

## Corporate Plan Performance Report - Quarter 3, 2014/15

**EXECUTIVE MEMBER:** Councillor Allan Holliday  
**LEAD OFFICER:** Paul Walker, Chief Executive  
**REPORT AUTHOR:** Catherine McNicholas, Programme Manager

### 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 Corporate Plan was presented to Full Council in February 2013. The 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 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 the 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 third quarter, end of December 2014. 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, at a glance, a 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 three 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.
- The Number of affordable homes delivered and the processing of major planning applications is on target.
- Percentage of household waste sent for reuse, recycling and composting is on target.
- Number of households where homelessness has been prevented is on target.

**Table One: Key performance Indicators**

<b>Performance Indicators</b>	<b>Annual Target (unless otherwise stated)</b>	<b>Value as at end December 14</b>	<b>On/Off Target</b>
Number of repeat homelessness cases	0	1	On
Number of households where homelessness prevented	45 (quarterly target)	37	On
Percentage of invoices paid on time	95%	93.36%	On
Percentage of Council Tax collected	73.6%(quarterly target)	86.35%	On
Percentage of Non-domestic Rates Collected	74.2% ( quarterly target)	94.53%	On
Processing of planning applications: Major applications	65%	80%	On
Processing of planning applications: Minor applications	80%	41%	Off
Processing of planning applications: Other applications	80%	51%	Off
Overall satisfaction with Council Services	80% - bi annual survey	N/A	N/A
Percentage of transactions carried out on line	As at year ending 2013/14 7.1%	Reported annually	N/A
Number of advice cases regarding Welfare Reform including CAB appointments	New indicator – baseline year	58	N/A
Number of new homes built *	230	95	Off
Number of affordable homes delivered *	35	27	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	30.11	Off
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events - Change in Circumstances	10	15.97	Off
Percentage of household waste sent for reuse, recycling and composting	38%	36.11%	On

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

We also have a number of indicators that are currently off target. These include:

- 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, benefits performance has been affected by resourcing issues due to vacancies, sickness absence and maternity leave. Staff have been appointed and are training and additional resources have been applied by using overtime, and external staff provided by CAPITA.
- The processing of minor and other planning applications, the planning performance has been affected by lack of resource due to long-term sickness absence in the team.

## 2.2 The Delivering Differently Programme

Delivery of the Delivering Differently programme is progressing well.

**The Customer Services Strategy** project is nearing conclusion. Internal consultation to inform the strategy is now complete and consultation with the public and Councillors is underway. A draft “Emerging Findings” report has been produced and the Strategy is due to be drafted and presented to Executive in March/April.

**The Digitalisation of Bereavement Services** Project team has now defined the ‘as is’ and ‘to be’ processes ready for the new cloud based supplier (Arcus Global) to create a digital system for all bereavement services and are due to engage with the delivery team in February 2015.

The project will introduce cloud based ICT to make best use of information, capturing and sharing to all relevant parties, reducing the risk of error and maintaining high standards of accuracy. The system will also facilitate longer term aspiration to make burial and cremation records available to search on line.

The continued roll out of the **MVM System (Environmental Health system)** to the Enforcement admin team is continuing. The system is now being used to capture all Dog Complaints. This will roll out to all other areas of the service over the next few months....

Corporate Leadership Team met on Wednesday (22/01/15) and agreed and signed off the proposed plans for the **Accommodation Strategy**. Details were then presented to the Members Accommodation Working Group and the Staff Working Group. The proposals do not differ significantly from those previously issued, but they do reflect some comments and feedback received.

### 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 next six monthly partnership event is being scheduled for March and will pick up key issues prioritised by the partnership in 2014 – work and skills, health and wellbeing and local action plans. The partnership has completed its fourth year and a review is planned in readiness for the summer partnership event.

### **The Copeland Work and Skills Partnership**

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

The Partnership continues to meet every six weeks and in the past quarter has a) Linked to the LEP developments on European funding and opt in arrangements and commented and fed into the Cumbria Skills Plan, b) is working on the detail of an integrated package of interventions to assist local residents on the ladder of progression re skills, employability and access to work opportunities. Partners continue to share and link with each other on issues and remain focused on joint working in support of individuals requiring a menu of support, by 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. 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. In conjunction with this, we are in discussion with Sellafeld Ltd (SL) to discuss Employer Brokerage between partners, SL and their supply chain. The intention is to work to develop a scheme that is scalable across CoNE industry partners.

### **The Copeland Housing Partnership**

The Partnership has been working virtually over the past quarter. Priorities continue to be consultation on the strategic housing market assessment (SHMA); mental health issues; welfare reform roll out and impacts. Partners continue to work together to provide support, advice and assistance to local initiatives and Copeland residents.

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

CHEG is now operating with two focused strands of activity: a) housing supply (development, affordable housing etc.) and b) housing and health (homelessness, DFG's, welfare reform etc.). The Better Care Fund Board plans are being considered by the CHEG particularly relating to older people and assistance for people to stay in their homes.

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

The key priorities from the nuclear funders remain:

- Site assembly and development to facilitate the I-Zone (Innovation Zone) with an early focus on Whitehaven with a physical growth development plan being refreshed currently;
- Whitehaven Education Campus development as a mechanism to assist skills and career opportunities and educational attainment in West Cumbria;

- Enabling research and development and supply chain opportunities in support of business and economic growth; and
- Enhanced locally grown vocational skills development in support of the Centre of Nuclear Excellence.

### **Cumbria Local Enterprise Partnership**

The Council is continuing to work with partners on the response to call for tenders later this quarter, as well as subsequent Growth Deal funding through the LEP. The emphasis for Copeland is on one of the four key areas – Nuclear and Energy – aligned with development in Advanced Manufacturing, particularly focusing on CoNE. The LEP Technical Officers continue to meet monthly and held their meeting in November in Copeland and included a coach tour of the Sellafield site to learn more about nuclear opportunities associated with the decommissioning agenda and CoNE.

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

The Partnership Strategy Group continues to oversee priorities and impact of local activity through crime statistics and trends for the borough. The Police statistics report a spike in violent crimes in December and an increasing trend in self harm. We remain active in the MARAC around domestic violence case activity – still a consistent upward trend on repeat offences in the borough. PCC money has been received in December to underpin some of the actions within priority projects set out in the 2014/15 action plan. In particular, the taxi marshalling scheme in Whitehaven and Workington has been very effective in reducing ASB on Fridays. The new part time co-ordinator has been appointed and will be starting in the new year, ie 2015. The LMAP (Local Multi Agency Problem Solving) monthly group is active and will provide the structure for the community trigger information gathering. The county wide approach on the new Anti-Social Behaviour, Crime and Policing Act 2014 community triggers has now been agreed and will be implemented in quarter 4. The Council is looking at the regulatory implications of this Act with a report to Executive planned in March 2015.

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

The Health and Wellbeing Board has completed its review and agreed a new structure. The proposed structure was discussed at Executive in October as part of the consultation. The implementation of the new structure provides a place for all the Cumbrian districts on the Health and Care Commission feeding into the revised Board.

The Copeland Health and Wellbeing Forum is our district mechanism into the Cumbria Health and Wellbeing structures. It continues its focus on five key areas. Three have been prioritised in the last quarter; 1) child obesity where a working group is in place under the Forum looking at interventions and opportunities for improved joint working; 2) alcohol misuse – the Forum have spent some time delving into the detail of the statistics with Public Health England engagement. A focused number of actions have been agreed including meeting with businesses around the impact of alcohol on the local economy and work days lost; 3) Mental Health – the CCG have re-established the Copeland Mental Health Providers Forum. The Forum will be looking at a small number of key actions in 2015. Early discussion on the ageing well Cumbria activity at the Forum will be followed by a full look at the evidence and identifying what could be possible activity for the Forum in picking up local issues from the Cumbria group.

### **North Country Leisure Partnership**

The Copeland Pool Fitness Extension was completed and formally opened in the last quarter. Very positively there have been nearly 300 new members in the first two months of opening with around 100 existing members upgrading their membership from just pool use to pool and fitness use. Classes started in 2015, complementary to those on offer at Whitehaven Sports Centre and have increased usage as planned. We continue to work closely with our leisure contract provider to deliver the 2014/15 business plan and this has also included a new 'Cyclone' spinning studio in Whitehaven with new fitness equipment and a functional training area. Personal Trainers have now been added to the offer at both the Pool and the Sports Centre. The reports from Be Active and the gymnastics and netball show continued high demand and use. The current Exercise on Referral scheme contract finished in October and has now received additional contract funding to continue the scheme into 2015/16. A weight management scheme is being trialled by NCL over the next quarter.

Last quarter we gave a half year performance report which highlighted increases in B-Active Plus users and steady performance in line with targets for all areas. This continues.

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

The new Partnership Plan for 2015-20 is being finalised. This sets out particular issues around housing affordability and continues to focus on whole valley planning approaches. The Council continues to work closely with the Park on a range of issues including growth issues through the LEP and sustainable communities through locality and regeneration links.

### **Shared Services**

Our largest shared service is the Revenues and Benefits Shared Service. This service is a collaboration between Copeland, Allerdale and Carlisle. The shared service is overseen by the Strategic Board and day to day matters are raised at a Joint Operational Board. Key activities during the 2014/15 year across the Partnership are:

Following the external review in 2013/14, work is ongoing to implement the review recommendations to improve the Shared Service arrangements. Action Plans have been agreed for the 4 distinct work programmes under the Project Leads appointed:

- Revenues & Benefits
- Customer Services
- ICT
- Liberata (performance management system)

Progress of the planned actions is monitored monthly by the Transformation Board, led by the Chief Executives, who have established 5 Measures of Success to evaluate the project to deliver the recommendations and improvements by April 2015. The three Councils were successful in being awarded c£300k in Government Transformation Challenge Award funding for 2015/16 to progress initiatives linked to the improvement plan to improve Customer Services and make associated savings.

Benefits performance has been affected during 2014/15 by resourcing issues due to vacancies, sickness absence and maternity leave. Staff have been appointed and are training

and additional resources have been applied by using overtime, and external staff provided by CAPITA. The Transformation Board approved a significant increase in the capacity levels from CAPITA and the backlog of outstanding items has shown a reduction however the target to achieve target levels during the 3<sup>rd</sup> Quarter 2014/15 has not been achieved. The ACTIVE Performance Management Framework has been introduced for Benefits from 29th September 2014 and for Revenues from 12th November 2014 to improve the monitoring of resources utilization and productivity to improve the assessment process.

Due to the problems that have been experienced during 2014/15 particularly in benefits performance the three authorities are currently investigating the re-localisation of the shared service back to the three original authorities, whilst retaining the best elements of the shared service. The improvement work will continue whilst this work progresses and this will be reported to members in due course.

The introduction of Universal Credit is progressing across Job Centres in the North West region and the scheme became operational throughout Cumbria from 15<sup>th</sup> December 2014. Consideration is currently being given to how local authorities can provide localized support to enable new applicants to make claims. On-line access, guidance and budgeting support and advice are services proposed for delivery using partnership arrangements with the Department for Works & Pensions (DWP). Existing housing benefit claims are not affected by these changes and the timetable for cases to migrate to universal credit is to be determined.

The Single Fraud Investigation Service was introduced from 1<sup>st</sup> December 2014 for the Council's within the Shared Service. The staff currently engaged in benefit fraud investigation joined the DWP under a staff transfer and responsibility for investigating housing benefit fraud has now moved to the new service.

### 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, the Economic Blueprint and the CoNE (Centre of Nuclear Excellence).

The technical work to underpin our growth strategy is currently under development with ECWC, we hope to publish in the New Year. This technical work will also inform a CoNE Growth Deal. 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) and CoNE. The 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. Members will be engaged as the strategy takes place, starting with a review of our Nuclear policies and legacy principles.

## 2.3 Priority 3: Working in partnership with communities

### 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 continuing to move forward key agenda items around planning policy and traffic and highways issues, including road junction improvements following a Post Operation Performance Evaluation meeting in July.
- Whitehaven – the Partnership is focusing on growth, linked to local skills development towards drawing in ESIF funding to help address local needs in Whitehaven. The Whitehaven Lengthsman is also now well underway, employing a new worker and apprentice from the area.
- NE Copeland – the Partnership continues with the delivery of the West Lakes Xtreme project, which is nearing the next stage of pre-tender conversation, having secured an option on development land in Cleator Moor. The Partnership is also developing new work and skills initiatives in Cleator Moor, on the back of the successful Skills 4 You pilot.
- West Copeland – the Partnership has completed its building scheme in Egremont, offering its final grant in the town. The Partnership are currently looking at opportunities to develop a community growing project in Egremont.
- Mid Copeland – the Partnership is exploring opportunities to develop community based service hubs to serve the remote rural areas in their patch. Early feasibility in Eskdale will help to inform a model of development.
- South Copeland – Millom Network Centre have made significant progress on the redevelopment of Unit 3 in Millom to provide workshop and training space. The Silecroft Beach café project has secured planning permission, which is a significant milestone on the way towards redevelopment along our coast.

### **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 £1.5million per year into the Fund for every year that the current vault receives waste; in addition to an initial endowment of £10 million.

In Quarter 3, three small grants were approved – value £76,434 and three large grants were approved – value £606,250.

The small grants were for: Inspira - Wheels to Work project that loans young people mopeds to help them get to a place of work. Frizington White Star Football Club – towards the refurbishment of the clubhouse and community facility. Inspira – World of Work days. A series of days and workshops that with help increase young people's understanding of the labour market and the local opportunities and possibilities, routes and pathways.

The large grants were for: Copeland Borough Council - The Beacon Museum Development. Friends of Kier Park – towards the development of a skate and bmx facility at Hensingham. Time to Change (West Cumbria) - Calderwood House, a hostel for ex-military personnel and homeless people in the borough.

Three development grants of £1,000 each were also approved for: Action for Communities, Cumbria Wheelchair Club and Keekle Village Hall.

### **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