

Corporate Plan Performance Report - Quarter 2, 2014/15

EXECUTIVE MEMBER: Councillor Allan Holliday

LEAD OFFICER: Paul Walker, Chief Executive

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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 second quarterly performance against the Corporate Plan for 2013/15.

RECOMMENDATION:

It is recommended that the Executive considers the second 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 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 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, 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 one 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 above target.
- Number of households where homelessness has been prevented is on target.

Table One: Key performance Indicators

Performance Indicators	Annual Target (unless otherwise stated)	Value as at end September 14	On/Off Target
Number of repeat homelessness cases	0	1	On
Number of households where homelessness prevented	30 (quarterly target)	39	On
Percentage of invoices paid on time	95%	90.79%	On
Percentage of Council Tax collected	49.10%(quarterly target)	58.03%	On
Percentage of Non-domestic Rates Collected	49.50% (quarterly target)	88.08%	On
Processing of planning applications: Major applications	65%	50%	On
Processing of planning applications: Minor applications	80%	31%	Off
Processing of planning applications: Other applications	80%	63%	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	47	N/A
Number of new homes built *	230	46	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	31.41	Off
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events - Change in Circumstances	10	16.97	Off
Percentage of household waste sent for reuse, recycling and composting	38%	40.25	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 Environmental Health project is nearly complete which has provided an upgrade to the current system giving the team enhanced functionality.

Waste Services are currently looking to purchase and implement an automated waste management system to take over the current manual paper system. The main benefits will be availability of real-time information, better management information, increased efficiencies and ability to increase revenue from trade waste.

Housing have now purchased and are currently implementing the Abritas system in order to make the management of homelessness more efficient. The system will allow easy tracking of clients from initial point of contact to re-housing, automated updates of statistics to Department for Communities and Local Government and automatic updates of all legislative and policy changes.

Capita Connect is due to go live at the end of the year. This will allow our Council Tax customers to carry out various transactions on line including, viewing their accounts, report a change of address, set-up a direct debit, sign up for e-billing and view payment schedules.

A review of Copeland Borough Councils Office accommodation began in August. A number of options were initially considered. As part of the process a survey was carried out to collate actual staff numbers within each building (The Copeland Centre and Moresby Parks) and to analyse the current working methods.

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 Copeland Partnership held a conference on Health

and Housing in August, focused on identifying key issues and needs for Copeland, against the priorities of:

- Housing needs – what is needed to sustain communities and local economic growth
- Mental health issues in Copeland
- Health weight plans and activities

Partners agreed actions against the three areas of mental health, healthy weight and housing need, which agreed an identified lead partner and a monitoring process through subsequent Copeland Partnership meetings.

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 develop an integrated package of interventions to assist local residents on the ladder of progression re skills, employability and access to work opportunities. This programme of delivery is seeking social inclusion funding from Europe and has a planned workshop in the Autumn towards developing an ESIF focused application in the New Year. Partners 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 Copeland Housing Partnership

The Housing partnership members attended the Health and Housing conference at the Copeland Centre on 1 August, the event was very well attended, presentations covered the strategic housing market assessment (SHMA); mental health; people and places indicators and healthy weight. Workshops were held that encouraged healthy discussions on housing need; mental health issues in Copeland and healthy weight plans. Since the conference partners have established new partnership arrangements to help and support residents, particularly those with mental health problems.

Cumbria Housing Executive Group (CHEG)

CHEG met in June of this year and agreed that housing managers from all districts would meet to agree a new structure for the officers group. It has since been agreed that two groups will be established, one which will cover housing supply (development, affordable housing etc.) and one which will cover housing and health (homelessness, DFG's, welfare reform etc.), information from these groups will be fed back to CHEG.

Energy Coast West Cumbria Partnership

Following Board agreement of the four key priorities, BEC have completed an internal restructure to ensure that resources are aligned against their delivery. This has led to some internal vacancies and a number of sub-contracts to meet short needs. 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;
- 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.

The next phase is to agree an Implementation Plan with BEC funders and owners.

Cumbria Local Enterprise Partnership

The Council is continuing to work with partners on the project pipeline that will inform both the ESIF programme and response to call for tenders later in the year, 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 will hold their next meeting in November in Copeland and include 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 crime statistics and trends for the borough and actions within priority projects set out in the 2014/15 action plan. PCC money has been agreed but is yet to be received by the partnership to underpin some of these joint actions. The Partnership is recruiting a part time co-ordinator till the end of the financial year. Much of the operational partnership activity continues to take place at the Tactical Delivery Group and LMAPs (Local Multi Agency Problem Solving monthly group for Copeland). We remain active in the MARAC around domestic violence case activity – a consistent upward trend on repeat offences in the borough. The Council is engaged with the county wide discussion and approach on the new Anti-Social Behaviour, Crime and Policing Act 2014.

Cumbria Health and Wellbeing Board

The Health and Wellbeing Board has been focused on the following a) its review which has set out options for revising the structure – these options were taken to Executive in October for comment; b) the Better Care Fund submission to Government which will potentially secure an additional £6million into Cumbria for health services – the council provided its response to the proposal at the Board meeting; and c) Safeguarding progress reports and future business plans (both children and adults) – both supported and Copeland is linking in with its recent safeguarding policy and procedure approval by the Council Executive. Government have approved subject to conditions The Cumbria Better Care Fund submission. The pharmaceutical assessment is being considered and will be out to

consultation soon identifying some gaps in provision in the borough which we need to respond to.

The Copeland Health and Wellbeing Forum continues its focus on five key areas. Three have been focused on 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 – a mapping exercise has been undertaken by the local CCG alongside further detail on the issues including levels of prescriptions. This investigative work will be followed by the development of a small number of key actions agreed.

North Country Leisure Partnership

We continue to work closely with our leisure contract provider to deliver the 2014/15 business plan. The fitness extension at the Copeland Pool will be open to users in November 2014 with a formal launch event planned for the end of the month. Whilst the extension was being built we took the opportunity to undertake a major planned maintenance to the air handling unit at the Pool which required a planned closure of the facility in September. NCL have been planning activities to take place within the new fitness extension ensuring these are complementary to the offer at the Whitehaven Sports Centre. NCL have changed their opening hours and arranged additional classes early in the day to accommodate new workers in the town as a result of Albion Square opening in September. The reports from Be Active and the gymnastics and netball show continued high demand and use. The Exercise on Referral scheme continues to be over subscribed despite only a small number of GP practices making use of this resource.

Half year performance figures highlight:

Whitehaven Sports Centre has around 2,000 fitness class attendances per month with over double that (4,500) users of the Sports Hall per month. There has been a slight reduction in the summer months on the latter due to the good weather. B-Active Plus users average at 30% per month at the facility. Over the past six months 37% of the Sports Centre participation has been by under 18 year olds.

Copeland Pool has an average of 18% B-Active Plus users per month. 48% of Copeland Pool participation has been by under 18 year olds with around 4,500 swimming lesson participation per month. The new gym will impact positively on the numbers of B-Active Plus users.

Cleator Moor Bowls Centre has 55% of its Be-Active activity taken up by B-Active Plus. Positively September has seen a 27% increase in the number of indoor bowlers using the facility since the previous season. It is interesting to note that 77% of the indoor bowlers using the Centre in September 2014 were non-members, but turning up and playing. There are currently no junior activities inside the Bowls Centre although the outdoor pitch is used by all ages for football and hockey primarily.

Lake District National Parks Authority and Partnership

The key issue being addressed by the LNDPP at present is the updating of the LDNP Partnership Plan for 2015-20. A period of consultation is on-going between now and January next year and will be particularly important in relation to realising LDNPA's World Heritage Status aspiration and meeting the deadline for the nomination submission.

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 and Project Leads appointed:

- Revenues & Benefits – Reg Bascombe, Partnership Manager
- Customer Services – Jill Gillespie, Customer Services Manager (Carlisle)
- ICT – Richard Quayle, Head of Organisational Development & Transformation (Allerdale)
- Liberata – Emma New, Capacity GRID Engagement Manager (Liberata)

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.

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 Transformation Board approved a significant increase in the capacity levels from CAPITA and the backlog of outstanding items has shown significant reduction since September 2014. As the outstanding items are processed it is anticipated that average processing days will revert to target levels during the 3rd Quarter 2014/15. The ACTIVE Performance Management Framework has been introduced for Benefits from 6 October 2014 to improve the monitoring of resources utilization and productivity to improve the assessment process. The Empty Homes Review has been repeated for a 2nd year and has identified 93 empty properties that have been brought back into use. These properties will be taken into account, along with the general movement in cases within the property base specified in the Council Tax Base return. The overall movement of properties in 2014/15, compared to the 2013/14 return indicates that there will not be a beneficial effect under the New Homes Bonus calculation.

The introduction of Universal Credit is progressing across Job Centres in the North West region and the scheme will become operational throughout Cumbria from 15th 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 is being introduced from 1st December 2014 for the Council's within the Shared Service. The staff currently engaged in fraud investigation are joining the DWP under a staff transfer and responsibility for investigating housing benefit fraud will move to the new service with immediate effect.

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.

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 its key agenda item of traffic and highways issues, including road junction improvements following a Post Operation Performance Evaluation meeting in July. The recent consultation on the Coastal Interpretation project was really well received in Lowca, involving the local school and Radio Cumbria, engaging local children into the board design and interpretation of their local coast.
- Whitehaven – the Partnership is focusing on growth, linked to local skills development towards drawing in ESIF funding to help address local needs in Whitehaven. Towards this end the Partnership has held a workshop on EU funding opportunities with a follow up meeting planned in early November. 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. 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 Lengthsman project has provided a number of volunteer opportunities in support of the scheme.
- Mid Copeland – Work is progressing well on the Boot Riverside Action Group project in Eskdale, with initial access works complete.

- South Copeland – Millom Network Centre held an open day recently for its developing new Skills and Work Centre on Devonshire Road, which is currently undergoing refurbishment.

All six Partnerships maintain 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 £1.5million 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 2, two small grants have been approved – value £51,437 and one large grant has been approved – value £65,374.

The small grants were for: Friends of Gosforth School - for a multi-use games and activity area; Ravenglass Railway Museum – to enhance displays and activities at the museum. The Large grant was for Phoenix Enterprise Centre for 4 I.T. drop in centres where the unemployed can access support to enable them to apply for training and jobs.

The Annual Report 2013/2014 of the Fund is now available on the website:
www.copelandcommunityfund.co.uk.

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