

Corporate Plan Performance Report - Quarter 1, 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 first 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**

1.5 This report sets out performance against the 3 priorities in the Corporate Plan for 2013/15 at the first quarter, end of June 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, 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 1 is that the majority of measures are on target. In particular:

- 100% of all major planning applications are processed on time
- 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 where 99.14%, 98.92% and 99.03% of business rates were collected in 2010/11, 2011/12 and 2012/13 respectively.

Table One: Key performance indicators

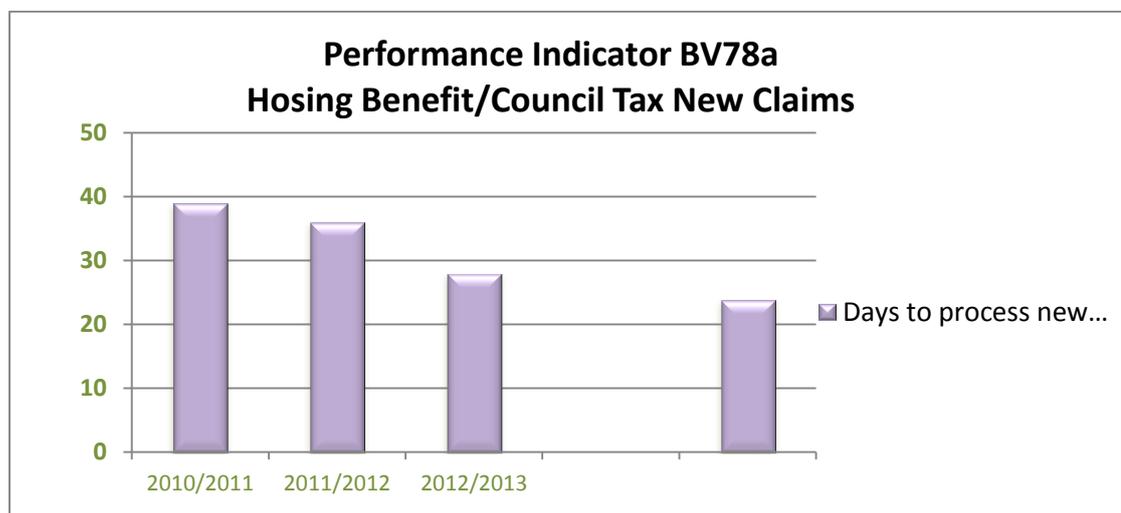
Performance Indicators	Annual Target (unless otherwise stated)	Value as at end June 13	On/Off Target
Number of repeat homelessness cases	0	0	On
Number of households where homelessness prevented	15 (quarterly target)	16	On
Percentage of invoices paid on time	95%	94.2%	On
Percentage of Council Tax collected	24.55%(quarterly target)	29.84%	On
Percentage of Non-domestic Rates Collected	24.75% (quarterly target)	81.29%	On
Processing of planning applications: Major applications	65%	100%	On
Processing of planning applications: Minor applications	80%	67.44%	Off
Processing of planning applications: Other applications	80%	70.42%	Off
Feedback from customers using Copeland Direct (by phone and face to face)	New indicator – baseline year	88.9%	N/A
Percentage of transactions carried out on line	New indicator – baseline year	23.8%	N/A
Number of advice cases regarding Welfare Reform including CAB appointments	New indicator – baseline year	11	N/A
Number of new homes built	230	26	Off
Number of affordable homes delivered	35	11	On
Food establishments in the area which are broadly compliant with food hygiene law	90%	Reported annually	N/A
CO2 reduction from local authority operations	25% (5 year target)	16.5% cumulative figure from 09/10 baseline	On
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events – New Claims	22	23.9	On
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events - Change in Circumstances	10	16.16	Off

Performance Indicators	Annual Target (unless otherwise stated)	Value as at end June 13	On/Off Target
Percentage of household waste sent for reuse, recycling and composting	38%	33.5% (predicted)	Off

With regard to housing benefit and council tax support claims, we monitor our performance in assessing new claims and our performance when applying a change of circumstance to a claimants account.

Processing new claims for housing benefits and council tax support is on target following a positive trend over the last three years. This is shown in Chart 1 below.

Chart 1: processing new claims for housing benefit/council tax benefit



Nationally, local authorities should aim to process Housing Benefit (HB) and Council Tax Support claims within 14 days. In reality, it may be longer than this depending on a number of different factors. National Statistics for October-December 2012 showed that the average number of days taken nationally to process a new HB claim was 23 days. As this is an average, some claims will have been processed quicker than this and more complex cases may have taken longer.

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

- *Processing of minor and other 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 June) the Council has given approval for almost 100 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 Up-rating of benefits and entitlements. This is a cumulative measure and will show significant reduction in quarter 4 due to processing of bulk year-end rent increases. This is a worsening of performance against the previous years where the trend has been 10.56, 12.48, 12.96 for 2010/11, 2011/12 and 2012/13 respectively.

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 April and June 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. Overtime customers will be able to access more and more services on-line.

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

2.2 The Change Programme

The Change Programme Plan has been developed to enable us to radically change the way in which we organise ourselves resulting in new ways of working underpinned by sound investment in technology. We need to do this in order to address changes in national policy and the reductions in our funding.

We are delivering the Change Programme Plan in phases. We are currently in Phase 1 and developing Phase 2. These phases will directly support addressing risk and modernising the delivery of the following statutory front line services through the implementation of technology and new ways of working:

- Environmental health
- Private Sector Housing
- Local Land Charges

Phase 1 of the programme also includes continuing our work to modernise the Crematorium and Cemeteries Service through the adoption of industry based software to automate service delivery processes. This follows work which has already commenced in modernising this service which includes:

- Improvements to customer reception area to improve privacy and comfort levels
- Topple testing and access to this data on-line as it is rolled out;
- On-line Book of Remembrance;
- 'Tell Us Once' service provided through Copeland Direct; and
- On-line booking facility for Funeral Directors.

Phase 1 has also included the launch of our new website. The new website was launched in May of this year and received 29,500 unique visitors. Our customers can go to the website to access lots of information but more importantly, customers can also access services there too. We are working to make more services available on-line. This will help improve choice for our customers and will also help us reduce our costs. The box overleaf shows the cost of transactions based on a SOCITM study in 2012.

Typical Transaction Costs

Face to Face	Telephone	Web
£8.62	£2.83	15p

We will continue to focus on this in Phase 2 and beyond. Key to the success of this will be ensuring we have adequate ICT hardware, software, speed of access and security. We need these to help ensure we can fully automate our service delivery processes and make services available on-line.

Overtime we will use more technology in the delivery of our services. This includes in our face to face customer contact points. The reception in the Copeland Centre which receives the highest volume of customers during the year, will be modernised, with physical changes taking place and more technology introduced. Making these physical changes will allow us to dramatically improve the comfort and privacy experienced by our customers. Overtime, customers will be able to come into the Copeland Centre to access computers and services on-line with help should they need it. In this way, we can work alongside our partners to ensure that residents in Copeland can be digitally included.

Like all other aspects of our work, the Change Programme Plan is capacity and capability dependent. Delivery is routinely monitored by the Change Programme Board, chaired by the Chief Executive. As the Senior Responsible Officer he is responsible for ensuring that we can match priorities and the resources available successfully.

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 recent Sixth Copeland Community Partnership Forum was held on the 2 July. The forum reviewed some of the key achievements made by partners against the Copeland Partnership Plan, developments and challenges around public health in Copeland and community engagement in digitalisation.

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.

Working to a partnership plan, key achievements in Quarter 1 include:

- Copeland Apprenticeship Initiative: 7 completing their apprenticeship (6 into jobs, 1 into full time education, 11 new apprenticeship starters and 2 leaving before completing their apprenticeship.
- Partnership discussion with DWP on delivering focused support to work programme leavers returning to the register and bespoke project being designed in Copeland including a menu of support actions for individuals, employer engagement in the area towards matching job opportunities with job seekers and support programmes around employability and Digital Inclusion. The Partnership is currently developing targeted programme and identifying funding streams towards tackling these priorities.

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 1 include:

- Landlord forum having met in this quarter
- Partners are working together to understand the impact of welfare reform
- Homelessness review having been consulted on with partners
- Affordable housing developments being progressed by partners
- Older persons housing group focusing on older person's housing and welfare reform
- Younger persons housing panel focussing on the review of accommodation for 16/17 year olds in Copeland and the County wide protocol between the districts and children's services.
- Partners maintaining service levels and all are working to maximise the use of 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 2012 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 1 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
- Keeping an overview of welfare reform impact on housing across Cumbria ;
- Development of a protocol between all districts and children's services to meet the needs of 16/17 year olds.

Energy Coast West Cumbria Partnership

Britain's Energy Coast (BEC) is a dynamic one-stop-shop for economic development. They deliver business support and support for energy innovation; funding for physical and skills-related regeneration projects; and manage a high quality business property service which includes Westlakes Science & Technology Park, assets in Lillyhall and workspace in Workington and Blencathra near Keswick.

The aim of BEC (which is owned by Copeland Borough Council, Allerdale Borough Council, Cumbria County Council and the Nuclear Decommissioning Authority) is to create an entrepreneurial environment where businesses can grow; helping to stimulate wealth and jobs that directly benefit the West Cumbrian community and aid Britain's response to the pressing challenges of climate change and energy security.

There is a Board which is made up of representatives from the owners as well as independent members. There is an Economic Blueprint agreed by all partners that BEC aspire, along with others to deliver.

In Quarter 1, all partners in BEC have been focusing on:

- Development of the year two to five Blueprint priorities for implementation, site acquisition and property strategy
- Improving the communications with and for partners
- Encouraging West Cumbria businesses to take advantage of the BEC Regional Growth Fund "Investing in Business" programme
- On-going delivery of the BEC programme of grant and loan investments including agreed year 1 priorities of the Blueprint
- Recruiting 2 new independent board members and strengthening the governance arrangements.

Cumbria Local Enterprise Partnership

We engage with the Cumbria LEP at Board level, through the Joint Districts Meeting, the Cumbria Leaders Group and the Technical Officers Group.

In Quarter 1 the Key priorities for the LEP have been:

- Development of the Growth Plan and Investment Strategy including appointing a consultant to undertake this work
- Engaging stakeholders to outline strategic ambitions for growth in Cumbria and assist in identifying 4-5 priorities for growth to be submitted in the autumn to central government.
- Reviewing and redefining the Assisted Area map and formulate Cumbria EU Strategy, linked to the Growth Plan, for the next 10-15 years.
- Delivering the LEP RGF 2 business grant scheme across Cumbria.
- Induction of the new LEP Board.

Copeland is currently working with partners to ensure that the needs and priorities for growth within Copeland are reflected in the LEP documentation.

West Cumbria Community Safety Partnership

We are a founder member of the West Cumbria Community Safety Partnership and engage at both the Strategic Group and the Tactical Delivery Group.

Working to a Partnership Plan, key achievements in Quarter 1 include:

- The Partnership received £50,571 Police Crime Commissioners funding for the Partnership Plan this year
- Friday Night Project continues in each borough through district Police Crime Commissioners resources matched with other local funders
- The monthly Copeland LMAP (Local Multi Agency Problem Solving) are actively supported by all partners
- The monthly Multi Agency Risk Assessment Conference (MARAC) meetings and the work of domestic violence champions continue to focus on reducing the incidence of repeat victims of domestic violence
- Other activities by partners continue including the pub and shop watch in Whitehaven and Integrated Offender Management across West Cumbria involving the registered housing providers
- Plans for local Anti-Social Behaviour projects are underway for quarter 2 including activity we have commissioned with Police Crime Commissioner's resources including taxi marshals in Whitehaven.

Cumbria Health and Wellbeing Board

Cumbria's new Health and Wellbeing Board (CHW) met, after acting 12 months as a shadow board on the 5th July. It 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 Board's aim is to help improve the health of the population in the county by working together and pooling expertise.

It brings together local commissioners of health and social care, public health, councillors (a councillor from Copeland represents West Cumbria) and HealthWatch to agree an approach to improving local health and wellbeing and reducing health inequalities.

In Quarter 1, the partnership have been focusing on:

- Induction of the new Board members
- Overseeing the work of the theme groups to deliver against Cumbria priorities
- Working relationship with the Cumbria Clinical Commissioning Group
- Looking at the mechanism for district priorities to be fed into the partnership

North Country Leisure Partnership

We have a contract with North Country Leisure Ltd (NCL) to deliver leisure and sports facilities. A Copeland NCL Board was set up drawing local representatives and two councillor representatives as part of the contract.

Key priorities for the Copeland NCL Board are overseeing a) the performance of the four facilities and agreeing programme and price changes, b) the contract negotiation with the Council and c) the local Copeland NCL projects of GP exercise on prescription, gymnastics, return to netball and B-Active.

In Quarter 1 the Copeland NCL Board have focused on:

- the performance of the four facilities and agreeing programme and price changes to deliver budget reductions and operational efficiencies
- the contract negotiation with the Council
- overseeing the local Copeland NCL projects of GP exercise on prescription, gymnastics, return to netball and B-Active which are all over-performing on outputs.

Lake District National Parks Authority and Partnership

The Lake District National Park Partnership was formed in 2006 and at the time agreed with partners a Vision for the National Park. The partnership is working towards realising the Vision through actions in the Partnership Plan.

In Quarter 1 of 2013/14 the Lake District National Park Partnership has:

- Overseen performance of the Partnership Plan
- Received an updated state of the Park report – undertaken annually
- Reviewed governance with a new partnership agreement for partners to sign up to
- Reviewed the Plan priorities and setting out the next year's priority actions for partners to contribute to.

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 a 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 on target (see page 2), there are several issues affecting the housing and council tax benefits service relating to document management, the changes in the benefit system and the future implementation of universal credit. 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. This project incorporates all steps of the customer's journey from contacting customer services through processing and in to payment. This work supports the facilitation of channel shift and moving customers to greater online and direct debit payment take up.

2.5 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 Implementation Plan.

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.

2.6 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

Our six localities each hold a Community Regeneration Partnership that focuses on the priorities and projects identified by their local communities and parishes. Since 1st April, this programme has been reconfigured with new officer support, which will be fully in place by the end of August towards developing each locality's regeneration agenda and delivering key projects against local need.

Key regeneration priorities for each include:

- Howgate/ Distington – Environmental Enhancements and Highways issues;
- Whitehaven – Town Centre development (Albion Square, Town Team, THI) and Environmental Improvements (Lengthsman scheme);
- North East Copeland – Strategic site regeneration/ extreme sports; Town Centre development, Leconfield Industrial Estate and the Ehen Valley;
- West Copeland – Environmental Management (Lengthsman), Town Centre enhancements and Florence Mine;
- Mid Copeland – Wasdale Head Visitor Point Project, Route 727 Viking Way Cycleway and Boot Riverside Action Group;
- South Copeland – Bootle Renew and the Wellbank Project; Millom Recreation Centre, Silecroft Beach/ Whicham Ways and Devonshire Road Industrial Estate.

Copeland Community Fund

Copeland Community Fund was established to recognise the unique role that Copeland play 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.

A board of directors representing Copeland Borough Council, Cumbria County Council, Nuclear Decommissioning Authority and two independent members manage the fund. A delegated panel comprising Copeland Borough Council, Cumbria County Council and the Nuclear Decommissioning Authority representatives meet monthly to receive applications and make decisions on grants under £50,000.

Table 2 below shows the grants made in Quarter 1 of this year. The 'large grant' was to Florence Mine Arts Centre in Egremont for 3 ½ years of revenue funding. The Youth Commissioning grant was to Inspira to continue the Friday Night Project across Copeland for the next three years.

Table 2: Grants by Copeland Community Fund.

Commitments made April 2013 - June 2013						
	Drigg & Carlton	Small	Large	Youth Commissioning	Investment	Total
Number of Grants	1	7	1	1	0	10
Value of Grants	£50,000	£172,871	£164,000	£257,700	£-	£644,571
Value of Match Funding	£-	£353,072	£413,373	£63,000	£-	£829,445
Total cost of Projects	£50,000	£525,943	£577,373	£320,700	£-	£1,474,016

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 1 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 comment

5.2 The Section 151 Officer's comments are: No comment

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