

Quarterly corporate performance report

Summary of Quarter 2 performance: 1 July – 30 September 2017

This is a summary of the second quarter corporate performance report for 2017/18 covering the period from 1 July to 30 September 2017. It contains:

- A short overview of our Quarter 2 performance
- Summaries for each of our five priorities
- Appendices containing detail on performance against our priorities, key performance indicators and corporate risks

Performance overview

This report contains Quarter 2 progress updates on the 71 projects/activities and the 52 key performance indicators set out in the Business Plan 2017/18. The outcome measures¹ set out in the Business Plan will be reported in Quarters 2 and 4 as data for many of these measures is only produced once a year. The report also updates members on key corporate risk and activity to mitigate those.

Summary of Quarter 1 position	Total	Red	Amber	Green	Blue	Not targeted
Projects/activities	71	0	10	57	4	-
KPIs	52	9	8	30	-	5

Projects/activities (Appendix A)

We have now **completed 4 of our 71 key projects/activities.**

- A Developer Contributions Supplementary Planning Document was formally adopted by Full Council on 26 July 2017 to ensure that new developments include the infrastructure improvements necessary to support the development.(1.1)
- Just under 4,300 were engaged and introduced to a range of sport and physical activity through funding from the Community Sport Activation Fund over the 3 years of the programme. A number of sessions continue to be delivered in the community and as a legacy of the project. There are two schemes we hope to develop through Sport England applications which will be submitted in Q3.(4.3)
- The charge for the collection of commercial recyclates is now fully introduced and the budget indications are that the scheme generate the income target figure of 25K. (5.7a)

¹ These are mainly wider contextual measures, such as health or employment figures published by other organisations. Our work will have an influence on these, but they are not directly related to our service provision and they will therefore not be attributed with a RAG rating.

- People Resources have procured the services of a new Occupational Health provider to provide effective health support to all our employees and appropriate advice to our managers. (5.16)

We are **on track with 57 of our 71 key projects/activities**. Highlights this quarter include:

- The Council's continued support of the Cumbria Growth Hub has ensured that over 40 businesses have successfully accessed business support. This has resulted in 24 jobs being created. (1.2)
- The Council provided capital funding to support the works to enable a property to be retained in social housing for the next 5 years providing a family home for a young couple who are working in the Ambulance services as paramedics in the area. (1.6)
- A new grant application for Community Housing funding went live in September with grants available for revenue or capital funding. The Council received its first revenue funding application from Above Derwent CLT in September. (2.4a)
- The Council's new Safe and Warm Grants commenced in July. Of the 2 grants approved in quarter 2, 1 has been completed and a vulnerable household has benefited from a replacement heating system that they would have otherwise been unable to afford to replace. (2.7b)
- The Environmental Hit Squad apprenticeship team is now established and is deployed to improve environmental quality and provide NVQ level 2 qualification in Cleaning and Environmental Support Services. Spring cleans have now been delivered in Maryport, Workington, Aspatria, Silloth, Seaton, Cockermouth, Wigton and Keswick as well as a coastal clean-up carried with volunteers. (3.6)
- Figures continue to be on track for meeting the 2017/18 targets for increasing usage at our leisure facilities. Figures for those groups identified as being more likely to be inactive are consistently higher than expected. (4.4)
- 10 Festivals and events have been supported this year so far. Reboot and Northbound have both seen increased visitor numbers this year. Cockermouth Taste food festival was hugely successful again attracting around 40,000 visitors with an estimated economic impact of approx. £1.97m. (4.6)
- 4 new housing assistance grant products have been introduced this quarter to help reduce admissions to, and delayed discharge from, hospital. A Housing Occupational Therapist has been recruited and it is anticipated this will generate more referrals for the discretionary grants now available. (4.11)
- During 2016/17 2593 customers registered on myAllerdale, during the first six months of 2017/18 we have signed up another 2674 and are on track to double the number of customers able to report using this channel. Over 5000 reports have been submitted since going live in 2016 and there has been a 30% increase in self service reports received between Q1 and Q2. (5.2)
- 33 new trade waste contracts won since the beginning of the financial year. The service is currently forecasting to meet the £25k additional income target. (5.7b)

There were **10 amber projects/activities**:

- Following the Accelerated Housing Programme bid submitted in March 2017 the Homes and Communities Agency have now advised that they are unable to consider package of small sites for this programme due to geography and viability of sites. Still progressing Southfield School, Moorclose Leisure Centre, Westfield Drive.(1.4)

- The government had previously communicated its intentions to move to 100% business rates retention by 2019/20. An updated timetable for the implementation of 100% retention of business rates and the proposed scheme are not yet available so the impact remains unknown. The government has now published an 'Invitation to Local Authorities in England to pilot 100% Business Rates Retention in 2018/19. We will maintain a watching brief to ensure the Council is able to understand and plan for this move. (1.7) (5.13b)
- In looking at a range of options to deliver affordable housing through HCA schemes, using the up to date list of developers applications that are due to expire and sites that are stalled the team are looking to contact developers where sites may benefit from progressing via referral to HCA as SMEs. (2.4b)
- All environmental clean-up work has now been completed and the essential works to the exterior of the dwelling have been completed on a long-term derelict property in Maryport. The building surveyor is now looking to gain safe access to all floors of the property to carry out a site survey to enable an options appraisal to be undertaken. (3.8b)
- The existing exercise on referral scheme is still running and actively engaging with approx. 100 participants each quarter. We are working with Wigton Hospital to deliver a localised pilot of the Physical Activity Care Pathway. This should engage with an additional 60 - 100 participants. Funding of £10,000 is being sought to deliver an initial 12 months. (4.5)
- Nothing further to update on incentives for landlords to become accredited. Work continues on the development of a Housing Enforcement and Compliance Policy. A project overview document (POD) has been produced. (4.10b)
- Responsibility for reviewing all emergency reception centres has passed to Cumbria County Council and Allerdale BC will assist in identifying and reviewing suitable reception centres. (4.12a)
- The production of an Information Strategy will not now be complete by end September 2017. The Information Strategy has been scheduled to be completed by April 2018 as part of the project plan for the General Data Protection Regulation Project. The Council's suite of information security policies have been updated in line with GDPR. (5.11)
- The HR Advisor has prepared a work force plan addressing succession and workforce planning. Draft workforce plan is on hold until the newly appointed HR Manager is in post and has reviewed the document. (5.17)

There were no red project/activities.

Key performance indicators (Appendix B)

30 of our 51 KPIs are green this quarter.

There are **8 KPIs rated as amber**, these are:

- 99% of public conveniences cleaned within the Service Level Agreement against a target of 100% (KFS03)
- Leisure Centre usage at Keswick is slightly off target by around 500 visits. Swim lessons and gym memberships are at their highest levels, however, the pool is predominantly a tourist facility and usage at the beginning and end of the School holidays was slightly below target. (KCS03a)
- Food safety inspections (Category A-B) slightly below target - reduced staff levels and reactive work has led to a small number of A/B rated inspections being carried out later than target (KHH10)

- 1.2 working hours lost per month due to major systems downtime over the Q2 period. Intermittent failure caused period of downtime due to failed fibre in building, when replaced service was resumed (KCTC12)
- NNDR collection rate slightly below target but higher than same point last year. Still expected to achieve annual target (KCTC13)
- Council Tax collection rate very slightly below target, but still expect to achieve the annual target. (KCTC14)
- 95.9% of invoices paid in 30 days against a target of 98% with an improving trend over the last 2 quarters – some issues to resolve with prompt receipting of purchase orders when goods/services delivered, work ongoing to improve this area is showing results (KFS01)
- An estimated 46.1% of household waste sent for recycling, slightly below target and down on Q2 last year (KCS01)

There are **9 KPIs rated as red**, these are:

- 84.7% of invoices from local Cumbrian businesses paid within 14 days, an improvement on Q1 but still below target – still some issues to resolve with prompt receipting of purchase orders when goods/services delivered (KFS02)
- Just 4 affordable homes facilitated by the Council in Q2 - Affordable homes provision delivered in Harrington, Workington. The number of affordable homes delivered are determined by the developer output as opposed to being a performance related target as such. The Council has limited control of the delivery rates (KHH01)
- 1 empty property grant is complete and now occupied, below the target position. There are 4 more properties where works have been completed however the final grant payment and closure of the grant occurs when the properties are occupied. (KHH06)
- 82% of Disabled Facilities Grants approved within 10 weeks from receipt of referral, a slight improvement on Q1 but still below the target of 100% - out of the 38 grants approved in Q2, 7 were approved outside of the 10 week referral to approval target time. (KHH07)
- The % of programmed private water supplies sampled is behind the targeted position for the end of Q2. The number of samples taken was reduced due to staffing issues, but a new plan has been produced from now until April 2018. External resource is now in place to assist with the delivery of the sampling programme to ensure that our targets are met. (KHH09)
- Average speed of answer on calls to 03031231702 at 65 seconds against a target of 45 seconds – this has improved considerably from Q1 and is now close to achieving target (KCTC04)
- Abandoned calls rate at 8% against a target of 7% - performance has improved since Q1 and are very close to achieving target. (KCTC05)
- 3129 website unique page views per day, below target of 3500. There have been some below-target fluctuations with the data in recent months, which is often reflected in these months. (KCTC07)
- Average no. of working days lost to sickness absence per employee per annum was 9.70 at the end of Q2 against a target of 7 days. The annual cumulative figure has increased which has been impacted by long term sickness. However, long term sickness has now significantly reduced. Overall the total number of days lost to sickness in September was 20% lower than August. (KPR01)

Key Corporate Risks (Appendix C)

All strategic risks identified are contained within the Corporate Risk and Issues Log. Key risks (those which score 9 and above) are included in this report. There are currently 14 key risks which have been reviewed by the Senior Management Team. The current Key Risks Report setting out mitigating actions can be found in Appendix C to this report.

Outcome measures (Appendix D)

The outcome measures set out in the Business Plan are reported in Quarters 2 and 4 as data for many of these measures is only produced once a year. These are mainly wider contextual measures, such as health or employment figures published by other organisations. Our work will have an influence on these, but they are not directly related to our service provision and so they are not attributed with a RAG rating. Monitoring these outcome measures will give us an indication as to whether our efforts are contributing to the improvement in outcomes for our communities that we are aiming to achieve under the priority themes that we have set out in the Council Plan.

The information in this report relates to activity to the end of September 2017.

Strengthening our economy summary

We aim to create a strong, sustainable and vibrant local economy and create jobs

Summary of Quarter 1 position	Total	Red	Amber	Green	Blue	Not targeted
Projects/activities	7	0	2	4	1	-
KPIs	10	1	0	7	-	2

Projects/activities (Appendix A)

Blue – completed

- A Developer Contributions Supplementary Planning Document was formally adopted by Full Council on 26 July 2017 to ensure that new developments include the infrastructure improvements necessary to support the development.(1.1)

Green highlights

- The Council's continued support of the Cumbria Growth Hub has ensured that over 40 businesses have successfully accessed business support. This has resulted in 24 jobs being created. The necessary agreements to create a loans fund next year are being finalised. (1.2)
- The Council provided capital funding to support the works to enable a property to be retained in social housing for the next 5 years providing a family home for a young couple who are working in the Ambulance services as paramedics in the area. Work to use Council assets to deliver housing is progressing with work on the conversion of Maryport WC. (1.6)

Amber – areas to watch

- Following the Accelerated Housing Programme bid submitted in March 2017 the Homes and Communities Agency have now advised that they are unable to consider package of small sites for this programme due to geography and viability of sites. Still progressing Southfield School, Moorclose Leisure Centre, Westfield Drive.(1.4)
- The government had previously communicated its intentions to move to 100% business rates retention by 2019/20. An updated timetable for the implementation of 100% retention of business rates and the proposed scheme are not yet available so the impact remains unknown. The government has now published an 'Invitation to Local Authorities in England to pilot 100% Business Rates Retention in 2018/19. We will maintain a watching brief to ensure the Council is able to understand and plan for this move. (1.7)

Key performance indicators (Appendix B)

Green highlights

- 100% of major planning applications determined within statutory period, above target of 95% (KDS01)
- 96% of minor planning applications determined within statutory period, above target of 95% (KDS02) 391 housing units granted planning permission against a target of 103 (KDS03)
- 123 housing completions against a target of 86 (KDS04)

Red – areas of concern

- 84.7% of invoices from local Cumbrian businesses paid within 14 days, an improvement on Q1 but still below target – still some issues to resolve with prompt receipting of purchase orders when goods/services delivered (KFS02)

Tackling inequality summary

We aim to reduce poverty and support people facing financial difficulties

Summary of Quarter 1 position	Total	Red	Amber	Green	Blue	Not targeted
Projects/activities	12	0	1	11	0	-
KPIs	8	1	0	7	-	0

Projects/activities (Appendix A)

Green highlights

- A new grant application for Community Housing funding went live in September with grants available for revenue or capital funding. The Council received its first revenue funding application from Above Derwent CLT in September. (2.4a)
- The Council's new Safe and Warm Grants commenced in July. Of the 2 grants approved in quarter 2, 1 has been completed and a vulnerable household has benefited from a replacement heating system that they would have otherwise been unable to afford to replace.(2.7b)
- Money from the newly introduced Apprenticeship Levy is now being utilised to fund a number of apprenticeships for existing employees. These include; Project Management, AAT and Building Surveying. Where external recruitment to apprenticeships is taking place, we endeavour to target people from priority areas within the Borough. (2.8)

Amber – areas to watch

- In looking at a range of options to deliver affordable housing through HCA schemes, using the up to date list of developers applications that are due to expire and sites that are stalled the team are looking to contact developers where sites may benefit from progressing via referral to HCA as SMEs. (2.4b)

Key performance indicators (Appendix B)

Green highlights

- Target of 20 days processing time for processing Housing Benefit new claims exceeded – 12 days achieved in Q2 (KCTC01a)
- Target of 20 days processing time for processing Council Tax new claims achieved (KCTC01b)
- 8 day target achieved for processing Housing Benefit/Council Tax change of circumstances (KCTC02)
- 100% of homeless decisions made within guideline 33 days (KHH04)
- 100% of Safe and Warm Grants approved within 10 weeks of initial enquiry (KHH05)

Red – areas of concern

- Just 4 affordable homes facilitated by the Council in Q2 - Affordable homes provision delivered in Harrington, Workington. The number of affordable homes delivered are determined by the developer output as opposed to being a performance related target as such. The Council has limited control of the delivery rates (KHH01)

Enhancing our towns summary

We aim to create thriving towns that are attractive and welcoming and retain their distinctive characters

Summary of Quarter 1 position	Total	Red	Amber	Green	Blue	Not targeted
Projects/activities	11	0	1	10	0	-
KPIs	2	1	1	0	-	0

Projects/activities (Appendix A)

Green highlights

- Work has progressed on the development of a Maryport Regeneration Plan. Meetings have been held with night time economy businesses in Workington as the Council seeks to consider the Purple Flag process. (3.1)
- The Environmental Hit Squad apprenticeship team is now established and is deployed to improve environmental quality and provide NVQ level 2 qualification in Cleaning and Environmental Support Services. Spring cleans have now been delivered in Maryport, Workington, Aspatria, Silloth, Seaton, Cockermouth, Wigton and Keswick as well as a coastal clean-up carried with volunteers. (3.6)
- Additional focus is now placed on the environmental enforcement process with 2 Street Scene Officers concentrating on full-time on environmental enforcement. Focus is being placed on increasing the numbers of fixed penalty notices. (3.7)

Amber – areas to watch

- All environmental clean-up work has now been completed and the essential works to the exterior have also now been completed on a long-term derelict property in Maryport. The building surveyor is now looking to gain safe access to all floors of the property to carry out a site survey to enable an options appraisal to be undertaken. (3.8b)

Key performance indicators (Appendix B)

Amber – areas to watch

- 99% of public conveniences cleaned within the Service Level Agreement against a target of 100% (KFS03)

Red – areas of concern

- 1 empty property grant is complete and now occupied, below the target position. There are 4 more properties where works have been completed however the final grant payment and closure of the grant occurs when the properties are occupied. (KHH06)

Improving health and wellbeing summary

We aim to help people live healthy and active lives and reduce health inequalities

Summary of Quarter 1 position	Total	Red	Amber	Green	Blue	Not targeted
Projects/activities	18	0	3	14	1	-
KPIs	11	2	2	7	-	0

Projects/activities (Appendix A)

Blue - completed

- Just under 4,300 were engaged and introduced to a range of sport and physical activity through funding from the Community Sport Activation Fund over the 3 years of the programme. A number of sessions continue to be delivered in the community and as a legacy of the project. There are two schemes we hope to develop through Sport England applications which will be submitted in Q3.(4.3)

Green highlights

- Through the Allerdale Health and Wellbeing Forum, Dementia Action Alliances (DAAs) are being supported with Maryport and Cockermouth progressing to be a DAA. A Community Falls Prevention worker has been appointed and a slipper exchange scheme developed. Suicide awareness courses held around the district including bespoke session for elected members. (4.1)
- Figures continue to be on track for meeting the 2017/18 targets for increasing usage at our leisure facilities. Figures for those groups identified as being more likely to be inactive are consistently higher than expected. (4.4)
- 10 Festivals and events have been supported this year so far. Reboot and Northbound have both seen increased visitor numbers this year. Cockermouth Taste food festival was hugely successful again attracting around 40,000 visitors with an estimated economic impact of approx. £1.97m. (4.6)
- 4 new housing assistance grant products have been introduced this quarter to help reduce admissions to, and delayed discharge from, hospital. A Housing Occupational Therapist has been recruited (secondment from Cumbria County Council) and it is anticipated this will generate more referrals for the discretionary grants now available. (4.11)

Amber – areas to watch

- The existing exercise on referral scheme is still running and actively engaging with approx. 100 participants each quarter. We are working with Wigton Hospital to deliver a localised pilot of the Physical Activity Care Pathway. This should engage with an additional 60 - 100 participants. Funding of £10,000 is being sought to deliver an initial 12 months. (4.5)
- Nothing further to update on incentives for landlords to become accredited. Work continues on the development of a Housing Enforcement and Compliance Policy. A project overview document (POD) has been produced. (4.10b)
- Responsibility for reviewing all emergency reception centres has passed to Cumbria County Council and Allerdale BC will assist in identifying and reviewing suitable reception centres. (4.12a)

Green highlights

- Above target leisure centre usage at Workington, Cockermouth and The Wave (KCS03b-d, KCS04a-c)
- Workington Leisure Centre usage by target groups well above target (KCS04a, KCS04b, KCS04c)
- 100% of Discretionary Disability Grants approved within 10 weeks of first inspection date (KHH08)

Amber – areas to watch

- Leisure centre usage at Keswick is slightly off target by around 500 visits. Swim lessons and gym memberships are at their highest levels, however, the pool is predominantly a tourist facility and usage at the beginning and end of the School holidays was slightly below target. (KCS03a)
- Food safety inspections (Category A-B) slightly below target - reduced staff levels and reactive work has led to a small number of A/B rated inspections being carried out later than target (KHH10)

Red – areas of concern

- 82% of Disabled Facilities Grants approved within 10 weeks from receipt of referral, a slight improvement on Q1 but still below the target of 100% - out of the 38 grants approved in Q2, 7 were approved outside of the 10 week referral to approval target time. (KHH07)
- The % of programmed private water supplies sampled is behind the targeted position for the end of Q2. No of samples taken are reduced due to staffing issues, but a new plan has been produced from now until April 2018. External resource is now in place to assist with the delivery of the sampling programme to ensure that our targets are met. (KHH09)

Creating a sustainable business summary

We aim develop a commercially focused organization committed to delivering high quality, sustainable services to the people, communities and businesses of Allerdale

Summary of Quarter 1 position	Total	Red	Amber	Green	Blue	Not targeted
Projects/activities	23	0	3	18	2	-
KPIs	21	4	5	9	-	3

Projects/activities

(Appendix A)

Blue – completed

- The charge for the collection of commercial recyclates is now fully introduced and the budget indications are that the scheme generate the income target figure of 25K. (5.7a)

Green highlights

- The new website contract has been awarded and development is underway with user testing planned for late December and a public launch in January, the transactional nature of the website will enable customers to interact with the Council easily on-line. (5.1)
- The number of customers registering to use the myAllerdale system continues to increase. During 2016/17 2593 customers registered on myAllerdale, during the first six months of 2017/18 we have signed up another 2674 and are on track to double the number of customers able to report using this channel. Over 5000 reports have been submitted since going live in 2016 and there has been a 30% increase in self service reports received between Q1 and Q2. (5.2)
- 52 council elected members now have tablets and are using them for council meetings and to support them in their role as we transition to paperless meetings. (5.3)
- 33 new trade waste contracts won since the beginning of the financial year. The service is currently forecasting to meet the £25k additional income target. (5.7b)

Amber – areas to watch

- The production of an Information Strategy will not now be complete by end September 2017. The Information Strategy has been scheduled to be completed by April 2018 as part of the project plan for the General Data Protection Regulation Project. The Council's suite of information security policies have been updated in line with GDPR. (5.11)
- The government had previously communicated its intentions to move to 100% business rates retention by 2019/20. An updated timetable for the implementation of 100% retention of business rates and the proposed scheme are not yet available so the impact remains unknown. The government has now published an 'Invitation to Local Authorities in England to pilot 100% Business Rates Retention in 2018/19. We will maintain a watching brief to ensure the Council is able to understand and plan for this move. (5.13b)
- The HR Advisor has prepared a work force plan addressing succession and workforce planning. Draft workforce plan is on hold until the newly appointed HR Manager is in post and has reviewed the document. (5.17)

Green highlights

- 1024 new customer registrations to myAllerdale (KCTC03)
- The newly introduced customer satisfaction survey has produced a satisfaction rate of 88% for Q2, above the target of 80% (KCTC06)
- Average no. of ICT support calls logged and average no. of ICT support calls outstanding per day both show on target performance and significant improvement from Q1 (KCTC10a and KCTC10b)
- An estimated 112kg of household waste sent to landfill – above target and an improvement on Q2 2016/17 (KCS02)

Amber – areas to watch

- 1.2 working hours lost per month due to major systems downtime over the Q2 period. Intermittent failure caused period of downtime due to failed fibre in building, when replaced service was resumed (KCTC12)
- NNDR collection rate slightly below target but higher than same point last year. Still expected to achieve annual target (KCTC13)
- Council Tax collection rate very slightly below target, but still expect to achieve the annual target. (KCTC14)
- 95.9% of invoices paid in 30 days against a target of 98% with an improving trend over the last 2 quarters – some issues to resolve with prompt receipting of purchase orders when goods/services delivered, work ongoing to improve this area is showing results (KFS01)
- An estimated 46.1% of household waste sent for recycling, slightly below target and down on Q2 last year (KCS01)

Red – areas of concern

- Average speed of answer on calls to 03031231702 at 65 seconds against a target of 45 seconds – this has improved considerably from Q1 and is now close to achieving target (KCTC04)
- Abandoned calls rate at 8% against a target of 7% - performance has improved since Q1 and are very close to achieving target. (KCTC05)
- 3129 website unique page views per day, below target of 3500. There have been some below-target fluctuations with the data in recent months, which is often reflected in these months. (KCTC07)
- Average no. of working days lost to sickness absence per employee per annum was 9.70 at the end of Q2 against a target of 7 days. The annual cumulative figure has increased which has been impacted by long term sickness. However, long term sickness has now significantly reduced. Overall the total number of days lost to sickness in September was 20% lower than August. (KPR01)

Definitions

	Projects/activities	Key Performance Indicators
Blue	Complete	
Green	Everything is on target / satisfactory progress is being made / no action required	On, or better than, target
Amber	There are concerns over achieving deadlines or outputs / there are issues to rectify, but plans are in place to get the project back on track	Worse than target (up to 10% variance) - some action may be required to improve performance
Red	There are significant concerns over achieving outputs / there is serious slippage in the timetable / there are major issues to rectify	Significantly worse than target (>10% variance) – action required to improve performance

Appendices

- A. Key projects/activities**
- B. Key performance measures**
- C. Key corporate risks**
- D. Outcome measures**