

## Corporate Plan Performance Report - Quarter 1, 2014/15

**EXECUTIVE MEMBER:** Cllr A Holliday

**LEAD OFFICER:** Paul Walker, Chief Executive

**REPORT AUTHOR:** Catherine McNicholas, Performance & Transformation Officer

### 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 fourth quarterly performance against the Corporate Plan for 2013/15.

### RECOMMENDATION:

It is recommended that the Executive considers the first 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 first quarter, end of June 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 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.
- Processing of major planning applications is on target.
- Percentage of household waste sent for reuse, recycling and composting is above target.

**Table One: Key performance indicators**

<b>Performance Indicators</b>	<b>Annual Target (unless otherwise stated)</b>	<b>Value as at end June 14</b>	<b>On/Off Target</b>
Number of repeat homelessness cases	0	1	Off
Number of households where homelessness prevented	15 (quarterly target)	35	On
Percentage of invoices paid on time	95%	93.07%	Off
Percentage of Council Tax collected	24.55%(quarterly target)	30.10%	On
Percentage of Non-domestic Rates Collected	24.75% ( quarterly target)	80.95%	On
Processing of planning applications: Major applications	65%	100%	On
Processing of planning applications: Minor applications	80%	61.9%	Off
Processing of planning applications: Other applications	80%	63.64%	Off
Overall satisfaction with Council Services	80% - bi annual survey		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	46	N/A
Number of new homes built	230	27	Off
Number of affordable homes delivered	35	17	Off
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	30.38	Off
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events - Change in Circumstances	10	16.08	Off
Percentage of household waste sent for reuse, recycling and composting	38%	40.94%	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 and number of affordable homes, 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; the service had been using additional resource via CAPITA to cover vacant posts until 31/3/14. Delays in expected appointments to the posts meant that the vacancies across the service equated to the equivalent of 3FTE. This combined with the time taken to fill posts, train staff and the effect of 2 experienced staff on long term sickness has resulted in a drop in performance for quarter 1 compared to 2013/14. In addition processing days have also been lost to accommodate a number of staff training days. Additional capacity is being provided by CAPITA from July onwards, overtime working is also to be used, subject to availability during the peak holiday period and CAPITA resource has been further increased from the beginning of August from 3 assessors to 6.

## **2.2 The Change Programme**

Several Phase 1 projects are now complete. This includes process improvements and installation of multi-function printers. The customer access portal for Planning and Building Control is currently being developed in house and will go live in September.

Projects which are currently underway include installation of the environmental health system which will provide enhanced functionality allowing information to be managed and reported in one place.

The next areas of project activity will be to introduce better IT systems into Waste Services and Housing and a work programme around accommodation and mobile working.

### **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

On Friday 1<sup>st</sup> August 50 participants at the 9<sup>th</sup> Copeland Partnership Conference focused on Place and People through Housing and Health topics. We had speakers and workshops on:

- Housing needs in line with our current work to refresh our evidence and strategic housing market assessment, a statutory requirement;
- Mental health issues including access to services, co-ordination and communications; exploring concerns and how we can all enable joint working to support vulnerable residents; and
- Discussion on opportunities for interventions by the Copeland Healthy Weight Group in response to recent statistics on obesity levels in the borough.

### **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 key delivery of the Work & Skills Partnership this quarter has been a new employment initiative, “Creating Careers in Cumbria”, which has been delivered with private sector partners Morgan Sindall and Arup, supported by DWP/ Job Centre plus and Inspira. The aim of the scheme has been to bring people out of unemployment and into training and skills development with the end output of some securing employment at Morgan Sindall or Arup and their supply chain. The pilot ran through May, involving 30 individuals, all of whom received training through Lakes College and Gen 2 in the areas of Site Operations, Health & Safety, Commercial and Administration. The most promising 13 candidates also received a work placement package within both companies. Final numbers are being confirmed, but it looks like over 50% of those participating in the scheme have gone onto direct employment either directly within Morgan Sindall and Arup, or with their Supply Chain. The remainder received an updated and improved CV and have been referred to the supply chain, with the hope that more will be locally employed. Morgan Sindall and Arup are already planning a follow on programme to be run in Copeland in the Autumn.

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. 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.

### **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.

In the last quarter, the housing partnership has maintained a strong focus on working together on welfare reform impact and sharing experience and opportunities for co-ordinated activity. Actions for year 4 of the housing strategy action plan have been developed and agreed. The Partnership has been used to inform the detail of our Strategic Housing Market Assessment (SHMA) refresh and additional survey requirement to understand employment drivers for housing and temporary accommodation over the next five years.

### **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 structure of CHEG has been considered by all partners and discussions are underway regarding membership and new terms of reference.

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

Following Board agreement of the four key priorities, BEC are now undertaking an internal restructure to ensure that resources are aligned against their delivery:

- 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 £1m social investment for 2014/15 is signed off with both Allerdale and Copeland boroughs against their priorities.

### **Cumbria Local Enterprise Partnership**

In July, the Government announced the agreed Growth Deal for Cumbria against the Four Pronged Attack and the 8 infrastructure projects submitted for support. The investment impacting on Copeland is in relation to Nuclear and Energy Excellence, where the Government have committed to invest £1.5m in the Nuclear Technology Innovation Gateway, which was put forward as the centrepiece of the Cumbria Centre of Nuclear Excellence programme. It creates a new £26.5m facility in Copeland to showcase UK excellence in fuels, computing, reprocessing and remote engineering. The facility will incorporate R&D activities as well as a visitor and educational facility to demonstrate Cumbria's place at the leading edge of nuclear technology. Matched funding is earmarked from University of Manchester, the National Nuclear Laboratory and European funding. The University Manchester will now proceed with the design work for the facility, with the aim of submitting a planning application in early 2015 to enable start of construction in the summer of 2015. The development should be complete by the summer of 2017, with 60 new jobs created by 2020.

The Council will continue 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, particularly focusing on CoNE.

## **West Cumbria Community Safety Partnership**

We remain active in this partnership. The Partnership Strategy Group has set out priorities for this year as reported to full council. The partnership actions proposed to complement existing partners activity will be looking for some PCC resources. There is only £70,000 available across all of Cumbria for CSPs to bid for and the actions identified for West Cumbria amount to £60,000. Council officers continue to be active in focused delivery groups including the Local Multi Agency Problem Solving group in Copeland and the MARAC linked to domestic violence case issues. The Council completed its paperwork on the PCC funded activities for 2013/14 which included the Friday Night Project and the Youth and Alcohol peer group activities. The Friday Night Project continues to deliver with Copeland Community Fund grant. Youth ASB was reported at the last West Cumbria partnership as down over the last year.

## **Cumbria Health and Wellbeing Board**

The priorities for the Cumbria Board remain as last year and set out in the Cumbria Health and Wellbeing Strategy. The partnership is taking the opportunity to undertake a review of its operation and effectiveness. This review will report directly to the Cumbria Board. The Council has contributed through one consultation meeting with the NHS/CCG on the priorities for a new five year health economy strategic plan for Cumbria. This draft is now out for consultation and comment. A copy is available in the Members room.

Specific work has been led by the County Public Health Team on the healthy weight and obesity picture and issues in Copeland. This involved two public meetings one in the north of the borough and one in the south. This work has developed further into the setting up of a healthy weight group in Copeland sitting under and reporting to the Copeland Health and Wellbeing Forum. The group to be chaired by the Council will develop a local action plan which will then report through to the Cumbria Healthy Weight group to influence resource allocation.

The Copeland Health and Wellbeing Forum continues to meet regularly with additional support from Cumbria Public Health to begin to look in detail at the four key priorities performance and opportunities for influence and joint intervention to meet Copeland needs as set out in the very recently public 2014 health statistics for the borough. An action plan to deliver the priorities is being drafted which will then be shared. A fifth priority concern around mental health has been raised hence the opportunity to begin wider discussions through the Copeland Partnership Summer Conference.

## **North Country Leisure Partnership**

We are jointly working to the 2014/15 business plan agreed at the Copeland North Country Leisure (NCL) Board. The Pool Fitness Extension is on target to be open in first week of October 2014. New gym equipment has been installed in the Whitehaven Sports Centre. NCL provide performance and issues updates through the monthly contract meetings and through the quarterly Copeland NCL Board. Some attention in the past quarter has been on engaging with the opportunity of Albion Square and how NCL can offer additional services and change opening hours to meet the requirements of Sellafield staff relocating to Whitehaven. The Copeland Board has agreed to earlier opening times at the Sports Centre and Pool. The reports from the BeActive, GP exercise on referral and gymnastics activity highlight continued high interest and demand for these activities. Our user figures continue to increase for the Pool and Sports Centre with a slight decrease at the

Bowls Centre. The Be Active Plus card opportunity is increasingly slowly and there is an opportunity with the new fitness extension and the BeActive project to undertake a communications campaign on the benefits of this card for people on low incomes. NCL and the Council work closely on development opportunities including linking to the healthy weight agenda and sports facilities developments.

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

The Partnership is focused on delivering its priority actions under the four key themes of World Class Visitor Experience, Vibrant Communities, Prosperous Economy and Spectacular Landscape. Many of the actions are relevant to our communities within the national park, particularly actions around superfast broadband, supporting farming and forestry industries, progress World Heritage application, focusing on cultural tourism and whole valley planning and community benefit. The issues around affordability ratios re housing in our rural valleys in the Park are also being highlighted through our housing market refresh to support the Park's approach. The Park is active in the LEP Growth Plan and its rural development programme.

### **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.

During 2013/14 service performance was reviewed and in particular an external review was commissioned to 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.

Following the review recommendations, four distinct work programmes have been developed to drive forward the improvements identified and the Transformation Board comprising of the three Chief Executives is now in place to oversee the work.

The Empty Homes Review during 2013/14 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. The review also contributed to the increase in New Homes Bonus received for 2014/15 (which under current rules is received for 6 years). A similar review is currently being planned for 2014/15.



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 on the roll out of the scheme for the North West area are anticipated in the Winter of 2014. It has been acknowledged that the new scheme will not be fully operational by 2017 as the original timetable indicated.

The Single Fraud Investigation Service will start to be introduced from Autumn 2014 and details of the implementation programme are awaited.

### 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).

Our growth strategy is currently under development with BECC. We have recently appointed BDP to look at the technical aspects of growth to inform the strategy which we hope to publish in the New Year. This technical work will also inform a CoNE growth strategy. 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

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:

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 progress its key priorities, including highways issues; a renewed Parish Lengthsman scheme and support for young people.
- 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 Partnership has also been working with CBC and CfLP in supporting business engagement in the run up to the opening of Albion Square, holding both an information event and business focused workshops.
- NE Copeland – the Partnership continues with the delivery of the West Lakes Xtreme project, as well as delivering the local lengthsman scheme and developing work & skills initiatives in Cleator Moor, linked with Leconfield.

- 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 – The Boot Riverside Action Group project in Boot Eskdale, enables improvements in access, with interpretation to the local environment and heritage. The partners have now had confirmation of funding of £88k from HLF and CCF and work will start imminently to open up pathways and bridleways around the River Esk, with support from National Trust and LDNPA.
- South Copeland – good process has been made on the Silecroft Beach Project, with further funding applications in train. Millom Network Centre's new Skills and Work Centre is progressing in terms of pulling together its business plan and funding strategy.

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 1, six small grants have been approved – value £165,097. One Loan and one Investment grant was also approved to the value of £620,000. The Drigg Society have received their annual grant of £50,000.

The small grants were for: Copeland Citizens Advice Bureau - Copeland CAB Volunteer Support Teams, Whitehaven Locality Partnership - Whitehaven Lengthsman Scheme, Boot River Access Group - Access Improvements around the River Esk in the Village of Boot, Regen NE Copeland Ltd - Community Lengthsmen Initiative, Herdwick Sheep Breeders Association Limited - Western Lake District Shows Marquees and Santon Bridge Village Hall - Hall Rejuvenation. The Loan and Investment grants were for North and West Cumbria Fisheries Local Action Group - Local seafood and coastal activities supply chain development and Environment Agency - Egremont Flood Alleviation Scheme.

The Annual Report 2013/2014 of the Fund is now available on the website:  
[www.copelandcommunityfund.co.uk](http://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 4 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