us to identify suitable and sustainable solutions for their communities. In order to help build capacity within the communities to respond to the changes we will continue to invest in the following:

### **Localities**

Community Regeneration Partnerships:

Our six localities each hold a Community Regeneration Partnership that focuses on the priorities and projects identified by their local communities and parishes.

Key regeneration priorities for each include:

- Howgate/ Distington – the Partnership is progressing the development of funding applications with NE Copeland to continue their Lengthsman scheme. Distington Big Local has also held an engagement event to discuss Big Local plans and commitments with results of their community consultation.
- Whitehaven – the Partnership is pursuing funding for a Whitehaven based lengthsman scheme. They have updated their priorities on the locality plan and focused on opportunities for growth to feed into the Cumbria SEP and EU processes, looking at opportunities around Community Led Local Development.
- NE Copeland – the Partnership is supporting local work & skills initiatives in Cleator Moor, and has begun to investigate opportunities to improve the town centre car parking.
- West Copeland – the Partnership has undertaken environmental clean-ups via its local lengthsman scheme in conjunction with young people and continues to make improvements to commercial premises, e.g. 25 Market Place, through the building improvements scheme.
- Mid Copeland –
  - Wasdale Project officer is in place for the Wasdale Head Project.
  - The Boot Riverside Action Group project has received positive funding interest from Nurture Lakeland and the Heritage Lottery Schemes in addition to support from LLWR.
- South Copeland –
  - Silecroft Beach Project is awaiting response from an outline planning application from LDNPA.
  - Millom Network Centre Skills and Work Centre are progressing in terms of gathering costs and finalising drawings, but are also awaiting final confirmation of initial funding from Growth Fund.
  - The Wellbank Scheme is progressing with the asbestos now being removed from the site prior to other work being able to commence.

All six Partnerships have young people as a core priority within their programmes and are developing closer ties with the area based youth forum in their locality towards enabling youth focused regeneration.

### **Copeland Community Fund**

Copeland Community Fund was established to recognise the unique role that Copeland plays in hosting the national Low Level Waste Repository. The Nuclear Decommissioning Authority pay £1.5 million per year into the Fund for every year that the current vault receives waste: in addition to an initial endowment of £10 million.

Since April 2013, 21 grants have been approved with the value of £912,243.06. In addition an increase in the grant to Regen North East Copeland for the three year Community Partnerships Together project was approved, this increase was £124,000. In Quarter 3, an addition to the increase to the Community Partnerships Together project three small grants were approved.

These grants were for: Copeland Sports Partnership for a two year Young Sports Leader project; New Arts North for a three year project supporting mental health through singing

groups; Woodhouse Community Group for improvements to the Black Path through Woodhouse.

An external evaluation of the fund presented its findings to Board in December 2013. This report will be made public following the Board Meeting in February and production of the final report.

### **3. OPTIONS TO BE CONSIDERED**

**3.1** Executive can decide to accept or reject the report.

### **4. CONCLUSIONS**

**4.1** Progress against the Corporate Plan for 2013/15 in Quarter 3 has been positive within a challenging operating environment. However, Corporate Leadership Team will continue to monitor progress and make recommendations to the Executive if and when changes to delivery are in year and will develop further options for the way the organisations is configured and services are delivered as we continue to implement our Corporate Plan and Medium Term Financial Strategy.

### **5. STATUTORY OFFICER COMMENTS**

**5.1** The Monitoring Officer's comments are: No additional comments

**5.2** The Section 151 Officer's comments are: No additional comments

**5.3** EIA Comments: We will continue to promote equalities within our work and within the resources available whether we are directly delivering or working in partnership with our partners and communities.

**5.4** Policy Framework: The Corporate Plan is an integral part of the Corporate Policy Framework. This plan is monitored quarterly as set out in the Council's Performance Management Framework.

**5.5** Other consultee comments, if any: None

### **6. HOW WILL THE PROPOSALS BE PROJECT MANAGED AND HOW ARE THE RISKS GOING TO BE MANAGED?**

**6.1** Project and risk management has been on-going throughout the year by managers covering all objectives within the plan. Corporate Leadership Team review progress on a regular basis and review the Strategic Risk Register monthly.

### **7. WHAT MEASURABLE OUTCOMES OR OUTPUTS WILL ARISE FROM THIS REPORT?**

**7.1** This report provides information about measurable outcomes from the Council's work in delivering the Corporate Plan.

#### **Background Papers:**

Corporate Plan  
Copeland Partnership Plan