

## Corporate Plan Performance Report - Quarter 4, 2013/14

**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 fourth quarter performance against the Corporate Plan for 2013/15 and agrees the report.

## 1. INTRODUCTION

- 1.1** The new Corporate Plan was presented to Full Council in February 2013. The new corporate plan was written to reflect the substantial changes taking place in national policy and the significant reductions taking place in local government funding.
- 1.2** The Corporate Plan is supported by the new Corporate Policy Framework and the Performance Management Framework. The Policy Framework has been revised in order to recognise the substantial policy changes taking place at national, regional and local level. The Performance Management Framework has been updated to ensure that we deliver against the priorities in the plan and that we are able to demonstrate the good use of resources to residents and other key stakeholders.
- 1.3** The Corporate Plan, which sets out the revised mission and priorities, is key to the Council meeting the financial challenges in the years ahead. The mission statement reflects the role of the council in future, one where we are an effective council working with partners and communities to arrange services for the residents of Copeland. Our priorities have also been substantially revised and are:
- **Deliver efficient and effective statutory services**
  - **Be an effective public service partner so we can get the best deal for Copeland**
  - **Working in partnership with communities**

- 1.4** This report sets out performance against the 3 priorities in the Corporate Plan for 2013/15 at the fourth quarter, end of March 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 four 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 planning applications (Major and Other) are on target.
- The number of households where homelessness prevented is above target. Many of the referrals relating to this indicator were from other agencies regarding the changes to welfare reform including rent arrears due to under occupation and applications for Discretionary Housing Payment.

**Table One: Key performance indicators**

<b>Performance Indicators</b>	<b>Annual Target (unless otherwise stated)</b>	<b>Value as at end June 13</b>	<b>Value as at end Sept 13</b>	<b>Value as at end Dec 13</b>	<b>Value as at end March 14</b>	<b>On/Off Target</b>
Number of repeat homelessness cases	0	0	0	0	1	Off
Number of households where homelessness prevented	1.8	0.5	1.2	1.1	1.03	On
Percentage of invoices paid on time	95%	94.2%	93.54%	93.69%	90.59%	On
Percentage of Council Tax collected	98.2%	29.84%	58.02%	86.36%	97.98%	On
Percentage of Non-domestic Rates Collected	9%	81.29%	88.95%	95.99%	99.03%	On
Processing of planning applications: Major applications	65%	100%	33.33%	100%	75%	On
Processing of planning applications: Minor applications	80%	67.44%	71.67%	77.7%	46.88%	Off
Processing of planning applications: Other applications	80%	70.42%	94.37	84.91%	76.6%	On
Feedback from customers using Copeland Direct (by phone and face to face)	New indicator – baseline year	88.9%	97%	86%	75%	N/A
Percentage of transactions carried out on line	New indicator – baseline year	Reported annually			7.1%	N/A
Number of advice cases regarding Welfare Reform including CAB appointments	New indicator – baseline year	11	55	136	175	N/A
Number of new homes built *	230	26	41	57	112	Off
Number of affordable homes delivered *	35	11	11	27	27	Off
Food establishments in the area which are broadly compliant with food hygiene law	90%	Reported annually			94.47%	Yes
CO2 reduction from local authority operations	25% (5 year target)	16.5% cumulative figure from 09/10 baseline. Figures not available until July				N/A
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events – New Claims	22	23.9	23.49	23.59	24.52	Off
Time taken (in days) to process Housing Benefit/Council Tax Benefit new claims and change events - Change in Circumstances	10	16.3	14.8	15.8	12.37	Off
Percentage of household waste sent for reuse, recycling and composting	38%	33.5%	43.02%	37.8%	32.55%	Off

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

We also have seven 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 impact of the additional work volumes generated by the Annual Uprating of benefits and entitlements continues to affect performance as the measure is cumulative. Performance fluctuations due to resource levels, seasonal impacts and varying workloads continue to affect performance.
- The reduced performance of the percentage of household waste sent for reuse, recycling and composting is reflective of the current national situation where the recession has been linked to householder spending decreasing and our own local authority budget restraints which have provided a reduced ability to collect as many material streams from as many homes. The reduced level of recycling is not reflective of the work of the waste team who to meet the current budget restraints have focused their efforts in implementing efficiencies in collection services in often difficult and sensitive circumstances.

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 who have contacted us either by phone or in person.
- Percentage of transactions on line – this indicator has been developed to track usage on our new web site. We are currently working to upgrade our underlying technology. From April 13 – March 14 the number of online payments were 8,553 out of a total of 120,204 (7.1%).

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

## **2.2 The Change Programme**

Several Phase 1 projects are now complete. These include process improvements for Council Tax collection, refresh of both the website and intranet, installation of multi-function printers, creation of an on-line book of remembrance and the replacement of the Zeus time recording system.

Projects which are currently underway include E-access to planning which will reduce paper and speed the planning process, providing on-line forms for Council Tax, improving IT for Bereavement services and upgrading the environmental health system.

New business processes affecting Benefits are being worked out and the planned changes to reception have been paused until this work is complete, as the way that the reception space is used may be affected.

The next areas of project activity will be to introduce better IT systems into Waste Services and to provide facilities for mobile staff working as this will be of general benefit as well as support the Accommodation Strategy.

## 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

To complement the work that began at the Growth Conference in January 2014, work has been progressing in preparation for the CoNE Conference (15 May). The CoNE conference will provide an overview of the CoNE concept, identify links into the LEP and the Growth agenda and identify what CoNE means to the community of Copeland.

### **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 partnership is developing 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 continue to focus on joint working in support of individuals requiring a menu of support and 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. The Discretionary Housing Payment has been increasingly used during the year and was fully spent up in 2013/14. The partnership have shared key impacts including continuing demand for unavailable 2 bedroom properties and in some areas a few empty 3 bedroom properties. One RSL in Cumbria has highlighted that levels of arrears are increasing due to under occupation with eviction processes being considered due to the levels of arrears. All the local social landlords are putting more staff resources into assisting people with advice and support. The actions from year 3 of the Copeland's housing strategy

implementation plan have been signed off with 34 of 36 partnership actions completed and two delayed to 2014/15. The last meeting of the partnership took the opportunity to review impact and prioritise and agreed actions for year 4 partnership implementation. The Year 4 Action Plan has been considered by the Executive at its meeting on 12<sup>th</sup> May 2014. The partnership is a useful tool to talk through sites, projects and affordable housing pipelines and has been used to inform the detail of our survey refresh and additional survey requirement to understand employment drivers for housing and temporary accommodation over the next five years. The partnership will be used to assist in updating our Strategic Housing Market Assessment later in 2014/15.

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

CHEG is a longstanding group and consists of partner representatives from the District Council's in Cumbria, Cumbria County Council, the Lake District National Park Authority, Registered Providers, the Homes and Communities Agency and a representative from developers.

The Cumbria wide housing strategy was developed in 2011 by members of CHEG and several thematic groups (such as affordable housing and supporting vulnerable people) meet on a quarterly basis to ensure the objectives within the strategy are met.

CHEG have concentrated on revising the structure of the group during the last quarter, this will be completed by April 2014; progressed actions contained in the Cumbria wide housing strategy and had input into the LEP Growth Strategy.

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

The Board has received and responded to the nuclear funders led review of the Energy Coast delivery priorities. It has set out four key priorities to be developed into a full implementation plan supported by a commissioning approach. These priorities are:

- Enhanced locally grown vocational skills development in support of the Centre of Nuclear Excellence;
- 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
- Site assembly and development to facilitate the I-Zone (Innovation Zone) with an early focus on Whitehaven.

The Energy Coast West Cumbria Limited Board have received and agreed the business plan for 2014/15. The annual contribution from Nuclear Management Partners to the Economic Blueprint delivery through Energy Coast West Cumbria has not been confirmed and is not included in the 2014/15 business plan finances. Team changes to enable a strong focus on the new priorities will be developed during the coming year.

### **Cumbria Local Enterprise Partnership**

The Local Enterprise Partnership (LEP) submitted its Socio Economic Plan (SEP), the Four Pronged Attack, to Government at the end of March. The Strategy outlines the four key growth sectors and highlighted a list of 10 projects put forward for the 2015/16 Growth Deal. This list has since been reduced to 8, to concentrate on only capital projects and is currently being prioritised against the agreed LEP/ National Government criteria of job

creation, GVA increase, private sector leverage and value of Government investment against those outputs. Following submission of the prioritised list of 8 projects, Cumbria will then wait for Government response and negotiation over the next couple of months. Work is now starting on the development of a project pipeline, both in anticipation of the following years growth deal and in preparation for the expected Call for Tenders against the ESIF at the end of the year. Copeland will be developing projects as part of process with partners, particularly in relation to infrastructure development, the work & skills agenda and CoNE.

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

The annual strategic assessment has been considered by the partnership along with feedback on the activities supported and delivered through the partnership framework. In particular, the Copeland LMAP, the monthly MARAC meetings and the taxi marshall activity in Whitehaven Town on weekend late nights are delivering positive results. The partnership is now using delivery data and the assessment detail to prepare the 2014/15 action plan. There will continue to be a focus on the positive partnership activity but in line with less shared funding the intention is to focus on a smaller number of projects needing Police and Crime Commissioner resources. The partnership is expecting to have fewer resources for the co-ordination function.

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

The priority for the Cumbria Health and Wellbeing Board are as previously around healthy weight particularly for children, focus on older persons, health promotion around smoking, breast feeding and other issues leading to health inequalities. The Board receive and respond to local issues highlighted by District health and wellbeing forums. The Board is currently formulating its plan to spend its Better Care Funding. This is not new money but funding that NHS England are top slicing to implement change and unification of the NHS and Public Health. The plan has to be innovative and radical in its thinking and demonstrate how by putting more funding into primary care services less money will be needed in acute care. The plan will free up over 1.2 million of funding (performance related in year 2) and will concentrate on GP's, community nurses, therapy and social care teams and bring them together to work more closely with patients in their homes and in a time when Cumbria has an aging population this is even more important and cost effective. For Districts, the Government has included within this funding, the funding for Disabled Facility Grants which for the next two years will be passported directly to the Districts as currently. The Copeland Health and Wellbeing Forum are looking at the evidence and opportunities for action under their four priorities: Smoking, Childhood obesity, alcohol and aging well. The announcement of the unhealthy weight levels In Copeland as the highest in England has led to a range of conversations and workshops to identify what can and should be done locally to improve the health of our residents. A Copeland Healthy Weight group is being proposed as a sub group under the Copeland Forum able to improve how existing deliverers work together and identify new opportunities to focus attention in the short term on childhood obesity. It is hoped that some additional resources will be available to assist this focused activity during the next year.

## **North Country Leisure Partnership**

The NCL continue to deliver against the contract annual plan for 2013/14 with the following positive outcomes in the last quarter:

- All contractual paperwork completed in line with the contract changes agreed by full council in September 2013;
- NCL continue to adapt their classes and services in line with customer feedback in line with their customer commitments;
- The Copeland Board has met quarterly to monitor and develop the services and agreed the 2014/15 business plan;
- Monthly contractual meetings have been held to oversee development and performance data;
- Increased take up of the B-Active Plus card at the Pool and Sports Centre;
- Effective management and joint working between NCL and the Council to deal with the physical impacts of the weather and high winds during the winter;
- Contract let for the fitness extension at the Copeland Pool;
- New gym equipment procured for the Sports Centre;
- Expansion of the Be Active project run by NCL from community venues and the council owned, NCL operated facilities, to include more venues and increased events and classes;
- Continuation of the GP fitness referral scheme which has been overperforming on numbers referred, numbers completing and numbers continuing to maintain fitness activities;
- Partnership working with range of community providers including working with schools;
- New gymnastic sessions to meet the high demand of the existing project;
- Delivery of quality provision;
- Delivery of priority maintenance of the facilities with a programme of maintenance actions being carried forward by the Council against the planned maintenance programme.

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

The Lake District National Park Partnership continues to meet quarterly focusing on the delivery of its refreshed partnership plan. The Partnership's Plan 2014-15 is now agreed with action leads and performance monitoring carrying on quarterly at the partnership meetings. This plan is available in the Members room. Copeland Council is not leading on any specific element but contributes through its existing housing, regeneration, environmental and community based activity to the priorities in the four key themes. The Park in its continuing activity to become world heritage site made a Technical Evaluation submission in October. The Government has confirmed that the Lake District should go forward as the UK's next World Heritage nomination in 2016.

## **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.

Service performance is currently under review. The ongoing improvement activity relating to customer services and council tax administration is progressing and revised processes are being implemented relating to direct debits and standardising advice and guidance for greater first time resolution and consistency.

In addition to this a Revenues & Benefits Shared Service (RBSS) Review was commissioned and considered 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.

The review was completed in March and the final report has been received and presentations of the findings have been made to relevant staff and members during April 2014. An Action Plan to implement the changes is currently being prepared and a Transformation Board will be established comprising of the three Chief Executives to drive forward improvements during 2014/15.

The Empty Homes Review 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). 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 Summer 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 and the Economic Blueprint.

Our growth strategy is currently under development. We must ensure that we maximise not only physical opportunities for growth but also funding opportunities by aligning with the BEC Economic Blueprint which has government support, and also to reflect the emerging priorities of the Local Enterprise Partnership (LEP).

The growth strategy will also set out the social conditions required to support and attract growth; this will influence the projects that gain our support moving forward. We aim to have the strategy completed in the Autumn/Winter.

### **2.3 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:

#### **Localities**

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 priorities. One key issue has been the response to the long awaited POPE report regarding the by-pass and issues for the local communities affected by related highways issues.
- Whitehaven – the Partnership has held its first meeting of the reformed Whitehaven Development Group, which is focused on supporting increased investment into Whitehaven and increased footfall in the Town Centre. The Group will support the development of a prospectus for Whitehaven as part of the I-Zone. The Partnership has also been developing its role in supporting business engagement in the run up to the opening of Albion Square.
- NE Copeland – the Partnership continues with the delivery of the West Lakes Xtreme project as well as developing local work & skills initiatives in Cleator Moor.
- West Copeland – the Partnership has completed its building scheme in Egremont and agreed the ongoing delivery of the Lengthsman scheme into the next financial year.
- Mid Copeland – The Boot Riverside Action Group project has received further positive funding news and that scheme is moving forward. In addition, progress is being made on the development of a rural growth hub in Eskdale.
- 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 have 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 the year 2013-2014, 28 grants have been approved with the value of £1,163,016.79. In addition an increase in the grant to Regen North East Copeland for the three year Community Partnerships Together project was approved, this increase was £124,000. In Quarter 4, three large grants and four small grants were approved.

The large grants were for: Howgill Family Centre for their Progression Award Project; Millom Stepping Stones Nursery for a capital extension; Phoenix Youth Project for three years of support of staff costs. The small grants were for Cleator Moor Celtic for McGrath Park Ground Improvement; Groundwork for the Haverigg Foreshore Footpath & Children's art trail; Cleator Moor Methodist Church Community Room for enhancing bathroom and kitchen facilities; Kells Amateur Rugby League Club for The Welfare Pitch Improvement Project.

The full report of the recently completed evaluation of the fund is now available on the website: [www.copelandcommunityfund.co.uk](http://www.copelandcommunityfund.co.uk). Following the adoption of this evaluation at the February Board meeting the CCF Board have agreed an operational strategy and a priority issue for 2014-2016. The priority issue is "Improving Wellbeing of Copeland Residents, by equipping individuals to be able to take advantage of opportunities, to move individuals from dependence to independence." For the next two years one third of the annual funding will be targeted at this priority. Further details of the operational strategy and the priority issue are available on the fund website. An evaluation sharing event is taking place on the 30<sup>th</sup> April at the Copeland Stadium.

### **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