

Corporate Plan Performance Report - Quarter 2, 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 first quarterly performance against the Corporate Plan for 2013/15.

RECOMMENDATION:

It is recommended that the Executive considers the second quarterly 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 2 is that the majority of measures are on target. In particular:

- Time taken to process Benefit new claims are on target.
- Council tax collection rates are on target which is in line with our performance in this area for the last three years.
- Similarly the collection of business rates is on target following a positive trend over the last three years.

Table One: Key performance indicators

| Performance Indicators | Annual Target (unless otherwise stated) | Value as at end June 13 | Value as at end Sept 13 | On/Off Target |
|--|--|---|---|----------------------|
| Number of repeat homelessness cases | 0 | 0 | 0 | On |
| Number of households where homelessness prevented | 1.8 | 0.5 | 1.2 | On |
| Percentage of invoices paid on time | 95% | 94.2% | 93.54% | On |
| Percentage of Council Tax collected | 49%(quarterly target) | 29.84% | 58.02% | On |
| Percentage of Non-domestic Rates Collected | 49.5% (quarterly target) | 81.29% | 88.95% | On |
| Processing of planning applications: Major applications | 65% | 100% | 33.33% | Off |
| Processing of planning applications: Minor applications | 80% | 67.44% | 71.67% | Off |
| Processing of planning applications: Other applications | 80% | 70.42% | 94.37 | On |
| Feedback from customers using Copeland Direct (by phone and face to face) | New indicator – baseline year | 88.9% | 97% | 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 | N/A |
| Number of new homes built * | 230 | 26 | 41 | Off |
| Number of affordable homes delivered * | 35 | 11 | 11 | Off |
| Food establishments in the area which are broadly compliant with food hygiene law | 90% | Reported annually | Reported annually | N/A |
| CO2 reduction from local authority operations | 25% (5 year target) | 16.5% cumulative figure from 09/10 baseline | 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 | On |
| Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events - Change in Circumstances | 10 | 16.16 | 14.7 | Off |
| Percentage of household waste sent for reuse, recycling and composting | 38% | 33.5% (predicted) | 43.02 | On |

**Indicators that are not directly in our control*

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

- *Processing of major and minor planning applications* where turnaround times are affected by peak workload volumes at this time of year.
- 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. So far this year (2013/14 April to September) the Council has given approval for almost 187 homes to be built.
- *Processing time for benefit claims* (change of circumstances) was affected earlier in the financial year due to the additional work volumes generated following the Annual Uprating of benefits and entitlements. Currently this is moving back towards the target.

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 described in the Quarter one performance report identified a number of key projects that will create the capability for the council to realise a number of key benefits in the areas of risk management, process improvement and service efficiencies.

Detailed planning and preliminary work is complete for the Environmental Health and Private Sector Housing System upgrade which will be completed in phases. The first phase will upgrade the system to the latest supportable version providing enhanced business continuity and additional tools to make service delivery more efficient and will be completed in November. Subsequent phases will see integration with the Corporate LLPG and will support the automation of land charge searches resulting in considerable savings in staff time.

A preferred provider for a Bereavement Services software solution has been identified and will support the automation of a number of processes enabling the administrative overheads associated with this to be reduced. This system will support Funeral Directors to make online bookings for both burials and cremations and is the first phase of service digitalisation. The system has been specified to ensure that future enhancements can be incorporated that will support an enhanced service offering to customers in the areas of ancestry search and leased memorials. The system is key aspect of service modernisation and will support additional services to be delivered through the contact centre. The implementation phase of the project is dependent on the availability of the supplier to conduct the work.

Progress has also been made in the development of an online Council Tax system that will support customers to securely access their council tax account online and enable them to create direct debits, report a change of address and request an online bill. The system will be rolled out during quarter 3 and will be fully implemented ahead of the annual billing period in March 2014.

The e-access planning system has been fully configured for public access and the department are currently carrying out further testing and redesigning workflows to enable plans and relevant documentation to be scanned and made available for public consultation. This project will help to significantly reduce the printing budget and make it much easier for stakeholders to get involved in consultation.

We have continued to ensure that actions are taken to manage strategic organisational risks and will complete an upgrade of our Payments Solution by January 2014 which will ensure that we remain compliant with the latest Payment Card Industry standards as well as improving the customer experience through faster payment processing.

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

The progress against the action plan is currently being updated and work will begin to organise the Seventh Copeland Community Partnership Forum.

The Copeland Work & Skills Partnership

In the last quarter the focus of the partnership continues to be digital inclusion in line with importance for claimants and job seekers, expanding the capacity of local IAG (information, advice and guidance) and partnership working locally with DWP continuing on the theme of significant numbers coming off the work programme in Copeland. The partnership has agreed a programme approach and have developed a work and skills core resource paper looking for a package of funding including DWP and BEC under the skills and training element. The partnership is widening its membership to involve business reps and maintains a strong overview of the impact of welfare reform on worklessness and people of all ages seeking employability and skills help. The Partnership is looking to BEC and the LEP to respond to local skills issues.

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. Implementation of the 2013/14 action plan is underway and key achievements in Quarter 2 include:

- Partners are working together to understand the impact of welfare reform in particular the impact on residents under occupying and can't access smaller properties.
- The Homelessness Strategy has been produced, consulted upon and discussed at Strategic Housing Panel and Overview and Scrutiny prior to being presented to Executive.
- Affordable housing developments being progressed by partners
- Older persons housing group focusing on older person's housing and welfare reform
- The review of accommodation for 16/17 year olds has been completed and recommendations will be made to Cumbria Housing Executive in October.
- An increase in the number of people being referred for floating support.

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.

In Quarter 2 CHEG has prioritised:

- Feeding in a strategy paper to the LEP to inform the developing growth strategy
- Working across partners in the North West Housing Forum on how housing contributes to the economy with case examples/good practice from Cumbria
- Development of a delivery plans for each district which will sit alongside the protocol between districts and children's services to meet the needs of 16/17 year olds.
- The Cumbria Affordable Warmth project.

Energy Coast West Cumbria Partnership

The Britain's Energy Coast (BEC) Board has been concentrating its mind on the future and how its need to ensure it is fit for purpose to help realise all the opportunities identified with the Energy Coast Blueprint. We are in a different environment now than when BEC started, both financially and in terms of need and BEC has to be able to adapt to the changing circumstances. It has been attracting numerous applications from businesses in Copeland and West Cumbria applying for the Regional Growth Fund as well as funding other schemes such as the recently announced Townscape Heritage Scheme in Whitehaven.

Cumbria Local Enterprise Partnership

The Cumbria LEP is focusing attention on developing the Strategic Economic Plan and its investment strategy for Europe. It has received government funding to assist with this activity and has set up a number of themed and task and finish groups to assist with this. We continue to engage with the LEP at a range of levels through these groups and through

the Cumbria Leaders and Chief Executive Groups. The LEP Board has agreed four key sector priorities and five themes which best set out Cumbria investment priorities. These are:

| <i>Cumbria LEP Sector Priorities</i> | <i>Cumbria LEP Core Themes for Investment</i> |
|--------------------------------------|---|
| Manufacturing | Employment and Skills |
| Nuclear and Energy | Social Inclusion |
| Niche Tourism | Infrastructure |
| Food and Drink | Business Growth |

During the next quarter, the LEP will be focusing on:

- Setting out the growth priorities and unique issues within the strategy and investment options for Cumbria to maximise opportunities for both European investment and as a base position to begin negotiating with Government in January 2014 on the Local Growth Fund request against the LEP priorities.
- Deciding what freedoms and flexibilities it is requesting from Government to assist and enable economic growth as part of the Local Growth Fund negotiations.
- Formalising its governance framework.

West Cumbria Community Safety Partnership

The West Cumbria CSP continues to undertake its work through its two functions: Strategy Group and Tactical Delivery Group. The Partnership has commissioned a range of activity using its PCC grant including managing anti-social behaviour (ASB) in Whitehaven and Workington town centres after 11pm, focusing resources on domestic violence prevention hardening and a range of smaller schemes aimed at reducing ASB. The Strategy Group continues to oversee performance against the annual Action Plan while the Tactical Group focuses on local partnership delivery activity.

Cumbria Health and Wellbeing Board

Cumbria's new Health and Wellbeing Board (CHW) has already formulated its Joint Needs Assessment which identified 4 key priority areas for Cumbria. These are Health inequalities, Children and young people, Mental health and alcohol and the Ageing population. The Boards aim is to help improve the health of the population in the county by working together and pooling expertise.

The Health and Well Being Board aim is as above, time is taken at the meetings, (only had one so far), to discuss issues. Work is still required in areas such as pooling funding and learning from one another. However, there is no doubt that there are areas of great need both within Copeland and Cumbria and it is imperative that this Board leads on the necessary improvements.

To help Copeland get the best it can we have set up a small Copeland team consisting of a representative from the Clinical Commissioning Group, Third Sector, Public Health and ourselves.

North Country Leisure Partnership

The Council agreed at its Full Council Meeting in September 2013 to extend the Contract period with a number of variations. The Copeland Board of North Country Leisure is a condition of the contract and has continued to spend focused time in the last quarter on overseeing contract performance and projects and the impact of the contract variations

including the removal of the Whitehaven Civic Hall from the Contract and the developments to the Copeland Pool and Whitehaven Sports Centre.

In Quarter 3, the Copeland Board will continue to oversee the progress of the Copeland Pool Fitness Extension and the equipment replacement plans for the Sports Centre. The externally funded projects continue to exceed their targets and the Copeland Board has a role in ensuring maximum coverage of these projects for Copeland residents both using the facilities within the contract and community venues across the borough. NCL are connected in to Cumbria partnership working and pick up new opportunities for discussion and direction of the Board.

Lake District National Parks Authority and Partnership

The Lake District National Park Partnership has agreed its refreshed priorities as reported on in Quarter 1. Work on priority projects continued in Quarter 2 along with a review of the Performance Indicators (PIs) for the revised action plan to deliver the priorities. This will lose some old PIs and add in some additional focused indicators across the four themes of the Partnership Plan. The Park has completed its technical evaluation for the Lake District as a World Heritage Site (WHS) and submitted this to government in October 2013. The outcome of this submission will inform the Park as to whether it is able to proceed to the Nomination Stage for WHS.

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.

Although performance in most areas is improving and on target there are still issues affecting service performance. A review of the service processes and performance is being commissioned by the partnership for the autumn. This will compliment a piece of work being carried out in council tax to review the existing processes and which has commenced. This project incorporates all steps of the customer's journey from contacting customer services through processing and into payment.

The Empty Homes Review has recently concluded and this has been successful in terms of returning empty homes back into use and also maximising the amount of New Homes Bonus the Council will receive. The results of the exercise and implications are currently being pulled together and will be reported in full shortly.

It is still unclear how the changes relating to the introduction of Universal Credit and the Single Fraud Investigation Service will impact on the service and further information is 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

All six localities continue to meet regularly on their own agreed cycles. Local growth discussions and data have or are being held in each locality in readiness for a local growth event under the Copeland Partnership, when the localities will be able to feed in priorities, debate borough wide and county issues and act as a local consultation mechanism for Energy Coast Blueprint interventions and the Cumbria growth and investment priorities including community led local economic development.

Townscape Heritage Initiative

Funding has been secured for a major new scheme which will see historic buildings renovated to help boost Whitehaven town centre.

The Whitehaven Old Town Townscape Heritage Initiative (THI) scheme aims to reconnect the Market Place to the heart of town and harbour, and will see investment in bringing floor space back to use, physically improving properties and increasing heritage skills levels in the local building sector and with residents.

The £1.3m, five year programme, has been made possible thanks to funding from the Heritage Lottery Fund; Britain's Energy Coast, using Nuclear Decommissioning Authority (NDA) funding; and Copeland Borough Council.

One of the key elements of the work will be to restore the original features of properties within the Old Town area. These improvements will ensure the area is more appealing for visitors and businesses alike.

A major part of the scheme is the restoration of the prominent but dilapidated YMCA building, a grade II listed building dating from the mid-18th century. The YMCA will be transformed into a new Foyer, providing supported living facilities for young people, thanks to additional earmarked funding from the Copeland Community Fund, Britain's Energy Coast, Cumbria County Council, Impact Housing, the Howgill Family Centre and other funding partners.

We are currently in the process of recruiting a Townscape Heritage officer and hope they will be in post by January. Once recruited a training and activities programme will commence and we will encourage priority property owners to apply for a grant. The Regeneration

Officer is currently working with Foyer to help them submit an application for 44-45 Irish Street.

Communities

The Council has been working with communities in a number of ways. One example is in Millom with the Town Council and other partners to develop new cemetery space in the town. In St Bees this Council is working with the Parish to transfer assets on the foreshore to the Parish. This has involved the transfer of the foreshore green space, public conveniences and play area. This has enabled both District and Parish Council to work together on the fund raising for and development of a new and bigger play area in the near future.

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, 18 grants have been approved with the value of £611,363. In quarter 2 a number of small grants were awarded to organisation including Egremont Crab Fair, Moresby Play Area and the Copeland Stadium. In addition, two large grants were approved for Egremont Swimming Pool Trust and the Lighthouse Centre Limited.

The grant for the Pool will enable the trust to make improvements to the timetabling, targeted marketing, opening on Sundays and plan for reduced energy usage.

The Lighthouse Centre will use the grant for completion of the capital build to enable the lighthouse centre to be fully functioning and working towards their business plan objectives.

Copeland Community Fund is currently undertaking an external evaluation covering the first three years (2010 – 2013). This should be completed by the end of the year.

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 2 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