

Appendix A - Business Plan 2018/19 Q3 report - activities/projects

Ref	Project/activity	Target timescale/measure	Expected financial impact	Head of Service	Portfolio	2018/19 Q2 update	Q2 RAG status	2018/19 Q3 update	Q3 RAG status
Strengthening our economy									
We aim to create a strong, sustainable and vibrant local economy and create jobs									
1.1	Implement the 'strengthening general conditions' growth actions within the Business Growth Strategy including supporting local entrepreneurial initiatives and managing the ERDF bid for the Information and Communication Technology Improvement Support Project	31/03/2020	Increased opportunity to generate additional business rates income	Nik Hardy	Economic Growth/Leader	We have been working with a number of new and fledgling businesses as part of the revised SIF small grants scheme - five grants have now been awarded, one is being considered and several are being developed. HCLG has verbally approved the ERDF ICTIS project and procurement is underway to commence activity 3 December.	Green	We have been working with a number of new and fledgling businesses as part of the revised SIF small grants scheme - 2 applications for the final amount of the small grants scheme (£100k) have been appraised. Other new businesses are being engaged through SIF funded activity	Green
1.2	Implement the Strengthening Manufacturing offer actions within the Business Growth Strategy such as growing the manufacturing forum and large employer engagement	31/03/2020	Increased opportunity to generate additional business rates income	Nik Hardy	Economic Growth/Leader	We are currently looking at alternative ways to engage with our businesses, the Mayor attended the Carlisle Ambassadors meeting recently along with officers.	Green	The subject of the next Large employers meeting is BREXIT. The meeting was due to be timed around the vote in Parliament on the deal, which was postponed from December to the new year. This will now be held in February.	Amber
1.3	Develop a new Loans Fund for SME's in Allerdale – this will be an evergreen investment pot that will be targeted at those SME's that wish to expand and create additional employment in Allerdale.	31/03/2019	Initial investment of £250k per year for 2 years (SIF funding). Fund will generate income for the Council through repayments once established	Nik Hardy	Leader	In terms of developing a new Loans Fund for SMEs in Allerdale we are finalising the contractual arrangements for an external provider of loans to businesses and these are expected to be agreed very shortly. Of the £250,000 set aside for this year, there is already interest from local businesses for approximately £200k of this and the first loans are expected to be offered by early November.	Green	7 enquiries for the loans scheme have been received and 5 have been approved to the value of £226k. Of this, £155k has been drawn down by 3 businesses.	Green
1.4	Work with the Homes and Communities Agency to facilitate the development of new sites for housing , this may include partnering arrangements with developers. Specific targets will be set for individual sites once identified.	31/03/2019	Contribution to increased NHB and Council Tax	Kevin Kerrigan	Economic Growth/Housing, Health and Wellbeing	Commissioned Perito Property to support the Council is developing a funding proposal to Homes England for Westfield Drive and Moorclose - both proposals submitted September 2018. Awaiting decision from Homes England.	Amber	The Council received a provisional offer from the Accelerated Construction Programme, which will be subject to Executive approval. Currently working with Homes England to discuss and agree grant conditions.	Green
1.5	Undertake formal consultations and submission to Secretary of State for examination prior to adoption of Local Plan Part 2 in July 2018 to identify sites for development and support growth in the borough	31/07/2018	Contribution to increased NHB, Council Tax and Business Rates	Nik Hardy	Leader	The Local Plan (part 2) was approved by Executive and Full Council in September and now has commenced a final six week consultation period.	Green	The Local Plan consultation was completed in November. Comments have been reviewed and responses drafted. Final documentation is being prepared to submit the local plan to the Secretary of State in January .	Green
1.6	Deliver actions to develop new market and affordable housing as set out in the Housing Strategy including: • Maximising housing opportunities to drive economic growth • Developing partnerships to deliver new housing • Using Council assets to deliver housing • Undertaking research and policy development activity on self-build and custom build to identify available land and opportunities	2017/21	Contribution to increased NHB and Council Tax	Kevin Kerrigan/ Nik Hardy	Housing, Health and Wellbeing	We referred 4 SMEs to Homes England in Q2 to discuss funding opportunities to bring stalled sites for market. We have received no requests from HE to support developments through Registered Providers in Allerdale. We will continue to meet with RPs to understand why this is the case. Allerdale proposal submitted to HE September awaiting outcome. Draft policy and grant funding proposal has been circulated for consultation with SMT and will be presented to Executive in October 2018. Self Build Custom Build (SBCB) event is being planned for 1 November 2018 to promote SBCB opportunities in Allerdale.	Green	Received 1 request from Homes England (HE) to support the provision of shared ownership property sold to Heylo Housing by Lovells. We will continue to meet with key partners to understand the development plans. HE gave the Council a provisional offer of funding for the Accelerated Construction programme, and we will work with them to progress developments further. Self build Custom Build event was held on 1 November and was well attended (approx 53 people).	Green
1.7	Plan for how we use additional retained growth through Business Rates Pool and undertake risk analysis and scenario planning for loss of that growth	31/03/2020		Catherine Nicholson/ Nik Hardy	Corporate Resources	To ensure reported pool benefits are accurate, the business rates pool produce regular in-year projections and monitor national and local risks closely to ensure we are aware of all relevant issues and that this is reflected within the projections/scenario planning for the business rates pool. The projections produced up to Quarter 2 will be reflected in the revised budget with no changes being made to the amount of available funding included in the 2018/19 budget.	Green	To ensure reported pool benefits are accurate, the business rates pool produce regular in-year projections and monitor national and local risks closely to ensure we are aware of all relevant issues and that this is reflected within the projections/scenario planning for the business rates pool. The projections produced up to Quarter 2 have been reflected in the revised budget with no changes being made to the amount of available funding included in the 2018/19 budget. The Q3 projections will be reported to Executive as part of the Q3 finance report.	Green
1.8	Complete the acquisition of land at Lillyhall Business Park from Homes England to enable future development projects to support economic growth	30/04/2019	Cost of site acquisition with future income from land sales/rents and increased business rates.	Kevin Kerrigan	Economic Growth	COMPLETE Q1	Blue	COMPLETE Q1	Blue

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1.9	Increase 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	Increase local spend from 40% to 42% by March 2019	Investment in the local economy	Brendan Carlin	Transformation	In Quarter 2 the percentage of supplier spend with an Allerdale postcode was 46.33% of total spend of the council. The amount the Council spends each quarter very much depends on what projects are funded at that time. As part of the Strategic Commissioning and Procurement Strategy when tendering for lower values (under the EU Thresholds) requests for quotes are required from at least 2 Allerdale suppliers wherever possible. Q2 has exceeded existing target of 42%	Green	Local Spend: From Q1 to Q3 we have spent 41.19% with our local suppliers in Allerdale – This is an increase of 5.12% above the same time last year (36.08%) and currently just below our target of 42%. (Quarter 3 is slightly down at 34.39% spend with local suppliers – based on comparison to last year, and the trend over this year, we should meet (exceed) our target next quarter).	Green
Tackling inequality									
We aim to reduce poverty and support people facing financial difficulties									
2.1	Deliver the increasing wider employment actions within the Business Growth Strategy to gain a better understanding of the issues facing an under-represented group in Allerdale's workforce	2017/20	Longer term reduction in expenditure supporting vulnerable groups	Nik Hardy	Economic Growth/Leader	The inaugural Allerdale Work and Skills Group met, and there is great appetite within the Borough for this to develop further.	Green	The Allerdale Work and Skills Partnership (includes DWP, Inspira, CYA, West Cumbria Works, Groundworks, Nuclear Supply chain and Housing Associations) were not aware of public sector funded business support in Cumbria, access to start-up financing for example and how/who to signpost to. This has been rectified to ensure unemployed or under-employed have opportunities.	Green
2.2	Work with partners to ensure that there is a network of support for young people to enhance their employability (Business Growth Strategy – Strengthening Manufacturing priority actions)	2018/19	Longer term reduction in expenditure supporting vulnerable groups	Nik Hardy	Economic Growth/Leader	This continues to be achieved through the BEC Business Cluster Socio-Economic Group - Business School Collaboration Project raising aspirations and awareness of the many opportunities with employers in West Cumbria - and CoNE Skills Advisory Group.	Green	This continues to be achieved through the BEC Business Cluster Socio-Economic Group - Business School Collaboration Project raising aspirations and awareness of the many opportunities with employers in West Cumbria - and CoNE Skills Advisory Group. CoNE is due to merge into Cumbria Local Enterprise Partnership in due course.	Green
2.3	Deliver the Tackling Poverty Strategy action plan including: • ensuring people in need can access food and supporting food initiatives and schemes • addressing fuel poverty • supporting advice and advocacy services • working with partners to address barriers to employment	31/12/2020		Nik Hardy/ Paul Wood	Leader/ Transform-ation/ Housing, Health and Wellbeing	Allerdale Work and Skills initial meeting held with various stakeholders. Tackling Poverty Delivery Board meeting and developing implementation plan. Collection for Food bank by colleagues, to support summer holiday scheme. Development of two small grant schemes as previously agreed by Executive.	Green	Allerdale Work and Skills second meeting held with various stakeholders. Tackling Poverty Delivery Board meeting and developing implementation plan. Launch of two grant schemes. Support given to food pantries being established by communities.	Green
2.4	Deliver the objective to develop affordable housing in the Housing Strategy including:	31/03/2021	Increased contribution to NHB and Council Tax	Kevin Kerrigan	Housing, Health & Wellbeing				
2.4a	Empowering communities to deliver affordable housing through Community Land Trusts	2/3 new CLTs established by 2021		Kevin Kerrigan	Housing, Health & Wellbeing	Ongoing support continues to be provided to the ADCLT and KCHT. A large grant application has been received in relation to ADCLT and the development of the Pow Wood site. A small grant application is being administered for Borrowdale Parish Council to support their partnership with Mitre Housing. Further capacity building work has been undertaken with Caldbeck Parish Council and a prospective self build group (6 families involved). Possible development sites have been identified and there is an ongoing dialogue with the LDNPA regarding development. The new funding programme for Community Led Housing has been published and initial proposals for future plans have been presented to SMT. Leading on the district CLH Forum Group; this is now focusing on developing a CLH Enabling Hub. A process of tendering / negotiating a future contract to benefit the region is being undertaken with the aim to support new initiatives both district and county wide.	Green	A large grant payment is due to be provided to the Above Derwent Community Land Trust in relation to capital works required to develop a new scheme at Portinscale. Legal verification on state aid implications are currently being sought as part of this process. Work continues to be undertaken with the Keswick Youth Community and Housing initiative to develop on land within their ownership at the centre of Keswick. Support is also ongoing with the Keswick Community Housing Trust with a large grant payment in order to develop a scheme on the site of the old Methodist Church later in the year. Elsewhere within the Lake District National Park, a medium grant has recently been issued to the Borrowdale Parish Council to cover survey fees for a site designated for affordable housing which is adjoining the Local Vicarage. Work also continues with the Caldbeck Parish Council and Lake District National Park to establish a suitable site for developing a self - build scheme for local families. In line with the Allerdale strategic focus on coastal communities work has commenced on establishing a suitable location for a Community – Led Housing scheme. Support is also being provided to the Regional Community – Led Housing Enabling Hub initiative. The overall aim is to broaden the scope and promote Community – Led Housing and to obtain further funding through Homes England for this purpose.	Green
2.4b	Supporting developers to provide a range of options to deliver affordable housing through HCA schemes			Kevin Kerrigan	Housing, Health & Wellbeing	There were no formerly planned meetings in Q2 as these are bi-annually, however, we have held discussion with other developers to encourage future meetings (x3 developers).	Green	There have been no meetings with in Q3, these are being planned in Q4.	Green
2.4c	Proactive work with RPs to evaluate allocations for housing to ensure there is a fair and transparent approach to support those in greatest housing need			Kevin Kerrigan	Housing, Health & Wellbeing	Q2 there have been 4 lettings for affordable housing linked to S106 obligation and within the Cockermouth area. All have been allocated in line with the policy and conditions set out in s106.	Green	In Q3 there have been 3 lettings for affordable housing linked to S106 obligation in the Keswick and Cockermouth area. All have been allocated in line with the policy and conditions set out in s106.	Green

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2.4d	Maximising affordable housing provision through early discussion/negotiation with planning officers and developers			Kevin Kerrigan	Housing, Health & Wellbeing	Meet with LDNP colleges to discuss the Councils new LCHO process and guidance and to seek opportunities in which to maximise affordable housing in LDNP area.	Green	There are no update meetings held with developers or RPs in Q3 these are biannual meetings and are being planned for Q4.	Green
2.5	Deliver the actions in the Housing Strategy to reduce or prevent homelessness including:	31/03/2021	Contribute towards reduction in temporary accommodation costs	Paul Wood	Housing, Health & Wellbeing				
2.5a	Undertaking early preventative work and work towards the requirements of the new Homelessness Reduction Act			Paul Wood	Housing, Health & Wellbeing	Still working with the constraints of the new HRA and still focussed on Prevention as part of the whole process. Work ongoing to audit efficiency of delivery and adapting to customer needs.	Green	Early preventative work ongoing trying to make sure all clients remain in their properties and are not forced to vacate and become homeless. All clients receive a personal housing plan that addresses all needs and establishes control measures to try and reduce homelessness in line with the new Homelessness Reduction Act (HRA).	Green
2.5b	Reviewing temporary homeless accommodation to ensure resource matches demand			Paul Wood	Housing, Health & Wellbeing	The review will be continuing for some time until the changes are fully embedded regarding HRA. Evaluation of occupancy is being monitored along with required changes.	Green	The review is still ongoing due to constant fluctuations in people requiring accommodation. The first year of the HRA will be evaluated compared to previous years in order to determine need moving on.	Green
2.5c	Exploring options to provide a full emergency accommodation service for single non-priority homeless			Paul Wood	Housing, Health & Wellbeing	We are still focussed on expanding availability for all homelessness cases but priorities have to be given when occupancy is full but we do allow emergency cases to be considered.	Green	We are still focussed on expanding availability for all homelessness cases but priorities have to be given when occupancy is full but we do allow emergency cases to be considered that are non priority. We do address all cases on merit and accommodate everyone we possibly can.	Green
2.5d	Procurement and implementation of a new ICT system for working towards the new Act requirements			Paul Wood	Housing, Health & Wellbeing	Changes are still being made to Locata to meet the demands of our service and customer expectations, that said Locata is delivering the requirements of the HRA	Green	This has now been introduced and is completed.	Blue
2.5e	Carry out full review and audit of the homelessness section to determine value for money and best practice methodologies			Paul Wood	Housing, Health & Wellbeing	This work is still ongoing, a draft report has been submitted but ongoing monitoring of service delivery is also underway	Green	A full review and audit of the Housing Options team has been carried out with proposals submitted. Work of the team has increased after the introduction of the HRA and the proposal is to employ a senior Officer on three days per week to combat the increase in work	Green
2.7	Undertake a programme of activity to address fuel poverty and affordable warmth including:			Kevin Kerrigan	Housing, Health & Wellbeing				
2.7a	Running the Big Allerdale Switch three times a year and targeting towards our deprived neighbourhoods	Feb, May Oct 2018	Income generated from no. of registrants that switch	Kevin Kerrigan	Housing, Health & Wellbeing	The final report for the Spring Auction was received in August. The average realised saving for those who registered was £230.16 and 26% of registrants chose to switch. The Autumn Big Allerdale Switch in October saw 154 households register for the scheme. The auction for this round of the scheme only took place on Tuesday 9 October so details of average savings and the percentage of registrants who could save are yet to be released.	Green	Q3 saw the Autumn Big Switch take place in October. E.On were the auction winners. 160 registrants registered to switch. The average saving was £115.87 and 59.5% of registrants could save. The Winter Auction launched 4th December with the auction taking place on 12th February 2019.	Green
2.7b	Delivery of Discretionary Safe and Warm Grants	From April 2018	Income generated from ABC fee (12%)	Kevin Kerrigan	Housing, Health & Wellbeing	The team have now stopped processing enquiries about safe and warm grants due to the budget being fully spent and committed. In Q2, 1 Safe and Warm grant was approved and 9 grants have been completed. 13 safe and Warm cases that had not been approved have had to be closed due to funding position.	Green	The budget for Safe and Warm grants had been spent and allocated in Q2. All that remains is for grant work to be completed and the final grants paid.	Blue

Enhancing our towns

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

3.1	Implement the 'Improve the vitality of Allerdale's local centres' actions within the Business Growth Strategy including:	31/03/2019	Increased opportunity to generate additional business rates income and reduce costs associated with areas of decline	Kevin Kerrigan	Economic Growth				
3.1a	Delivering activity to implement the Maryport Delivery Plan	31/03/2019		Kevin Kerrigan	Economic Growth	Awaiting decision on a bid to the Coastal Community Fund round 5 funding to support investment in strategy elements. A proposal to the Rural Development Programme for England's Growth Fund has passed stage 1 with a full application invited by January 2019 to support harbourside retail development and development of the town as a cycling hub.	Green	The Maryport and Allonby Coastal Community Team's bid to Round 5 of the Coastal Community Fund was unsuccessful. However, some of the team's priorities will be delivered by the Maryport Development Strategy including the development of the town as a cycling hub linked to retail pod developments on the harbourside. A full application to access funds from the Rural Development Programme for England Growth Fund has been invited and is due to be submitted early in the financial year 2019/20. The Growth Fund is a competitive scheme and there is no guarantee that an application will be successful.	Green

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3.1b	Facilitating town centre environmental enhancements through grant funded schemes	31/03/2019		Kevin Kerrigan	Economic Growth	The Wigton Town Centre Facelift Scheme has approved 84 grant applications with the budget now fully utilised. A bid for additional funding of £20,000 have been made to cover the applications on the waiting list,	Green	An additional £20,000 budget has been identified to fund eligible applications on the waiting list for Wigton.	Green
3.1c	Undertake feasibility work to develop proposals to support the development of Keswick Showcase Area (working with LDNPA)	31/03/2019		Kevin Kerrigan	Economic Growth	A consultation response has been provided to the LDNP Local Plan consultation. Discussions are ongoing with LDNPA and partners in relation to potential development proposals relating to the Showcase Area with a further meeting scheduled for November.	Green	Dialogue is ongoing with LDNP in relation to the emerging planning policy for the Keswick Showcase Area. Work is ongoing with partners (LDNP and Cumbria County Council) to commission a Transport Study for Keswick which will help to inform future development proposals for Keswick.	Green
3.2	Implement the new approach to the tourism offer actions within the Business Growth Plan including branding activity, website development, and promotional materials including:	31/03/2020	Increased opportunity to generate additional business rates income	Kevin Kerrigan	Tourism and Culture				
3.2a	Implementation of a Destination website	31/05/2018		Kevin Kerrigan	Tourism and Culture	COMPLETE Q1	Blue	COMPLETE Q2	Blue
3.2b	Work with UCLAN to develop initiatives to support tourism in West Cumbria	30/09/2018		Kevin Kerrigan	Tourism and Culture	We have appointed a UCLan tourism intern to work with us for an academic year 2018/19. They are working on a range of projects including a survey of Cockermouth independent retailers to inform a report on how to enhance the sustainability of retail in Cockermouth.	Green	The UCLan intern sadly resigned due to issues unrelated to the internship. A new intern has been appointed to start in January 2019 and will continue the work began by the first appointment.	Green
3.2c	Run a series of tourism breakfast briefings to engage with tourism sector	31/03/2019		Kevin Kerrigan	Tourism and Culture	The next briefing will be held in November 2018 in Keswick.	Green	The latest breakfast briefing was held on 22 November 2018 at the Skiddaw Hotel, Keswick. Over 60 businesses attended and heard presentations from a number of industry experts.	Green
3.2d	Run Allerdale Day event in Manchester to promote Allerdale's offer for businesses (business section)	31/08/2018		Kevin Kerrigan	Tourism and Culture	The event was a success with 93% of exhibitors rating the event, Excellent, Very Good or Good; 88% of exhibitors Extremely Likely or Very Likely to attend a similar event. 91% of visitors rated it as Very Good or Good; 94% said they would attend a similar future event and 66% said they would definitely or possibly visit Allerdale as a result of the event. Average spend at the event was £22.82 per person.	Blue	COMPLETE Q2	Blue
3.2e	Work with partners to develop a night time economy plan for Workington	31/03/2020		Kevin Kerrigan	Tourism and Culture	Working with businesses, a Music Laughter Festival was held in Workington on 22 September. Evaluation of the event is taking place.	Green	Tribute and Tunes, a one day event in Workington was held on 17 November 2018. Twelve licensed premises were involved. Feedback from licensees was positive and they would like to see a similar event held in spring 2019.	Green
3.2f	Maximise the opportunities for Allerdale business and organisations from the commencement of services from Carlisle Lake District Airport by developing packages for customers.	31/03/2019		Kevin Kerrigan	Tourism and Culture	When the airport failed to open in 2018, it also announced it would employ a specialist company to develop packages for customers, rather than ourselves developing them directly with Allerdale businesses.	Green	We are awaiting details from the airport about how individual businesses can sell their packages to potential customers. The airport is featured on our Visit Allerdale website.	Green
3.2g	Work with partners to target the Chinese market to attract more Chinese visitors especially independent travellers to Allerdale	31/03/2019		Kevin Kerrigan	Tourism and Culture	A North Lakes China Forum has been established with private and public partners and targeting of the market has commenced.	Green	We are a founding partner of the North Lakes China Forum Steering Group, a private - public partnership which has begun work to attract more Chinese visitors. Work completed includes a printed brochure which was used during a Visit Britain China Mission in November 2018 and material on Marketing Manchester's China visitor website and social media. Marketing Manchester is the forum's delivery partner chosen for their experience in targeting and attracting Chinese visitors.	Green
3.3	Continue to support coastal communities teams and the implementation of their economic plans – support delivery of cycle track	31/03/2019	Increased opportunity to generate additional business rates income and reduce costs associated with areas of decline	Kevin Kerrigan	Tourism and Culture	The cycle track extension from Allonby to Silloth is being managed by the Silloth Coastal Community team with ourselves taking a leading role. The track is due to complete in 2019/20.	Green	The Silloth Coastal Community Team has consulted on its preferred route for the extension of the cycle track from Allonby to Silloth with a public drop in session held in Silloth on 12 December 2018.	Green
3.4	Implementing the actions contained within the Heritage Strategy to develop a Heritage Forum for Allerdale, examine the impact of heritage on council services and conduct an impact assessment for heritage in Allerdale	31/03/2019	Potential reduction in long term maintenance of heritage assets	Kevin Kerrigan/ Charles Holmes/ Nik Hardy	Tourism and Culture	Planning has begun to invite stakeholders to establish a panel to identify priorities to inform a heritage action plan.	Amber	Stakeholders have been identified to invite to a first meeting of the heritage panel scheduled for February 2019.	Amber

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3.5	Work to get Curwen Hall off 'at risk' register to enhance the heritage offer in Workington and make the Hall more sustainable for the future	31/03/2019		Catherine Nicholson	Corporate Resources	Consultant appointed to carry out preparing tender documentation up to RIBA stage 4. Decision on grant application will be determined once we have received tenders. Tender to be returned by end of the year and providing our grant application is successful works should start on site late Feb / early March	Amber	Tender documents and specification placed on Chest for tender returns on 1st Feb. Heritage England Grant application to be updated with costs from successful tenderer. Appointment of successful tenderer will follow confirmation that the grant application is successful. If successful the works could start in late March or early April.	Amber
3.6	Undertake a programme of improvements to our nature reserves and open spaces to encourage access to and enjoyment of open spaces and conservation of the natural environment:		Reduction in long term maintenance costs. Income through investment into area	Charles Holmes	Environmental Quality				
3.6a	Delivery of Harrington reservoir de-silting and restoration project	31/07/2018		Charles Holmes	Environmental Quality	COMPLETE Q1	Blue	COMPLETE Q1	Blue
3.6b	Preparation and submission of Stage 1 HLF Parks for People grant application for Workington Hall Parklands	31/08/2018		Charles Holmes	Environmental Quality	Complete. HLF application submitted on 15th August. Decision in December. Value of bid for Development Phase = £200K. Grant requested from HLF = £160K. Value of bid for Delivery Phase = £2.6 million. Grant requested from HLF = £2.2 million	Blue	COMPLETE Q2	Blue
3.6c	Delivery of habitat and infrastructure improvements at Siddick Pond LNR, including bird hide exhibition	31/05/2018		Charles Holmes	Environmental Quality	All moving forward positively but slower than predicted. Habitat and infrastructure improvement delayed due to issues with contractors (Ashcrofts - change of lead personnel; Tivoli - capacity issues). This in turn delayed receipt of formal permissions from Natural England but this is now in place. Tivoli are on site, constructing viewing area; Ashcroft start on site of 15th October. Reedbed management starts scheduled for w/c 26th November. Bird Hide installation scheduled for mid-November.	Amber	Great progress in Q3. The new sunken viewing area with disabled access ramp has been completed. The exhibition in the bird hide has been installed and looks terrific. The annual programme of reedbed management was undertaken during w/c 26 November. Contractors (Ashcroft) was on site during Nov and Dec with a tracked excavator creating new wetland habitat (scrapes, channels, ditches, ponds) at various locations around the brackish and freshwater ponds. The results are impressive! For the purposes of reporting, this work is complete and the objectives have been achieved, but in practice, management of the nature reserve is an never-ending process so we will look to carry out further work in the New Year, as we still have some funding available.	Blue
3.6d	Completion of improvements to public realm of Fleming Square	Phase 1 31/05/2018		Charles Holmes	Environmental Quality	All outstanding Phase 1 works complete. Continuing to work with Friends Group, and looking at a 2nd Phase of works, including replacement of two more semi-mature trees, to be undertaken in Q4.	Blue	COMPLETE Q2	Blue
3.6e	Develop programme of public realm improvements incorporating Brow Top, Central Way Underpass and Workington Leisure Centre	Phase 2 31/03/2019		Charles Holmes	Environmental Quality	Following tender evaluation, Groundwork NE&C appointed to take forward the design phase for the underpass. Design now underway and meetings held with CCC Highways and other local partners. Ward Councillors have been engaged. Design work for Brow Top improvements and leisure centre also commissioned and in progress.	Green	Good progress in being made with the Underpass design phase and the Brow Top capital works. The design for the events space alongside the Leisure Centre is underway, but a little behind schedule and this is likely to result in an underspend in the current year, hence the Amber rating. Regarding the Underpass, proposals for the public art element are well-advanced and look exciting! CCC Highways are fully involved and supportive of the overall design. The intention is to hold an exhibition of the proposals in the Leisure Centre during w/c 21st Jan, enabling the public to have some input into the selection of the artwork. The proposals for Brow Top are finalised and tender documents have been prepared. These will be sent out in early January.	Amber
3.7	Deliver a programme of Spring Cleans in our local areas with volunteers and Environmental Hit Squad to improve the Local Environmental Quality of our Towns	8 spring cleans by Sept 2018	Increased investment income	Charles Holmes	Environmental Quality	Activity complete with successful spring cleans having been undertaken across Allerdale.	Blue	COMPLETE Q2	Blue
3.8	Undertake a targeted programme of zero tolerance environmental enforcement in areas identified as litter, dog fouling or fly tipping hotspots	15 targeted sessions by March 2019	Increased investment income	Charles Holmes	Environmental Quality	On track, out of hours enforcement is being carried out weekly.	Green	Targeted enforcement is being carried out on a weekly basis and has resulted in a number of Fixed Penalty Notices being issued.	Green
3.9	Undertake a number of high-profile environmental enforcement media campaigns raising the awareness of the work of the Council in tackling dog-fouling, littering and fly-tipping.	3 campaigns undertaken in 2018/19	Increased investment income	Charles Holmes	Environmental Quality	Dog Fouling Campaign 'We are watching you' in planning stage. To be launched Nov 18.	Green	This has been put on hold pending the recruitment of an Education & Enforcement Officer. This will be progressed in Q4.	Amber
3.10	Deliver activity as part of the Housing Strategy to reduce the number of long term empty homes including:	31/03/2019		Kevin Kerrigan	Housing, Health and Wellbeing				

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3.10a	Delivering Empty Property Grants	10 grants in 2018/19	Fee Generated from ABC fee (12%)	Kevin Kerrigan	Housing, Health and Wellbeing	2 empty property grants have been approved and 2 have been completed in Q2. A total of 14 empty property grants are in progress and it is anticipated that 2 will be completed in Q3 and 12 in Q4.	Green	In Q3, 3 empty property grants have been completed and work is ongoing in 12. Part payments have been made at some of these properties and the team are checking progress monthly to ensure pressure is applied to complete the grants by the end of the financial year.	Green
3.10b	Identify and work with community groups that want to utilise empty homes to provide housing for their clients/residents.	31/03/2019	Reduction in officer time spent dealing with environmental crime	Kevin Kerrigan	Housing, Health and Wellbeing	Focus for the Community Led Affordable Housing Officer has been around existing Community Housing Group applications for the Community Housing Fund. Discussions around utilising empty homes forms part of discussions with new groups. Support is provided to existing groups where needed around the subject of empty homes.	Green	As Q2. The Community Led Affordable Homes Officer has attended a meeting with Maryport Town Council around Community Led Housing. The issue of bringing empty homes into use was raised and further work to explore this will take place over the coming months. This is likely to form a project as part of the Maryport Regeneration Programme.	Green
3.10c	Develop an Empty Homes Strategy			Kevin Kerrigan	Housing, Health and Wellbeing	To be reviewed in line with refreshed Housing Strategy.	Green	This will form part of a refresh of the Housing Strategy later in 2019.	Amber
3.11	Work with partner agencies on the development of the Allerdale Multi-Agency Problem-solving Hub to provide a more joined up approach to tackling crime, disorder and anti-social behaviour across Allerdale's towns. Co-ordinate input into the Hub across the Council's various teams to explore options for working with Hub partners and ensure all issues addressed in a co-ordinated way. For example, work to reduce or prevent homelessness and tackle other housing related issues such as complaints relating to antisocial and criminal behaviours in the rented sector and empty properties.		Better use of public agencies resources	Sharon Sewell	Governance and People Resources	Terms of Reference were formally adopted by the Allerdale Focus Hub in September 2018, setting out its aims, objectives and a structured approach to working across all of its members agencies. Partners - including the police, housing associations, the Councils and others - meet on a regular basis to discuss cross-cutting issues and to agree to set priority areas at which we will collectively focus our efforts. To date, we have identified anti-social behaviour in Clifton, anti-social driving at car parks in Wigton and in Cockermouth and issues at St Michael's ward in Workington as requiring particular attention, with partners meeting to discuss the issues and develop strategies for addressing them. Community engagement meetings have been arranged in October and November at these locations to seek the views of local people, to offer advice and to discuss what they would like to see in future.	Green	Partners - including the police, housing associations, the Councils and others - meet on a regular basis to discuss cross-cutting issues and to agree to set priority areas at which we will collectively focus our efforts. A community engagement meeting was held in St Michaels to seek the views of local people, to offer advice and to discuss what they would like to see in future. A working group has been set up to identify areas of good practice and improvements in the area.	Green
Improving health and wellbeing									
We aim to help people live healthy and active lives, and reduce health inequalities									
4.1	Support the Allerdale Health and Wellbeing Forum in addressing health outcomes in relation to healthy weight, smoking cessation, healthy attitudes towards alcohol, mental wellbeing and ageing well. Focus in 2018/19 on falls prevention, smoking and healthy weight.	31/03/2019	Savings in wider health economy Bringing in funding to deliver initiatives within our communities	Nik Hardy	Housing, Health & Wellbeing	CLAHRC resident research being finalised. Working with public health around healthy weight in children in our area. Promotion of Health & Wellbeing at Touch a Truck and Tour of Britain.	Green	Support development of Cumbria Whole Systems Healthy Weight Action Plan. CLAHRC resident research on employment vulnerability finalised and published in an art format role out of stakeholder events planned Q4. Ongoing work around alcohol and smoking cessation. Slipper Exchange scheme continuing. Public engagement event regarding Silloth Healthy Coastal Communities.	Green
4.2	Support improvements to leisure facilities and open spaces in our communities to encourage active participation in physical activity and improve health outcomes	31/03/2019	Reduced need to fund sport and leisure activities. Decreased expenditure in supporting people with health related illness	Charles Holmes	Environmental Quality	Cockermouth Sports Facility study report has been completed to review the current clubs playing pitches in line with the Allerdale Playing Pitches Strategy. Actions to improve sporting facilities as per the recommendations are to be agreed at the next Executive Meeting. Support the bid for RLWC has also been a focus with the outline of a community plan if the application is successful for the usage of the community stadium and 3G pitch. ABC has been supporting the Titians RL Club to facilitate a new home for the club at Highfield by working with the squash club to transfer the lease of the club house. Miltoft Pitch improvements in Maryport has a new report commissioned from TGMS consultants which will outline recommended options for the pitch. A study of Moorclose playing pitches is under way to look at the existing play pitches and feasibility to improve these.	Green	Community Stadium and 3G facility has gone through the public consultation stage and will be submitted to planning with the expectation of a successful application to be authorised by the end of March. Work has started with the Cumbrian FA to look at facilitating the Red's at Derwent Park for two seasons while the new stadium is under construction. Harris Park Tennis Courts refurbishment has been agreed as part of the improving sport facility strategy in Cockermouth with the procurement process well underway. The lease for the Highfield squash club and playing pitch to the Titans RLFC is well under way and should be completed by the end of December.	Green

Ref	Project/activity	Target timescale/measure	Expected financial impact	Head of Service	Portfolio	2018/19 Q2 update	Q2 RAG status	2018/19 Q3 update	Q3 RAG status
4.3	Promote and deliver a programme of activity to encourage health and active lifestyles including a walking and cycling scheme to develop a programme of free health walks and cycle rides across Allerdale.	31/03/2019		Charles Holmes	Environmental Quality	Walking for Health walks are still to be delivered in the Maryport area due to availability of leaders. Expected date for first walk to be delivered is in November. Bike O sessions have been successfully completed in Watchtree and in Workington with over 70 participants taking part and over 30 new participants completing the courses. Continuing to support the Cumbria Cycle partnership and Cumbria Childrens Trust.	Green	Walking for health group is now being delivered in Watch Tree nature reserve with further plans to in the New Year to launch groups in Maryport once the weather has improved. Work project has been set up to develop grass roots competitive swimming in Allerdale. The goals of the project are to address obesity and inactivity as well as mental resilience amongst young people. Consultation has taken place with local swimming clubs to set up a development squad aimed at children who have completed swimming lessons and are ready to take the next step in to a fun coached active club style session. Clubs are being asked to sign up to the scheme with expectations for this to start in April 2019. GP referral scheme has gone live in Workington Leisure Centre and is planned to be rolled out in Wigton early 2019.	Green
4.4	Work with GLL to develop the leisure offer within the Council's leisure facilities , increasing usage across all sites, with a focus on young people, people with a disability and those at risk of being inactive.	31/03/2019		Charles Holmes	Environmental Quality	10p Swims were again very successful with over 2,400 junior swims being supported by Allerdale in August. Workington Leisure Centre has seen an increment on last year of 112,732 visits over the last 12 months. Year 5 usage forecasted target from Sport England was 363k the actual usage after 2 years is currently 585k.	Green	A swim link programme has been launched in Workington Leisure Centre funded by ABC to encourage children following swimming lessons and rookie Lifeguard to enjoy a social swimming session with the opportunity to improve swimming confidence. The plan is you this session to link with the development squad with the swimming clubs which is planned to start in April.	Green
4.5	Improve the provision of leisure and sporting facilities working with partners to support future development	31/03/2019		Charles Holmes/ Kevin Kerrigan	Environmental Quality/ Economic Growth	£87K has been agreed to support introduction of a fitness facility in the Wave, Maryport. New facility is due to be operational from the 1st November. Cockermouth & Keswick Leisure centres have seen reception areas refurbished and new branding introduced. Gym refurbishment at Keswick expected to start in November with the gym having to close until the new year so that works can be undertaken. Current members will be upgraded to a GLL Cumbrian Membership allowing members to use any GLL centre in Cumbria.	Green	The Wave Centre has opened a new gym with ABC supporting the project to increase health and fitness offering in Maryport at an affordable cost to local residents. ABC will also be able to reduce the management fee to GLL by £50k a year for the duration of the contract.	Green
4.6	Work with partners to look at different ways to encourage social prescribing of physical activity through the use of community facilities and leisure centres	Introduce pilots in Workington and Wigton by March 2019	Reduced spend on supporting people with health issues	Charles Holmes	Environmental Quality	The Healthwise PARS (Physical Activity on Referral Scheme) - Allerdale scheme has successfully been awarded Sport England grant and is planned to be launched on the week beginning the 19th November at Workington Leisure Centre. The project will later be rolled out to Wigton & Solway Plain. The project will be delivered by GLL.	Green	Sport England bid has been successful and delivery in Workington Leisure Centre has started in November. Initial feedback has shown the scheme to be a success with session at 90% capacity. Plans to roll out the scheme in Wigton in early 2019.	Green
4.7	Support festivals and events through grants support and direct funding to enhance the vitality and raise the profile of the area and offer cultural and sporting events to improve health and wellbeing	15 festivals and events through grant support by March 2019	Increased investment income	Charles Holmes	Tourism and Culture	Small grants festivals has now supported over 12 festivals and events in Allerdale. A review of the festival programme is underway to streamline how we manage the programme but also provide capacity to deliver more events in the future to meet the councils priorities.	Green	Final tender for the RLWC 2021 has been submitted and decision is expected to be publicly announced at the end of January. The Allerdale festival and small grants is now closed until the new financial year. The process for applying for grants has been developed so that an evaluation form must be completed which is down loadable from our website before the final payment of the grant is made.	Green
4.8	Deliver an environmental education and volunteering programme for schools, community groups and the general public to raise the profile of key environmental sites and to encourage citizenship and environmental awareness.	25 events/ education days by March 2019	Reduction in environmental clean-up costs	Charles Holmes	Environmental Quality	Volunteer stats so far for 2018 = 2758 hours, 86 sessions, 240 volunteers. Q2 activity includes four family sessions at Harrington during summer holidays; Harrington Reservoir Restoration Opening Event in September; 12 sessions with NCS students totalling up to 425 hours work; two Great British Beach Cleans - one at Oldside and one at Harrington, weekend of 17th Sept, both very well attended	Blue	COMPLETE Q2	Blue
4.9	Improve the environmental quality of our beaches through delivery of our Beach Management Plan and taking part in the LoveMyBeach campaign . We intend to maintain a bathing water classification of "good" at Allonby. We will actively support and promote the "Call of Nature" campaign and support 'Turning Tides'.	31/03/2019	Reduction in environmental clean-up costs	Sharon Sewell	Housing, Health and Wellbeing	Over the 2018 bathing water season (May – September) we have responded to the pollution risk forecasts for Allonby South and other beach matters. Completed and sent off the finalised De-designation documents for Allonby South to DEFRA - await further information in November. Continued to promote Allerdale's bathing waters and the Call of Nature and Turning Tides Campaigns through promoting the LoveMyBeach campaign at various local events including Silloth Green Wellbeing Event, Allonby Stone Stacking event, and Taste Cumbria Cockermouth. The new LoveMyBeach business packs to increase environmental awareness and meet environmental business objectives are now being distributed during Environmental Health Food Team's inspection visits, for coastal businesses to begin with. Uptake and success from these coastal businesses is to be monitored through our co-operation with the LoveMyBeach team. Board meetings with ourselves, the EA and LoveMyBeach continue. Solway Coast Area of Outstanding Natural Beauty and Solway Firth Partnership Joint Conference 2018 regarding future beach management is in November.	Green	Continue to respond to beach matters. Promotion of LoveMyBeach, Call of Nature and new 2020 regulations for septic tanks at Taste Christmas. Allonby South remains at Good Status with Allonby South now at Poor Status for water quality. Awaiting for national consultation (6 week process to commence) for the de-designation of Allonby South. LoveMyBeach business packs continue to be delivered through the Food Teams. Attendance of beach management meetings in November with briefing paper of options available reported. North West Marine Plan and event for spring 2019 and upcoming Irish Sea Maritime Forum event available at Cardiff in January 2019. A 6 month calendar of activity to proactively manage risks to be released early January 2019.	Green

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4.10	Continue to work with developers and planning authorities to ensure that air quality impact assessments are carried out - our priority is to maintain good air quality within Allerdale and understand the potential impacts of proposed major developments individually and collectively on local air quality.	Maintain baseline monitoring at 11 key locations until March 2019		Sharon Sewell	Housing, Health and Wellbeing	The Air Quality report has been submitted to and agreed by DEFRA. Air quality monitoring continues with no issues.	Green	Work continues via environmental health consultation on all major developments, where air quality may be effected.	Green
4.11	Deliver the National Food Hygiene Rating Scheme and investigate options for the introduction of a new fees scheme for food safety interventions.	from April 2018	Drive up food safety standards. Inspection fee income	Sharon Sewell	Housing, Health and Wellbeing	We continue to deliver the Food Hygiene Rating Scheme and this is ongoing. The briefing paper that looks at the options available for introducing a fee for re-score has gone to the Cumbrian Chief Officer's Public Protection Group and we are waiting on a formal response.	Green	We continue to deliver the National Food Hygiene Rating Scheme. We are currently collecting relevant and current data to establish the costs associated with re visits. This will be a basis for establishing a fee which reflects the cost in delivering this service.	Green
4.12	Introduce a new risk rated licensing programme for all animal licensing including performing animals	Based on legislation being introduced October 2018	Slightly reduced income likely. Impact to be reviewed.	Sharon Sewell	Housing, Health and Wellbeing	A new fee structure for animal licensing has been proposed based on draft guidance and a delegated decision will be made by 1/11/18. The new licensing regime came into place on 1/10/18 and the impact of the new regulations will be put to Committee on 31/10/18. All renewal and new licenses will be on the new regime. Until the star rating which determines frequency of licence issue has been introduced, it is difficult to establish income but it is likely annual income will increase.	Green	The new risk rating programme is being rolled out as the new licencing regime is being introduced	Green
4.13	Deliver activity in the Housing Strategy to raise standards in the private rented sector including:	31/03/2021		Sharon Sewell	Housing, Health & Wellbeing				
4.13a	Implementation of new Housing Enforcement Policy 2018	May 2018 onwards	Possible income from fixed penalties (enforcement)	Sharon Sewell	Housing, Health & Wellbeing	Policy implemented and enforcement activity continues to be in line with the enforcement policy.	Blue	COMPLETE Q2	Blue
4.13b	Ensure new legislation around the licensing of HMOS is enforced and all HMOS falling into the new licensing criteria are licensed.	Issue new HMO licenses Oct 2018 onwards	License fee income	Sharon Sewell	Housing, Health & Wellbeing	4 applications for a HMO license have been received in Q2. These will be inspected and licenses issued in Q3. It is expected that more HMO license applications will be received in October. Information about the changes to the HMO regulations were publicised in a press release as well as social media and reminder letters were sent. It is proposed that the additional income from the HMO licenses will be used to increase the staffing resource required to inspect and license the HMOS. NB. Housing Licensing of HMOS has moved to the Environmental Protection and Housing Team through the reorganisation of Housing and Health.	Green	Work continues, with a planned approach to license HMOS in line with the Policy changes.	Green
4.14	Deliver Housing Grants Assistance programme to help reduce admissions to hospital, need for transfer to residential home and delayed discharge from hospital, and to increase the number of decent homes in the Borough: - Promote and deliver Discretionary Grants (including Safe and Warm Grant) - Promote and deliver Disabled Facilities Grants	Apr 2018 onwards	Income from ABC fee (12%)	Kevin Kerrigan	Housing, Health & Wellbeing	The delivery of Disabled Facilities and Discretionary Grants is going very well. In Q2 68% of the Disabled Facilities Grants budget has been spent and 89% of the Discretionary Grant budget. The budget for DFGs and Discretionary Grants has been fully committed. Discretionary Grant applications have stopped and DFGs are continuing to be processed but work is not being ordered until the new financial year. 35 DFGs have been approved. 1 Safe and Warm grant has been approved. 5 Discretionary Disability grants have been approved.	Green	The delivery of Disabled facilities and Discretionary Grants continues to progress very well. In Q3 88% of the revised DFG budget has been spent and 82% of the revised Discretionary grant budget. Both budgets have been fully committed. Discretionary Grant applications have stopped and DFGs are continuing to be processed but work is not being ordered until the new financial year. In December the Government announced additional funding for DFGs to be spent in Year. Allerdale have been awarded a further £128, 213. This will enable us to order works from the waiting list.	Green
4.15	Undertake activity with partners to improve flooding resilience across Allerdale including:			Paul Wood	Housing, Health & Wellbeing				
4.15a	Delivering a funding programme for small to medium flood prevention work in our communities.	Allocate funding by March 2019		Paul Wood	Housing, Health & Wellbeing	Funding programme has been cascaded to all external agencies and flood action groups within Allerdale. Information is continually cascaded to potential applicants at all times and in all external meetings	Green	Funding programme has been cascaded to all external agencies and flood action groups within Allerdale. Information is continually cascaded to potential applicants at all times and in all external meetings	Green
4.15b	Continue to support partner organisations especially the Environment Agency to access relevant funding to allow communities to become more resilient to flooding events	31/03/2019		Paul Wood	Housing, Health & Wellbeing	Partner working is ongoing with the EA in delivering flood resilience measures throughout the borough. The EA have also been informed of the Councils Community Resilience Programme regarding capital works	Green	Partner working is ongoing with the EA in delivering flood resilience measures throughout the borough. The EA have also been informed of the Councils Community Resilience Programme regarding capital works. The team have attended all the road shows carried out by the Environment Agency on flood resilience measures intended to introduce throughout the borough.	Green

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4.16	Work with partners as part of the West Cumbria Community Safety Partnership to address the priorities identified in the CSP Strategic Plan	31/03/2019		Sharon Sewell	Governance and People Resources	In an effort to improve partnership working, streamline processes and avoid duplication, the Allerdale Local Focus Hub has replaced the Tactical Delivery Group of the Community Safety Partnership. The Hub establishes specific working groups to focus on particular priority areas and also holds a monthly partners meeting to discuss issues more generally. The Strategic Group of the Community Safety Partnership continues to meet to set priorities and the Hub partnership is responsible for delivering initiatives, including tactics for addressing drug-related issues associated with 'County Lines', domestic abuse and ASB.	Green	The Strategic Group of the Community Safety Partnership continues to meet to set priorities and the Hub partnership is now responsible for delivering initiatives, including tactics for addressing drug-related issues associated with 'County Lines', domestic abuse and ASB.	Green
4.17	Undertake activity to improve how we support and promote the health and wellbeing of our staff including: • Work to support mental health and wellbeing of staff • Gaining Silver in the Better Health at Work Award to demonstrate our commitment to promoting the health and wellbeing of our staff	31/03/2019	Reduction in sickness levels and improved productivity	Sharon Sewell	Housing, Health & Wellbeing/ Governance and People Resources	The main campaign in Q2 has been around hydration, others on awareness raising around public health themes.	Green	Better Health at Work Award - Silver award obtained. Emphasis on Q4 will be to start planning the work to support a gold award. Emphasis for 2019 is mental wellbeing.	Green
Creating a sustainable business									
<i>We aim to develop a commercially focused organisation committed to delivering high quality, sustainable services to the people, communities and businesses of Allerdale</i>									
5.1	Deliver the Customer Access Strategy to improve the service we deliver to customers through improving service consistency, delivering right first time and improving the use of customer intelligence to develop and design the service. Promote self-service where appropriate to streamline processes between customer and the organisation.	31/03/2019	A mixture of improved service delivery and reduced expenditure through more efficient processes	Paul Wood	Transformation	Three additional forms for council tax payers have been launched on the council tax self service platform on our website - Direct debits, Change of address for council tax payers and Change of occupiers and/or ownership for landlords.	Green	We have taken on 2 new apprentices to strengthen the customer service team. We are arranging additional training to staff to both cement existing knowledge or expand their breadth of knowledge across all services the service centre cover. We are currently investigating acquiring new and/or updated self-service forms for revenues and benefits, recently launched by our software provider with a view to upgrading our existing self-serve offer to customers	Green
5.2	Undertake a Channel shift programme to significantly increase the use of online and self-service channels with a focus for 2018/19 on promoting online billing	31/03/2020 100 registrations for online billing per month	Overall reduction in CSC cost per transaction £50k over three years	Paul Wood	Transformation	The increase in e-billing numbers is currently exceeding target with an increase of 353 in Q2. We have also increased our promotion and prominence of e-billing for council tax payers on the webpage and linked it to other customer reporting strands. We are currently considering other promotional avenues including staff and members take up to keep the momentum going through Q3 in preparation for main annual billing in Q4. Three additional forms for council tax payers have also been launched on the council tax self service platform on our website - Direct debits, Change of address for council tax payers and Change of occupiers and/or ownership for landlords.	Green	The increase in e-billing numbers continues to exceed target with an increase of 316 in Q3. Though the chief executive's staff briefing we have promoted e billing to staff members and have opened a prize draw campaign that will take us through main billing into June 2019. Three additional forms for council tax payers have also been launched on the council tax self service platform on our website - Direct debits, Change of address for council tax payers and Change of occupiers and/or ownership for landlords. We are currently evaluating some further new or improved self service forms recently launched by our software provider with a view to upgrading our existing offer.	Green
5.3	Continue programme of co-location of customer access points across the district into libraries/other appropriate locations. Costs associated with the moves to include branding, accommodation changes, advertising, ICT moves etc.	One additional co-located customer access point by March 2019	£10k One off cost 2018/19	Paul Wood	Transformation	Preliminary discussions are still ongoing with CCC but any in-depth discussions delayed by CCC due to changes in management. New person now in post so discussions expected to resume in Q3.	Amber	Discussions due to resume in Q4 following delayed changes to the management in CCC libraries.	Amber
5.4	Review our Revenues and Benefits Shared arrangements with Carlisle CC to ensure that future arrangements provide value for money	Review by May 2018 Revised arrangements in place by Aug 2018	No additional costs	Paul Wood	Transformation	Review of costs has been replaced with a overarching review of the systems and support service across the 3 partnership LA's to consider the future of the partnership which is due for renewal April 2020. Initial scoping meeting has been arranged for Nov 2018 but it is likely the review will not be finalised until early 2019. In the meantime we are continuing to consider cost implications of other options should the partnership cease.	Amber	Shared service arrangements under review.	Amber

Ref	Project/activity	Target timescale/measure	Expected financial impact	Head of Service	Portfolio	2018/19 Q2 update	Q2 RAG status	2018/19 Q3 update	Q3 RAG status
5.5	Develop and begin delivery of a new Digital Strategy with a focus on Digital Customer Services, a Digitally enabled workforce, Digital Skills and Digital Citizens across Allerdale. Developing a managed ICT services offer for organisations and businesses across the district. Review remaining shared ICT arrangements with Carlisle CC	Develop strategy by December 2018 Dec 2018 Aug 2018	Overall reduction in costs £50k	Paul Wood	Transformation	Digital training package in development to roll out to Allerdale staff as part of developing a digitally enabled workforce. The Arcus system is still in development with a complex data migration currently underway. Initial project meeting to review shared service arrangements with Carlisle planned for late October.	Green	Arcus Development - Go Live for Building Control agreed for January 2019. Network now operating on Software Defined Networking Services. New Ways of Working Program has started implementation. Awareness and Desire elements completed, with training due to start January 2019. Final Edits being made on Digital Strategy ahead of Corporate Adoption. Works ongoing with regards to commercial projects	Amber
5.6	Deliver the Digital Allerdale project to improve digital access including: • Town centre Wifi • Business broadband • Developing the Internet of Things • Developing the use of LoRaWAN	Pilot scheme running by June 2018 Further schemes developed by March 2019	£7k	Paul Wood	Transformation	Public Town Centre WiFi - the Council has selected a supplier and identified street furniture to place WiFi equipment on for each of the 7 towns. Officers are in negotiation with the owners of the street furniture to utilise them for the WiFi equipment. Internet of Things (LoRaWAN) - the Council is continuing with the Workington pilot and is developing commercial proposals to generate income through the network. Business Broadband - the Council went out to tender to contract ICT expertise to advise eligible Cumbrian SMEs on opportunities to improve internet connectivity and use ICT to improve how they run their business. The Council has received a number of bids which it is in the process of evaluating with partners. The ICT support is dependent upon EU funding which should be confirmed shortly.	Amber	Public Town Centre WiFi - in order to deploy the WiFi the Council needs to work with partners to place WiFi equipment on their street furniture. Cumbria County Council have informed the Council that they are not willing to agree to allow their lighting columns to be used for the full length of the contract with the required exclusivity (i.e. guaranteeing that they will not deploy a competitive WiFi or small cells in the WiFi zone). Discussions are continuing whilst the Council seeks to look at alternative partners that it could work with to deploy the WiFi. This has caused significant delays to the project. Internet of Things (LoRaWAN) - the Council is continuing with the Workington pilot and is developing commercial proposals to generate income through the network. Business Broadband - the Council won the EU funding bid and carried out a procurement exercise for the ICT consultancy firm to support local businesses. Following a challenge from one of the bidders the Council has not awarded the contract and is considering re-running the procurement exercise.	Red
5.7	Implement new contracting arrangements for waste and recycling, recycling reprocessing, street cleansing and grounds maintenance	Commencement of new contracts by April 2019	£1m saving target	Charles Holmes	Environmental Quality	Final tenders have now been evaluated and the resulting report has been published for a decision on contract award. This meeting will take place on 17 October. A total saving of £323k has been achieved across all 3 lots.	Green	Work continues to mobilise the new contracts, vehicles and bins for the new schemes have been ordered and will be delivered through Feb and March.	Green
5.8	Increase trade waste customer base through gaining new contracting arrangements with businesses	31/03/2019	£30k income target	Charles Holmes	Environmental Quality	Trade waste income has increased by £43,807.	Green	20 new customers in Q3 providing a annual contract value of £4500.	Green
5.9	Implement the new Capital Strategy to ensure that investment will contribute to achievement of Council's key objectives and priorities	31/03/2019	Investment supports Council's priorities and key objectives	Catherine Nicholson	Corporate Resources	The Capital Investment Strategy for 2018/19 to 2019/20 was approved by Full Council on 7 March 2018. An evaluation framework has been produced to evaluate capital schemes. This framework is based on the new capital strategy and is used by the Asset Management Group to evaluate the business case for each scheme, ensuring that the scheme contributes to the achievement of the Council plan with an acceptable balance of risk/reward.	Green	The Capital Investment Strategy for 2018/19 was approved by Full Council on 7 March 2018. An updated strategy covering future years will be presented to Council in March 2019	Green
5.10	Implement the Asset Management Plan in order to maximise income for the Council including the development of new units at Reedlands Road	31/03/2019	Longer term generation of additional income	Kevin Kerrigan/ Catherine Nicholson	Economic Growth	Awaiting confirmation from MHCLG leading to a delay in the Reedlands Road project.	Amber	Asset Management plan re-write underway. Reedlands Road project - the project funders (MHCLG) have approved a change to the project timescales. On site survey work is due to be undertaken in Jan/Feb 2019.	Green
5.11	Undertake an assessment of the impact of the changes to local government financing (the Fair Funding Review, the move to 75% retention of business rates and the reset of baselines in 2021) so that the Council can understand and plan for the implications in our Medium Term Financial Plan	31/03/2019		Catherine Nicholson	Corporate Resources	The outcome of these funding changes are expected to be available in October 2019, until that time the impact remains unknown. We maintain a watching brief to ensure the Council is able to understand and plan for these changes. There were no further announcements made during Quarter 2. We continue to use a variety of available resources to ensure the assumptions with the MTFP remain in-line with current projections and that the MTFP is updated when new information becomes available. Any available updates to these projections will be taken into account in the revised budget.	Amber	The outcome of these funding changes is still awaited, until that time the impact remains unknown. We maintain a watching brief to ensure the Council is able to understand and plan for these changes. We continue to use a variety of available resources to ensure the assumptions with the MTFP remain in-line with current projections and that the MTFP is updated when new information becomes available. Any available updates to these projections will be taken into account in the 2019/20 budget setting process.	Amber

Ref	Project/activity	Target timescale/measure	Expected financial impact	Head of Service	Portfolio	2018/19 Q2 update	Q2 RAG status	2018/19 Q3 update	Q3 RAG status
5.12	Undertake work with new Cumbria Business Rates Pool to ensure that the risk to Allerdale is minimised	31/03/2019	Contributes to ensuring maximum benefit from business rates income and growth	Catherine Nicholson	Corporate Resources	Before entering into the business rates pool the potential risks were reviewed to ensure they were at an acceptable level and where necessary mitigated through the pool agreement. The business rates pool produces regular in-year projections and monitors national and local risks closely to ensure the Authority is aware of all relevant issues and appropriate action is taken to address emerging issues. The projections produced up to Quarter 2 will be reflected in the revised budget with no changes being made to the amount of available funding included in the 2018/19 budget.	Green	Before entering into the business rates pool the potential risks were reviewed to ensure they were at an acceptable level and where necessary mitigated through the pool agreement. The business rates pool produces regular in-year projections and monitors national and local risks closely to ensure the Authority is aware of all relevant issues and appropriate action is taken to address emerging issues. The projections produced up to Q3 will be reported to Executive as part of the Q3 finance report .	Green
5.13	Roll out and embed an e learning platform to enable more training to be delivered supporting the Council's strategic objectives	Introduce by April 2018 Embed by Oct 2018		Sharon Sewell	Governance and People Resources	The eLearning platform has been implemented for employees and rolled out to members. Employees were required to complete all mandatory training including the 'Prevent' anti-terrorism training by 31 August 2018.	Blue	COMPLETE Q2	Blue
5.14	Develop a Training Strategy aligned to the Business Plan to prioritise where training will add most value and where collaborative approaches could be adopted to achieve value for money	31/05/2018	More effective use of training budget	Sharon Sewell	Governance and People Resources	COMPLETE Q1	Blue	COMPLETE Q1	Blue
5.15	Use the Apprenticeship Levy to maximise the opportunities that this brings to the organisation	31/03/2019		Sharon Sewell	Governance and People Resources	Current levy allocated as described in Q1 update.	Blue	COMPLETE Q2	Blue
5.16	Develop an Organisational Development Strategy to make best use of capacity and resources to achieve the growth and efficiency objectives of the Council including: • Undertaking a workforce planning project to look at new ways of unlocking the potential of our employees • Carrying out a strengths-based evaluation to improve productivity and performance	Strategy by Dec 2018 by Sep 2018 by Dec 2018	Making best use of resources, creating a sustainable workforce, minimizing the need to use external consultants/interims and reducing the cost of recruitment advertising	Sharon Sewell	Governance and People Resources	The strategy has been completed and consulted on in draft, changes to the council plan priorities need to be confirmed before we progress to ensure alignment of people to objectives.	Green	The OD strategy has now been approved by SMT. We are planning to go live and issue to all staff from April 2019, then we will start to implement the individual objectives within the strategy.	Green
5.17	Further embed the volunteering policy and analyse the impact/value that this is having in our communities.	30/09/2018		Sharon Sewell	Governance and People Resources	Volunteering options have been promoted further to staff. Staff will continue to be supported to undertake volunteering days as per the agreed policy.	Blue	COMPLETE Q2	Blue
5.18	Deliver a member development programme to support the Council in achieving its ambitions	30/04/2019		Sharon Sewell	Governance and People Resources	The Member Development Programme was agreed in June 2018 and work is ongoing to deliver the approved learning activity for the remainder of the term to May 2019. Planning for a comprehensive Induction Programme is underway to follow the local borough elections on 2 May 2019 for all newly and re-elected members	Green	The Member Development Working Group continue to develop the Induction Programme to commence in May 2019 which will continue to support members throughout 2019 and beyond. Current members have recently been given an opportunity to review their existing PDPs to determine any further training requirements. Following May, all newly elected members will be required to complete an individual Personal Development Plan and a full TNA will be carried out. Throughout 2019 the Council will be reviewed by North West Employers for the retention of the Level 1 Charter for Elected Member Development.	Green
5.19	Deliver programmes and initiatives to increase awareness of terrorism and train personnel on the requirements of the Prevent strategy as stated in the Government's Counter Terrorism strategy CONTEST	April 2018 onwards		Paul Wood	Housing, Health and Wellbeing	Prevent on line training has been uploaded on to the councils on line learning system and is mandatory for all staff. SMT have carried out external Prevent training and executive members will be trained within the coming weeks. An internal Prevent Board has been established at Allerdale with specific Officers in order to deliver the Prevent and Contest requirements. Further training is currently being arranged for all councillors in the near future	Green	Prevent on line training has been uploaded on to the councils on line learning system and is mandatory for all staff. SMT have carried out external Prevent training and executive members will be trained within the coming weeks. An internal Prevent Board has been established at Allerdale with specific Officers in order to deliver the Prevent and Contest requirements. Further training is currently being arranged for all councillors in the near future	Green

Ref	Project/activity	Target timescale/measure	Expected financial impact	Head of Service	Portfolio	2018/19 Q2 update	Q2 RAG status	2018/19 Q3 update	Q3 RAG status
5.20	Implementation of web-based Arcus system in Housing and Health, Development Management, Building Control and Licensing	April 2018 onwards	Reduction in printing costs Ability for staff to work more effectively Better performance monitoring	Kevin Kerrigan/ Sharon Sewell	Economic Growth/ Housing, Health and Wellbeing	Progress has been slow during last quarter; however final configuration prior to UAT is taking place for Building Control. Test devices have been deployed to a number of users. 2nd test data upload has taken place for Building Control and is being tested and refined. Food and Occ Health is undergoing development however Arcus are still to deliver all necessary processes for testing. We're pushing Arcus to increase their speed of delivery of overall solution.	Amber	Awaiting go live for Building Control Jan 19. Suppliers ability to deliver has been slow due to insufficient resource and poor deployment strategy. Availability of ABC resource to assist with configuration work for Regulatory Services elements has been flagged. ABC continuing to apply pressure on supplier to ensure system is successful and delivers benefits.	Red

Definitions

BRAG Progress against plan

Blue Complete

Red There are significant concerns over achieving outputs / there is serious slippage in the timetable / there are major issues to rectify

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

Green Everything is on target / satisfactory progress is being made / no action required