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**Quarterly corporate performance report**

**2018/19 Quarter 4 and end of year performance**

This performance report summarises our performance during the fourth quarter of 2018/19 covering the period from 1 January to 31 March 2019 and the end of year position for 2018/19, which was the fourth and final year of our previous Council Plan. The report contains:

* A short overview of our Quarter 4 and end of year performance
* Summaries for each of our five priorities
* Appendices containing detail on performance against our priorities, key performance indicators (KPIs) and corporate risks

**Performance overview**

This report contains Quarter 4 progress updates and end of year performance on the 87 projects/activities and the 50 key performance indicators set out in the Business Plan 2018/19. The outcome measures[[1]](#footnote-1) 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. The report also updates members on key corporate risk and activity to mitigate those.

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| --- | --- | --- | --- | --- | --- | --- |
| **Summary of Quarter 4 position** | **Total** | **Red** | **Amber** | **Green** | **Blue** | **Not targeted** |
| Projects/activities | 87 | 3 | 11 | 45 | 28 | - |
| KPIs (Q4 value) | 50\* | 8 | 9 | 27 | - | 4 |
| KPIs (2018/19 annual value) | 50\* | 6 | 13 | 27 | - | 2 |

\* We are awaiting data to be able to calculate Q4 figures for 2 KPIs

The attached appendices contain more details about performance on our activities/projects, key performance indicators during the year and end of year figures for those KPIs.

For this end of year report, the red/amber/green ratings assigned to KPIs in the narrative reflect our overall performance for 2018/19 rather than the ratings for the fourth quarter.

**Projects/activities** (Appendix A)

We have now completed 28 of our 87 planned key projects/activities.11 projects/activities were completed in Q4. These included developing a new Loans Fund for small and medium-sized businesses, completing the Wigton Town Centre Facelift Scheme, delivering 216 disabled facilities and discretionary grants, successfully gaining a Silver Better Health at Work Award, and generating an additional £80k of trade waste income through the growth of the service.

We are currently on track to achieve 48 of the key projects/activities that continue into 2019/20. Highlights include: bringing partners together to form the Allerdale Work and Skills Partnership which aims to better join up training and skills with the needs of businesses; good progress supporting community led housing schemes; formal launch of the China Forum to focus on attracting Chinese visitors to Allerdale; re-location of the Allerdale Local Focus Hub to Allerdale House and assignment of dedicated officer time to support the management of this partnership; and the success of the Workington Healthwise social prescribing programme.

There were 11 projects/activities reported as amber at the end of 2018/19:

* Work to facilitate the development of a new housing site at Westfield with funding from the Accelerated Construction Programme has some issues to resolve before it can progress.
* Work to increase the percentage of Council spend with local businesses providing goods and services through activity to proactively engage with local businesses as part of procurement and commissioning has resulted in below target performance for 2018/19.
* Work to implement the Heritage Strategy is progressing more slowly than originally planned.
* Work to get Curwen Hall off the ‘at risk’ register has encountered cost issues and grants are having to be reapplied for.
* Public realm improvements incorporating Brow Top, Central Way Underpass and Workington Leisure Centre are running more slowly than originally anticipated.
* Only two of three planned environmental enforcement media campaigns around tackling dog-fouling, littering and fly-tipping carried out in 2018/19.
* Only six empty property grants completed in 2018/19, the target was ten. Although there are an additional 15 still ongoing.
* Work to develop an empty homes strategy will now take place as part of the refresh of the Housing Strategy.
* Work to review our Revenues and Benefits Shared arrangements has been rescheduled to be completed by mid-2019.
* Delivery of some elements of the new Digital Strategy are underway, but some are behind schedule.
* The impact of the changes to local government financing remains unknown as government has yet to detail the changes. The Medium term Financial Plan will be updated as new information becomes available.

There were three projects/activities reported as red at the end of 2018/19:

* Co-location of customer access points across the district into libraries/other appropriate locations – tentative task have resumed with CCC, but it is likely to be some time before any decision has been reached on CCC’s side.
* The town centre wifi project has been mothballed pending an agreement on our use of street lights for wifi equipment.
* Implementation of the new web-based land and property system (Arcus) has experienced significant issues. There is a plan in place to address these.

**Key performance indicators (end of year)** (Appendix B)

At the end of the year performance on 27 of our 50 KPIs is rated green, 13 performance indicators are rated amber and six are rated red.

The amber KPIs are:

* Proportion of minor and other planning applications carried out within statutory timeframe - 89% against a target of 90%.
* Number of new housing completions – 337 against a target of 344.
* Proportion of invoices from local Cumbrian businesses paid within 14 days - 93.1% against a target of 98.0%.
* Proportion of Council spend on goods and services with local suppliers and companies – 38.2% against a target of 42.0%.
* Keswick Leisure Centre usage - 74,462 against a target of 80,666.
* Cockermouth Leisure Centre usage – 175,490 against a target of 180,966.
* Workington Leisure Centre usage – 312,374 against a target 321,509.
* Proportion of Disabled Facilities Grants approved within 10 weeks from receipt of referral to approval - 77% against a target of 85%.
* Proportion of programmed water supply sampling carried out – 95% against a target of 100%.
* Abandoned call rate – 8% against a target of 7%.
* Council tax collection rate - 97.46% against a target of 97.80%
* Proportion of invoices paid within 30 days of receipt - 97.8% against a target of 98.0%.
* Proportion of workforce with zero absence - 89% against a target of 90%.

The red KPIs are:

* Number of affordable homes facilitated by the Council – 79 against a target of 100.
* Number of empty homes grants completed – 6 against a target of 10.
* Wave Centre usage – 25,395 against a target of 32,935.
* Proportion of food safety inspections carried out (Category A-B) – 86% against a target of 100%.
* Average speed of answer (A.S.A) on calls to 03031231702 - 73 seconds against a target of 45.
* Average number of working days lost to sickness absence per employee per annum – 12.5 against a target of 7 days.

Details of actions/interventions being taken to address underperformance where KPIs are red are given under each priority heading and in Appendix B.

**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 15 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 March 2019.***

**Strengthening our economy summary**

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

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| --- | --- | --- | --- | --- | --- | --- |
| **Summary of Quarter 4 position** | **Total** | **Red** | **Amber** | **Green** | **Blue** | **Not targeted** |
| Projects/activities | 9 | 0 | 2 | 5 | 2 | - |
| KPIs (Q4 value) | 11 | 2 | 3 | 4 | - | 2 |
| KPIs (2018/19 annual value) | 11 | 0 | 4 | 7 | - | - |

**Projects/activities** (Appendix A)

**Blue highlights – completed this quarter**

* The Council has developed a new Loans Fund for small and medium sized businesses in Allerdale – the fund is now up and running and providing loans to SME’s that wish to expand and create additional employment in Allerdale. (1.3)

**Green highlights**

* All SIIF funding has been allocated for this financial year to support local small to medium-sized businesses. (1.1)
* Large employers forum meetings continue to be well attended – most recent discussion was around Brexit (1.2)

**Amber – areas to watch**

* Work with the Homes and Communities Agency to facilitate the development of new sites for housing - Homes England has agreed to carry out additional work to investigate costs of infrastructure at the Westfield Site. This should assist the Council in better understand its commitments to the project and any financial undertaking it may be asked to under right if the grant offer were to progresses. (1.4)
* Increasing percentage of Council spend with local businesses – achieved 30.5% against a target of 42% for Q4. Although our Q4 2018 trend is down, we have still increased spend with local (Allerdale) suppliers - when we compare Q4 2018 trend to Q4 2017, we have an increased spend of 5.77%.(1.9)

**Key performance indicators (annual outturn)** (Appendix B)

**Green highlights**

* 52 jobs created through effective management of external funding (KEG01a)
* 146 jobs safeguarded through effective management of external funding (KEG01b)
* 94% of major planning applications determined within statutory period (KDS01)
* 99.46% of land charges searches carried out within 10 working days against a target of 95% (KGVO01)

**Amber – areas to watch**

* Proportion of minor and other planning applications carried out within statutory timeframe - 89% against a target of 90%. (KDS02)
* Number of new housing completions – 337 against a target of 344. (KDS04)
* Proportion of invoices from local Cumbrian businesses paid within 14 days - 93.1% against a target of 98.0%. (KFS02)
* Proportion of Council spend on goods and services with local suppliers and companies – 38.2% against a target of 42.0%. (KCTC16)

**Tackling inequality summary**

We aim to reduce poverty and support people facing financial difficulties

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| --- | --- | --- | --- | --- | --- | --- |
| **Summary of Quarter 4 position** | **Total** | **Red** | **Amber** | **Green** | **Blue** | **Not targeted** |
| Projects/activities | 14 | 0 | 0 | 11 | 3 | - |
| KPIs (Q4 value) | 6 | 0 | 1 | 5 | - | 0 |
| KPIs (2018/19 annual value) | 6 | 1 | 0 | 5 | - | 0 |

**Projects/activities** (Appendix A)

**Blue highlights – completed this quarter**

* The Big Allerdale Switch has been run three times in 2018/19 as planned and has received positive feedback as well as savings residents’ money on their energy bills. (2.7a)

**Green highlights**

* We have brought partners together to form the Allerdale Work and Skills Partnership which aims to better join up needs of businesses, training and skills. (2.1)
* Supporting Community Land Trusts – good progress with the Above Derwent Community Land Trust, the Keswick Youth Community and Housing initiative, Keswick Community Housing Trust and Caldbeck Parish Council. (2.4a)

**Key performance indicators (annual outturn)** (Appendix B)

**Green highlights**

* Benefit processing times have exceeded target (KCTC01a, 01b and 02)
* All homelessness decisions were made within the guideline 56 days (KHH04a)

**Red**

* Number of affordable homes facilitated by the Council – 79 against a target of 100. (KHH01) We continue to work proactively with developers and housing associations to try and maximise affordable housing delivery, however, we have limited control over delivery rates which are largely determined by developer output.

**Enhancing our towns summary**

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Summary of Quarter 4 position** | **Total** | **Red** | **Amber** | **Green** | **Blue** | **Not targeted** |
| Projects/activities | 25 | 0 | 6 | 8 | 11 | - |
| KPIs (Q4 value) | 2 | 1 | 0 | 1 | - | 0 |
| KPIs (2018/19 annual value) | 2 | 1 | 0 | 1 | - | 0 |

**Projects/activities** (Appendix A)

**Blue highlights – completed this quarter**

* The Council’s town centre facelift scheme has focused on Wigton this year – the scheme was incredibly popular and an additional £20k was secured during the year to enable the waiting list of applications to be dealt with. (3.1b)
* We have run a series of successful breakfast briefings with the tourism sector that have been well received (3.2c)

**Green highlights**

* Tourism markets development - a formal launch of the China Forum was held in March 2019 and was officially opened by the Manchester based Chinese Consul General. (3.2g)
* The Allerdale Local Focus Hub has now re-located to Allerdale House and an Allerdale Officer is now supporting the management of this partnership. (3.11)

**Amber – areas to watch**

* Work to implement the Heritage Strategy is progressing more slowly than originally planned. (3.4)
* Work to get Curwen Hall off the ‘at risk’ register has encountered cost issues and grants are having to be reapplied for. (3.5)
* Public realm improvements incorporating Brow Top, Central Way Underpass and Workington Leisure Centre are running more slowly than originally anticipated. (3.6e)
* Only two of three planned environmental enforcement media campaigns around tackling dog-fouling, littering and fly-tipping carried out in 2018/19. (3.9)

**Key performance indicators (annual outturn)** (Appendix B)

**Green highlights**

* 100% of public conveniences cleaned within the Service Level Agreement (KFS03)

**Red**

* Number of empty homes grants completed – 6 against a target of 10 (KHH06a). We still have 15 approved grants ongoing at the end of the year that will continue into 2019/20, officers continue to push grant recipients to complete the works.

**Improving health and wellbeing summary**

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

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| --- | --- | --- | --- | --- | --- | --- |
| **Summary of Quarter 4 position** | **Total** | **Red** | **Amber** | **Green** | **Blue** | **Not targeted** |
| Projects/activities | 19 | 0 | 0 | 14 | 5 | - |
| KPIs (Q4 value) | 11 | 2 | 3 | 6 | - | 0 |
| KPIs (2018/19 annual value) | 11 | 2 | 5 | 4 | - | 0 |

**Projects/activities** (Appendix A)

**Blue highlights – completed this quarter**

* All existing animal establishments have been subjected to the new risk rated regime that was introduced in 2018 and new licences have been or are in the process of being issued. (4.12)
* 2018/19 Housing Grants and Assistance programme delivery - the Disabled Facilities Grant (DFG) and Discretionary Grant budgets have been spent in full with a total of 170 DFGs and 46 Discretionary grants approved. The team have reduced the average time from initial contact with the occupational therapist to completion of the grant to 6 months (from 12 months in 2014/15). (4.14)
* The Council was awarded Silver in the Better Health at Work Award (4.17).

**Green highlights**

* GLL has Launched Dementia Football on Tuesday at Cockermouth Leisure Centre as well as the junior gym Friday night project in partnership with Cumbria Youth Alliance. (4.4)
* The Workington Healthwise programme has gone from strength to strength with currently 61 active users on the scheme. The scheme is now extending to Wigton. (4.6)

**Key performance indicators (annual outturn)** (Appendix B)

**Green highlights**

* Workington Leisure Centre usage by target groups above target (KCS04a, KCS04b, KCS04c)
* 97% of Discretionary Housing Grant Assistance approved within 12 weeks of first inspection date against a target of 85% (KHH08a)

**Amber – areas to watch**

* Keswick Leisure Centre usage - 74,462 against a target of 80,666. (KCS03a)
* Cockermouth Leisure Centre usage – 175,490 against a target of 180,966. (KCS03b)
* Workington Leisure Centre usage – 312,374 against a target 321,509. (KCS03c)
* Proportion of Disabled Facilities Grants approved within 10 weeks from receipt of referral to approval - 77% against a target of 85%. (KHH07)
* Proportion of programmed water supply sampling carried out – 95% against a target of 100%. (KHH09)

**Red**

* Wave Centre usage – 25,395 against a target of 32,935 (KCS03d). A package of centre improvements continue to be implemented to increase usage further.
* Proportion of food safety inspections carried out (Category A-B) – 86% against a target of 100% (KHH10). There was just one missed inspection in Q4, this was undertaken during April 2019.

**Creating a sustainable business summary**

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

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| --- | --- | --- | --- | --- | --- | --- |
| **Summary of Quarter 4 position** | **Total** | **Red** | **Amber** | **Green** | **Blue** | **Not targeted** |
| Projects/activities | 20 | 3 | 3 | 7 | 7 | - |
| KPIs (Q4 value) | 20 | 3 | 2\* | 11 | - | 2 |
| KPIs (2018/19 annual value) | 20 | 2\* | 4 | 10 | - | 2 |

\* We are awaiting data to be able to calculate Q4 figures and annual figures for the waste KPIs

**Projects/activities** (Appendix A)

**Blue highlights – completed this quarter**

* Additional £80k of trade waste income achieved through the growth of the service. (5.8)
* Capital Investment Strategy updated for 2019/20 and approved by Executive (5.9)
* A new Organisational Development Strategy has been finalised. (5.16)

**Green highlights**

* The myAllerdale on-line reporting service is now firmly established with customers and is still being developed with focus moving onto online booking for pest control and bulky waste collections as well as missed bin collections and lost /stolen bins to go directly from myAllerdale into the new waste system (Whitespace).  (5.1)

**Amber – areas to watch**

* Work to review our Revenues and Benefits Shared arrangements has been rescheduled to be completed by mid-2019. (5.4)
* Delivery of some elements of the new Digital Strategy are underway, but some are behind schedule. (5.5)
* The impact of the changes to local government financing remains unknown as government has yet to detail the changes. The Medium term Financial Plan will be updated as new information becomes available. (5.11)

**Red**

* Co-location of customer access points across the district into libraries/other appropriate locations – tentative task have resumed with CCC, but it is likely to be some time before any decision has been reached on CCC’s side. (5.3)
* The town centre wifi project has been mothballed pending an agreement on our use of street lights for wifi equipment. (5.6)
* Implementation of the new web-based land and property system (Arcus) has experienced significant issues. There is a plan in place to address these. (5.20)

**Key performance indicators (annual outturn)** (Appendix B)

**Green highlights**

* 11,515 customer registrations to myAllerdale over the year (KCTC03)
* Customer service satisfaction score at 92% for the year (KCTC06)
* 90% of ICT support calls resolved within SLA against a target of 87% (KCTC11)
* Occupancy rate of the Council’s property portfolio at 93% against a target of 90% (KEG04)

**Amber – areas to watch**

* Abandoned call rate – 8% against a target of 7%.
* Council tax collection rate - 97.46% against a target of 97.80%
* Proportion of invoices paid within 30 days of receipt - 97.8% against a target of 98.0%.
* Proportion of workforce with zero absence - 89% against a target of 90%.

**Red**

* Average speed of answer on calls to 03031231702 - 73 seconds against a target of 45 (KCTC04). Increased use of the ‘call back’ system means a better service for customers as they do not need to wait on the phone. However, the increasing use of the ‘call back’ system has affected the validity of this measure and it is being discontinued in 2019/20.
* Average number of working days lost to sickness absence per employee per annum – 12.5 against a target of 7 days (KPR01). A range of tools have been used to help people back into work and reduce sickness levels which are now showing results - February and March figures showed a marked improvement and this trend has continued on into April and May, with both months below the target of 7 days.

**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 some 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**

1. **Key projects/activities**
2. **Key performance measures**
3. **Key corporate risks**
4. **Outcome measures**
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. [↑](#footnote-ref-1)