

# Corporate performance report

## Quarter 4 / End of year 2021/22

This performance report summarises our performance during the final quarter of 2021/22 covering the period from 1 January to 31 March 2022.

### Performance overview

The table below summarises the Quarter 4 and annual position on the projects/activities and performance indicators set out in our Delivery Plan 2021/22.

| Summary of Quarter 4 and annual position | Total | Green | Amber | Red | Blue | No fixed target figure <sup>1</sup> | No new data available <sup>2</sup> |
|--|-------|-------|-------|-----|------|-------------------------------------|------------------------------------|
| Projects/activities                      | 52    | 33    | 5     | 0   | 14   | n/a                                 | n/a                                |
| KPIs                                     | 34    | 17    | 4     | 1   | 0    | 7                                   | 5                                  |

### Projects/activities:

There are 52 projects/activities set out in the Delivery Plan 2021/22 of which at the end of Q4:

- 63.5% are green (on track)
- 9.6% are amber
- 26.9% are blue (completed)

Most projects and activities set out in the Delivery Plan are on track. During Q4 there was continued work relating to the Covid-19 pandemic and Local Government Reorganisation. The KPIs in this report show the significant work of teams across the organisation to keep day to day services running as well as undertaking these tasks.

Alongside this, we are moving forward with our regeneration programmes in Workington and Maryport as well as making progress on other key projects, including the Port of Workington scheme in collaboration with Cumbria County Council.

Five projects/activities have seen some delays or issues:

#### Deliver disabled facilities grants

This is rated amber. The team has been focused on the introduction of the Arcus system and now that is live, it is hoped to get back to business as usual as soon as possible.

#### Complete a new housing needs assessment and stock condition survey

This is rated amber. A final housing needs study is due in July, but capacity issues mean the stock survey has yet to be commissioned.

#### Progress strategic green infrastructure and biodiversity projects and encourage environmental volunteering

This is rated amber. A grant extension has been approved to enable delivery of the final project within the overall Siddick Pond Water Environment Grant scheme in

<sup>1</sup> **No fixed target figure.** In these cases, we are not attributing a red, amber or green performance rating but will be tracking trends in performance and comparing to previous years where appropriate rather than measuring against a fixed target figure.

<sup>2</sup> **No new data available at the time of reporting.** Some of these measures are only reported once a year, two have a time lag on the data.

August/September 2022. Work is continuing on the Northside non-statutory allotments scheme.

### **Analyse population/demographic challenges and changes that impact on the borough and council**

This is rated amber. While some initial work has been done, the activity requires the input of Census 2021 data and the first results of that are due to be published on June 28, says the Office of National Statistics.

### **Consider options around long term planning for cemeteries**

This is rated amber. The potential consequences of LGR need to be taken into account and, as a result, the options appraisal is likely to be widened.

### **Key performance indicators:**

There are 22 performance indicators attributed a RAG rating reported in quarter four of which:

- 77% were green (on or better than target)
- 18% were amber (close to target)
- 4% were red (off target)

The majority of indicators attributed a RAG rating are on or better than target. One is showing as red, which means it is off target and action is required. Four measures are showing as amber, which means they are close to target and within the tolerance set.

Occupancy of the council's property portfolio stood at 96% in Q4, against a target of 90%. That number has risen since Q1 and the rate is good given the current economic uncertainties.

The Council Tax collection rate of 96.93% is below the quarterly target of 97.2% but above the same quarter last year, which was 96.79%. In Q4, the NNDR (National Non-Domestic Rates) collection rate was 98.67%, against a target of 97.7%. The figure was 96.95% in Q4 2020/21.

In relation to the percentage of bins collected as scheduled, Q4 exceeded expectations at 99.95%, ahead of the 99.92% target. We are still awaiting verification of our collected waste numbers and cannot currently report on those. We will update in the next report.

Three main reasons were behind the rise in the percentage of call centre abandoned calls from 4% in Q3 to 8% in Q4 (target 7%): more calls as a result of annual Council Tax billing, an increase in calls caused by the Government's announcement of the £150 household energy rebate and the reopening of Allerdale House reception to the public following the pandemic.

Digital transactions as a percentage of total transactions were 67% in Q4, against a target of 50%. Two Covid grant schemes, only available via our portal early in the quarter, contributed significantly to the number. We are continuing to see growth in subscribers to and subscriptions of our newsletters. The e-newsletter has a unique external user open rate of more than 45%; the local government median is 38%.

After slipping in Q3, compared to the previous two quarters this year, the percentage of council spend on goods and services with local suppliers jumped to 59.25% in Q4, way ahead of its 50% target.

The percentage of local land charge searches carried out within 10 working days dipped to 95.6% in Q4, compared to 98.9% in Q3. This was behind target (98%) but still ahead of Q1's 89.3%. The slippage was caused by discrepancies within plans and departments on annual leave.

The percentage of homeless decisions made within the guideline 56 days was 77% in Q4 (target 100%). The team is dealing with an increase in presentations, which is affecting its ability to close cases in a timely manner. However, the percentage of successful homeless

preventions and relief outcomes was 74% in Q4, and it remains well above the 50% target despite the team’s workload.

### Key corporate risks:




All strategic risks identified are contained within the Corporate Risk Log, which is regularly reviewed by the Senior Management Team. There are currently 10 key risks (those which score 9 and above). A summary showing the key risks and mitigation measures and actions can be found at Appendix B to this report.

## Definitions

### Projects/activities:

|          |  |
|----------|--|
| <b>G</b> | Everything is on target / satisfactory progress is being made / no action required   |
| <b>A</b> | 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 |
| <b>R</b> | There are significant concerns over-achieving outputs / there is serious slippage in the timetable / there are major issues to rectify             |
| <b>B</b> | Project closed   |

### Key performance indicators:

|          |   |   |                 |
|----------|---|---|-----------------|
| <b>G</b> | On, or better than, target  |  | Improving trend |
| <b>A</b> | Close to target (up to 10% variance) - some action may be required to improve performance |  | No change       |
| <b>R</b> | Off target (>10% variance) – action required to improve performance                       |  | Getting worse   |

Note: Trend is compared to previous quarter or in a few cases same quarter in the previous year.

# A financially secure council

**Our objectives:** Address the projected budget gap • Become self-sufficient by 2030 • Become more commercial • Become more efficient and productive

| Key projects/activities  | Timescales       | Responsible Chief Officer               | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)  |
|--|------------------|---|---------------|---------------|--|
| <b>Local Government Reorganisation in Cumbria</b> – continue to engage with the Government further to the conclusion of the consultation process where necessary   | Ongoing          | Chief Executive                         | G             | G             | Good progress continues to be made against the programme. A great deal of work has been undertaken on blueprinting and putting in place the necessary elements for the shadow authorities.   |
| <b>Review the Target Operating Model and working practices</b> as part of our recovery strategy and implement changes in staffing structures and accommodation strategy  | by December 2021 | Assistant CEx (Innovation & Commercial) | G             | G             | Continuing our move to hybrid working arrangements, we have provided the ability to work remotely, extended flexible working spaces on the first and second floors of Allerdale House and provided a breakout area for informal collaboration. AV equipment has been installed in a range of meeting rooms to facilitate hybrid meetings. Following engagement and briefings with members, areas on the ground floor of Allerdale House will undergo light refurbishment to provide a dedicated space for members to meet and work when in the building. Ongoing discussions with Cumbria County Council and other third-party organisations for potential utilisation of areas of Allerdale House as a hub for delivery of a range of services. |
| <b>Continue a programme of service reviews across the council</b> looking at cost, quality and delivery mechanisms (building in learning from operating during the pandemic) - waste services and car parking will be prioritised for review | Ongoing          | Assistant CEx (Innovation & Commercial) | G             | G             | A review of enforcement services resulted in a project to enable remote working and improve efficiency by introducing hand-held devices to issue FPNs. We have worked with Risual to map processes in customer services to review which activities and services can be made more efficient and to ensure that activities add benefits for internal and external customers. We are rolling out campaigns and promotions relating to digital services such as MyAllerdale, MiPermit, e-billing and direct debits to increase uptake with customers, encourage self-service and increase efficiency.  |

| Key projects/activities  | Timescales        | Responsible Chief Officer  | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)  |
|--|-------------------|--|---------------|---------------|--|
| <b>Review the Council's procurement regime</b> - especially in light of EU withdrawal and changes to the subsidy scheme                              | by October 2021   | Assistant CEx (Innovation & Commercial)  | G             | B             | The procurement team meets weekly with colleagues from Cumbria's other authorities as part of the LGR Strategic Commissioning, Procurement and Contracts workstream and has collated details of all current live contracts and prepared a county-wide contract register and procurement pipeline. It has an ongoing programme with Cumbria Chamber of Commerce and local SMEs to advise them opportunities for public sector procurements. Further guidance is anticipated from Government relating to regime changes following EU withdrawal and implementation of domestic legislation, which the team will follow up as part of ongoing priorities once received. |
| <b>Introduce new outdoor markets</b> to provide an opportunity for new entrepreneurs, provide a service to residents and generate new council income | By September 2021 | Assistant CEx (Innovation & Commercial)  | G             | B             | Work continues to ensure Cockermouth market becomes fully established including ongoing promotion of the market to residents and visitors and promoting the market to aspirant entrepreneurs as a low cost, low risk vehicle to market test their service or product.  |
| <b>Strategic planning activity</b>   |                   |  |               |               |  |
| <b>Develop a financially secure strategy</b> that provides a roadmap to self-sufficiency and builds on the Council's transformation programme        | by November 2021  | Chief Officer (Assets)/ Assistant CEx (Policy, Performance, Economic Strategy) | B             | B             | This has not been progressed following further assessments of the work necessary to undertake LGR successfully. The council will still prioritise financial sustainability but embed this activity in other documents rather than a specific strategy.   |
| <b>Review the council's property and asset management strategy</b>   | by October 2021   | Chief Officer (Assets)   | A             | B             | This process has been postponed while work is ongoing with the LGR asset workstream. This policy will be picked up by the new Cumberland authority. The asset workstream will ensure the efficient transfer of assets to the new authority.  |
| <b>Identify areas of collaboration with other local authorities</b> especially in areas such as nuclear and tourism                                  | Ongoing           | Chief Executive  | G             | G             | The council is forging closer relationships with neighbouring authorities and is working collaboratively in areas such as audit, building control and economic development. These relationships will continue to develop as the work on LGR progresses.  |

| Key performance indicators                        | 2020/21 actual   | Q1 actual         | Q2 actual | Q3 actual | Q4 actual | Trend | Target Q4 | Actual 2021/22          | Target 2021/22 | Progress and management action (where red/amber)                                  |                               |
|---|--|-------------------|-----------|-----------|-----------|-------|-----------|-------------------------|----------------|---|-------------------------------|
| Overall % of budget coming from balances          | Use of GF balances £71k against revenue expenditure £18.1m | Reported annually |           |           |           |       |           | Reduce over longer term | -              | -   | Work to calculate continuing. |
| Level of forecast budget gap                      | £2.2m 2021/22<br>£2.1m 2022/23                             | Reported annually |           |           |           |       |           | Reduce over longer term | -              | -   | Work to calculate continuing. |
| % of debt outstanding for over 90 days            | 28.6%  | 27.7%             | 19.9%     | 37.4%     | 26.6%     | ➡     | Reduce    | 27.9                    | n/a            | The percentage is consistent with previous months.                                |                               |
| Occupancy rates of Council's property portfolio % | 93.0%  | 91.5%             | 95.0%     | 96.0%     | 96.0%     | ➡     | 90.0%     | 96.0%                   | 90.0%          | Occupancy rate remains stable which is good given current economic uncertainties. |                               |
| NNDR collection rate %*                           | 96.95%   | 30.37%            | 48.61%    | 77.66%    | 98.67%    | ⬆     | 97.70%    | 98.67%                  | 97.70%         |   |                               |
| Council Tax collection rate %*                    | 96.79%   | 29.52%            | 57.10%    | 84.63%    | 96.93%    | ⬆     | 97.20%    | 96.93%                  | 97.20%         |   |                               |

\*Trend is compared to same quarter in the previous year

# A cleaner, greener Allerdale

**Our objectives:** Make sure our neighbourhoods are clean and tidy • Reduce waste and increase recycling • Improve and protect our open spaces and green infrastructure • Ensure environmental sustainability is at the heart of our policies • Use our assets to encourage green technology

| Key projects/activities   | Timescales                 | Responsible Chief Officer            | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)  |
|---|----------------------------|--------------------------------------|---------------|---------------|--|
| <b>Tackle and reduce fly tipping</b> through enforcement action and educational activity focusing resources on known hotspots | Ongoing                    | Chief Officer (Place and Governance) | G             | G             | <p>The enforcement team focused on bring sites during Q4 and, as a result, a local business was found to be employing a 'man in a van' who did not have a waste carrier licence. The volume fly tipped was more than 3,300 litres; fixed penalty notices were issued. Education engagement with businesses around the Sullart Street site in Cockermouth has been a key priority and has led to advice and further enforcement action, where necessary.</p> <p>The team has committed to the Great British Spring Clean and provided litter picking packs to #litterheroes in our community as a thank you for their work. In partnership with Tivoli and Cumbria Fire and Rescue, we visited Moorclose Community Centre and NADT Wigton to pick litter.</p> <p>A three-month long patrol initiative in relation to dog fouling and fly tipping in Workington is underway.</p> |
| <b>Carry out recycling initiatives and educational campaigns to reduce waste</b>  | Ongoing                    | Chief Officer (Assets)               | G             | G             | <p>We are supporting the Recycle for Cumbria campaigns: April was real nappy week and July will be plastic free July. We work with Resource Cumbria and our own Comms team to publicise all the initiatives underway. These initiatives are shared with the Climate Change Group who, in turn, pass them on to their town and parish council colleagues. Recent events include Fairtrade Fortnight, Food Waste Action Week, Global Recycling Day and the Great British Spring Clean.</p>   |
| <b>Progress strategic green infrastructure and biodiversity projects and encourage environmental volunteering:</b> Water      | Northside<br>2021<br>Other | Chief Officer (Assets)               | A             | A             | <p>Siddick Pond Water Environment Grant (WEG): Extension of time on grant has been approved to enable delivery of the final project within the overall WEG scheme in Aug/Sept 2022.</p>  |

| Key projects/activities   | Timescales        | Responsible Chief Officer                              | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)  |
|---|-------------------|--|---------------|---------------|--|
| Environment Grant projects at Siddick Pond; Northside allotment improvements; Workington Nature Partnership projects; development of 'Get Cumbria Buzzing' sites (12 sites)             | projects by 2022  |  |               |               | <p>Northside non-statutory allotments: We continue to work through the process of re-locating the two remaining tenants from the north to the south side of the site. One of the two tenants is fully on-board, and we expect him to have re-located by the end of June. Once this has been completed, we will re-engage with the other tenant, but we may have no choice other than to serve notice on him. We are awaiting a response from the Northside Community Garden and Recreation Society in respect of the Draft Heads of Terms relating to its prospective long lease of the community plots.</p> <p>Get Cumbria Buzzing: Work has now taken place on 10 of our 12 sites, already with excellent results.</p> |
| <b>Implementation of a revised climate change action plan;</b> this will include establishing a carbon baseline for our buildings and carbon literacy training for members and officers | Ongoing           | Assistant CEx (Policy, Performance, Economic Strategy) | G             | G             | Additional set of shorter climate sessions delivered. At recent meetings, the Climate Change Advisory group has considered progress on the LGR climate work package, has considered and agreed some updates to the action plan narrative and received a presentation on the Cumbria Coastal Forest project. The group has also begun to forge links with Carlisle and Copeland lead elected members. The procurement team has made good progress with increasing emphasis on social value and carbon reduction in procurements. An update report was prepared for Overview and Scrutiny Committee for April and further work is being done to refine priorities and targets for focus during 2022/23.                    |
| <b>Strategic planning activity</b>  |                   |  |               |               |  |
| Consider a full range of options on the future of waste collections   | by September 2021 | Chief Officer (Assets)                                 | G             | B             | Through the LGR Waste Workstream this work will be considered for Cumberland in the Transformation Phase after Vesting Day.  |
| Biodiversity Supplementary Planning document to be developed  | by December 2021  | Assistant CEx (Policy, Performance,                    | B             | B             | This project was completed in November and the guidance published on the Council's website.  |



| Key projects/activities | Timescales | Responsible Chief Officer | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber) |
|-------------------------|------------|---------------------------|---------------|---------------|---|
|                         |            | Economic Strategy)        |               |               |   |

| Key performance indicators                                     | 2020/21 actual | Q1 actual | Q2 actual | Q3 actual | Q4 actual | Trend | Target Q4 | Actual 2021/22 | Target 2021/22 | Progress and management action (where red/amber)  |
|--|----------------|-----------|-----------|-----------|-----------|-------|-----------|----------------|----------------|---|
| Number of fly tipping incidents                                | 1298           | 309       | 386       | 348       | 460       | ↑     | Reduce    | 1503           | n/a            | The number of incidents in Q4 increased but this was largely due to the team focusing on bring sites. See commentary on activity above. |
| Number of Fixed Penalty Notices issued (fly tipping)           | 6              | 0         | 3         | 0         | 10        | ↑     | Increase  | 13             | n/a            | The number of FPNs increased in Q4, due to the work at bring sites.   |
| % of household waste sent for reuse, recycling and composting* | 36.5%          | 40.2%     | 40.4%     | 32.5%     |           |       | 27.0%     |                | 37%            | Awaiting verification of Q4 data.   |
| Residual waste per household (kgs)*                            | 561.87         | 141.20    | 141.13    | 136.7     |           |       | 113.00    |                | 479            | Awaiting verification of Q4 data.   |
| % of bins collected as scheduled                               | 99.91%         | 99.93%    | 99.93%    | 99.93%    | 99.95%    | ↑     | 99.92%    | 99.94%         | 99.92%         | The Q4 performance exceeded expectations.   |

\*Trend is compared to same quarter in the previous year

# Invest to grow

**Our objectives:** Use our asset portfolio to create new or different opportunities • Work with partners on key economic sites and opportunities • Utilise the Allerdale Investment Partnership, the Local Enterprise Partnership and Britain’s Energy Coast to stimulate growth • Develop a housing company to provide the right homes in the right places at the right price

| Key projects/activities   | Timescales     | Responsible Chief officer  | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)   |
|---|----------------|--|---------------|---------------|---|
| <b>Deliver the national programmes of support grants to businesses,</b> including developing and delivering any discretionary schemes to support local businesses                               | Ongoing        | Chief Officer (Assets)/ Assistant CEX (Policy, Performance, Economic Strategy) | G             | G             | ARG Omicron Support Scheme launched in Q4 with all monies distributed to eligible businesses.   |
| <b>Further development of the Housing Company,</b> including the review of growth opportunities with key partners and, successfully delivering the programme of works to 18 Otley Road, Keswick | Ongoing        | Programme Director (Maryport)  | A             | B             | The majority of construction works at Otley Road have been completed. Once utility connections have been established, the properties will be ready for occupation. The housing company has been dissolved; Cumberland Council to discuss.   |
| <b>Work with AIP and BEC (Britain’s Energy Coast)</b> on key strategic sites and delivery of projects in key regeneration programmes  | Ongoing        | Assistant CEX (Innovation & Commercial)  | G             | G             | We are working with AIP as delivery partner on projects including at Oldside/Port of Workington through the Workington Town Deal. The council has approved a Project Concept and the grant of exclusivity to AIP to allow for the development of a Project Plan and business case for the key employment site at Oldside. We have agreed a Memorandum of Understanding with BEC confirming the principles of collaboration for delivery of key capital projects and regeneration schemes, including the development of the former Carlton cinema within the Maryport Future High Street Fund programme. |
| <b>Deliver the Lillyhall North Infrastructure Project</b>   | by August 2022 | Assistant CEX (Innovation & Commercial)  | G             | G             | Cumbria LEP agreed a change control containing a revised programme, providing for commencement of works on site in March 2022 and completion by October 2022. The council has   |

| Key projects/activities  | Timescales | Responsible Chief officer            | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)   |
|--|------------|--------------------------------------|---------------|---------------|---|
|  |            |                                      |               |               | agreed highways agreements with Cumbria County Council and formal works have started on site.   |
| <b>Deliver the Self-Build Custom House Building grant-funding programme</b> to support individuals and communities to deliver more homes                 | Ongoing    | Chief Officer (Place and Governance) | G             | G             | We have approved a further 2 SBCB applications, giving a total of 11 applications approved during 21-22. This has exceeded our target and the interest in the SBCB grants is continuing to grow. The benefits of this grant funding include bringing new homes into Allerdale, an income and boosting the area's economy. |
| <b>Strategic planning activity</b>   |            |                                      |               |               |   |
| Collaborate with Cumbria County Council and Cumbria Local Enterprise Partnership on land at Oldside and potential developments at the Port of Workington | Ongoing    | Programme Director (Workington)      | G             | G             | The business case for the Town Deal project relating to the Port of Workington and Oldside was approved by the Executive on 1 March 2022 and the project summary document has been submitted to DHLUC.  |

| Key performance indicators  | 2020/21 actual | Q1 actual | Q2 actual | Q3 actual | Q4 actual | Trend | Target Q4 | Actual 2021/22 | Target 2021/22 | Progress and management action (where red/amber) |
|---|----------------|-----------|-----------|-----------|-----------|-------|-----------|----------------|----------------|--|
| % of major planning applications determined within statutory period | 100%           | 100%      | 100%      | 100%      | 100%      | ➔     | 90%       | 100%           | 90%            |  |

# Outstanding local services

**Our objectives:** Make it easy for customers to contact us • Ensure we get it right first time • Be bold in our use of technology • Look at different and better ways to deliver services

| Key projects/activities  | Timescales | Responsible Chief Officer               | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)  |
|--|------------|---|---------------|---------------|--|
| <b>Deliver technology projects in line with the Connected Futures strategy to provide improved digital platforms and self-service options including:</b> |            |   |               |               |  |
| Continued implementation of a cloud based built environment and regulatory services system.  | Ongoing    | Assistant CEx (Innovation & Commercial) | G             | G             | Following implementation for Regulatory Services - including training for all users, configuration, data migration and template creation - the Arcus system went live at the end of March 2022.  |
| Purchase and implementation of a new finance, payroll and HR system  | Ongoing    | Assistant CEx (Innovation & Commercial) | G             | G             | The project proceeded on schedule and on budget with further training, testing and configuration in the period January to March 2022 in readiness for project completion and the system going live in April 2022.  |
| <b>Effective management and monitoring of the Allerdale Waste Services contract</b>  | Ongoing    | Chief Officer (Assets)                  | G             | G             | The monitoring takes place through the work of the Waste Services Team, the Partnering Board and the Shareholder Group, the latter Chaired by the Leader of the Council and attended by the Deputy Leader and the Portfolio Holder. H&S, Operational Performance, strategic development and LGR are all on the agenda. |
| <b>Monitor and improve the wellbeing of the staff team through staff review process</b>  | Ongoing    | Chief Executive                         | G             | G             | My Contribution has now been completed, Managers have been trained and the process for the new financial year has already started.   |

| Key projects/activities   | Timescales      | Responsible Chief Officer                              | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)   |
|---|-----------------|--|---------------|---------------|---|
| <b>Cockermouth cemetery road repairs and creation of 25 new graves</b>  | by October 2021 | Chief Officer (Assets)                                 | B             | B             | Now complete.   |
| <b>Better business for all</b> – ensure that our regulatory services provide support to businesses in an easy to understand way           | Ongoing         | Programme Director (Workington)                        | G             | G             | We continue to chair BBfA in the north-west. The group meets regularly and is planning its 2022-23 programme of activity.   |
| <b>Ensure that the new Choice Based Lettings policy is introduced successfully</b> in line with the introduction of the new CBL IT system | Ongoing         | Chief Officer (Place and Governance)                   | A             | G             | The contracts for the new CBL system are in their final iteration, and all partners will receive their respective agreements for the Run Contracts and Partnership Agreement in preparation for a revised go-live date on 27 April 2022. The policy has been approved by all partners and will be implemented at the same time as the go-live date for the CBL IT system. |
| <b>Strategic planning activity</b>  |                 |  |               |               |   |
| Consider options around long term planning for cemeteries   | by March 2022   | Chief Officer (Assets)                                 | G             | A             | We are considering options but are having to take into account the potential consequences of LGR. The options appraisal is likely to be widened as a result.  |
| Analyse population/demographic challenges and changes that impact on the borough and council  | by March 2022   | Assistant CEx (Policy, Performance, Economic Strategy) | G             | A             | This has been delayed while we await publication of the latest Census data. The first results (the number of people by sex and age group) from Census 2021 are due to be released on Tuesday, June 28.  |

| Key performance indicators                        | 2020/21 actual | Q1 actual | Q2 actual | Q3 actual | Q4 actual | Trend | Target Q4                             | Actual 2021/22 | Target 2021/22 | Progress and management action (where red/amber)  |
|---|----------------|-----------|-----------|-----------|-----------|-------|---------------------------------------|----------------|----------------|---|
| % of abandoned calls                              | 5%             | 5%        | 6%        | 4%        | 8%        | ↓     | 7%                                    | 6%             | 7%             | Annual billing and the reopening of Allerdale House reception have impacted on this quarter's performance.  |
| Number of complaints                              | 646            | 144       | 140       | 128       | 197       | ↓     | Not targeted                          | 609            | Not targeted   |   |
| Customer satisfaction (ring back)                 | 98%            | 94%       | 95%       | 93%       | 92%       | ↓     | 90%                                   | 93%            | 90%            |   |
| Overall time ICT systems available for use        | 99.0%          | 97.0%     | 99.5%     | 100%      | 99.9%     | ↓     | 99.9%                                 | 99%            | 99.9%          | Not 100% in Q4 due to firewall certificates requiring renewal. Q1 was affected by service issues, power and network failures (at weekends). Q2 suffered small outages due to hardware failures. |
| Digital transactions as a % of total transactions | 57.0%          | 65.0%     | 58.0%     | 53.0%     | 67.0%     | ↑     | 50%                                   | 60%            | 50%            | Two Covid grant schemes, available through the web portal, contributed to the increased number for the quarter.   |
| Facebook engagement rate                          | 9.78%          | 8.02%     | 7.02%     | 6.53%     |           |       | 10% increase (over previous 3 months) |                |                | We are unable to provide figures for Q4 due to changes in the way Facebook now presents its data.   |
| Newsletter subscribers/subscriptions              | 22048          | 26168     | 28942     | 31754     | 34721     | ↑     | 5% growth month on month              | 34721          | n/a            | Continued growth in subscribers and subscriptions.  |
| ENewsletter unique open rate (external only)      | 52.5%          | 42.7%     | 41.4%     | 40.3%     | 45.5%     | ↑     | 40%                                   | 42.5%          | 40.0%          |   |

# Thriving towns and villages

**Our objectives:** Support businesses • Create deliverable town plans that enable our towns to adapt to the changing nature of the high street • Ensure there are suitable, affordable, decent homes for all • Give people a reason to visit our towns (festivals, events, cultural and sporting activities, markets) • Increase the number of people living in our town centres • Build communities, not just homes

| Key projects/activities  | Timescales                          | Responsible Chief Officer                              | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)   |
|--|-------------------------------------|--|---------------|---------------|---|
| <b>Approval of new economic strategy and implementation of activity</b>  | May 2021 and ongoing implementation | Assistant CEx (Policy, Performance, Economic Strategy) | G             | G             | The Council continues to implement a wide range of activity linked to the economic strategy.  |
| <b>Maryport Regeneration Programme:</b> Future High Streets programme and Heritage Action Zone programme   | Ongoing                             | Programme Director (Maryport)                          | G             | G             | New appointments in Q4 - Strategic Advisors for Capital Projects and Maryport Projects. Heron Foods HAZ shop front completed, including an official opening with Mark Jenkinson MP and the Council Leader on 25 March - Historic England praised the council for successful delivery of the project on time. Town Hall refurbishment underway and shop fronts programme underway and on target. Maryport cine films released as part of HAZ cultural engagement programme. Future High Streets residential lettings programme launched in March 2022. |
| <b>Workington Town Deal: business case development</b>   | Ongoing                             | Programme Director (Workington)                        | G             | B             | The business cases for each of the 5 town deal projects were considered and approved by the Executive on 1 March 2022 and projects summaries submitted to DHLUC in advance of the deadline of 24 March.   |
| <b>Continue to develop business engagement and support activity</b> to enable the Council to better understand businesses issues, challenges and ideas and feed those through to local, regional and national forums | Ongoing                             | Assistant CEx (Policy, Performance, Economic Strategy) | G             | G             | An All Doing Digital campaign was implemented in the quarter, with fact sheets and web information enabling businesses to embrace digital technologies to grow sales. The work was funded by the Government's Welcome Back Fund. Also in the quarter, weekly e-newsletters were produced as well as social media updates and updates to the Business Allerdale website.   |

| Key projects/activities   | Timescales | Responsible Chief Officer            | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)  |
|---|------------|--------------------------------------|---------------|---------------|--|
| <b>Undertake work with partners to support the recovery of the visitor economy</b> including assessing the impact, considering appropriate interventions and delivering actions as part of a recovery plan for the visitor sector, markets and events | Ongoing    | Programme Director (Workington)      | G             | G             | Collaborative work continued with partners on the Tactical Visitor Management Group. Initiatives agreed were shuttle buses for the spring and summer for Cockermouth-Loweswater-Buttermere and Keswick-Portinscale-Cat Bells to reduce traffic pressures. Temporary toilets were also funded for the start of the popular Keswick to Threlkeld path.   |
| <b>Deliver disabled facilities grants</b> and review the Housing Grants and Assistance Policy in light of the pandemic, and agree the outcomes with key partners linked to the Better Care Fund   | Ongoing    | Chief Officer (Place and Governance) | A             | A             | The team's focus has been the introduction/implementation of the ARCUS system and it is now aiming to get back to business as usual as soon as possible. Some contractors have told the council they are no longer carrying on with cases work, due to financial pressures and the challenges being faced by the construction industry. A tender for the DFG framework has been published with a view that a new set of contractors will be commissioned in 2022-23. The team will continue to address the challenges of ARCUS and is working with a number of officers on: Congo – lead by JJ/Team / Payments/unforeseen works still need to be addressed in ARCUS / Transition of files from M3 to ARCUS that need attention. It is expected that this will take approx. until end of June to resolve. A review of the policy is delayed and will progress during 2022-23. |
| <b>Grow the visitor economy</b> by implementing an attract and disperse programme in partnership with CLEP visitor economy panel and tactical visitor marketing group   | Ongoing    | Programme Director (Workington)      | G             | G             | Our programme of Taste food festivals commenced with Taste Wigton to encourage resident and visitor spend. We continued to market Allerdale as a visitor destination through social media activity and updating of our Visit Allerdale website. New promotional material was produced for use in the Keswick, Moot Hall visitor information centre run by the Lake District National Park.   |
| <b>Delivery of the Reopening High Streets Safely fund and the Welcome Back fund</b>   | Ongoing    | Assistant CEx (Policy, Performance,  | G             | G             | RHSS/WBF projects all delivered in the quarter including a Shop Local campaign, an All Doing Digital campaign and high street public realm improvements in the seven towns, working with   |



| Key projects/activities   | Timescales    | Responsible Chief Officer  | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)   |
|---|---------------|--|---------------|---------------|---|
|   |               | Economic Strategy)   |               |               | town councils as delivery partners to make retail areas more welcoming for residents and visitors.  |
| <b>Strategic planning activity</b>  |               |  |               |               |   |
| <b>Business case development</b> – developing a pipeline of regeneration projects that can be funded through Government programmes such as the Shared Prosperity Fund | Ongoing       | Assistant CEx (Innovation & Commercial)  | G             | G             | A comprehensive register of ongoing and potential future projects has been compiled. This will be used to identify projects that may be suitable for future funding programmes and will be updated regularly. |
| <b>Complete a new housing needs assessment and stock condition survey</b>   | by March 2022 | Assistant CEx (Policy, Performance, Economic Strategy)/ Chief Officer (Place and Governance) | G             | A             | The housing needs study has been commissioned and a final report is due in July 2022. Capacity issues have meant that the stock condition survey has not yet been commissioned.                               |

| Key performance indicators   | 2020/21 actual | Q1 actual | Q2 actual | Q3 actual | Q4 actual | Trend | Target Q4 | Actual 2021/22 | Target 2021/22 | Progress and management action (where red/amber)   |
|--|----------------|-----------|-----------|-----------|-----------|-------|-----------|----------------|----------------|--|
| % of invoices from local Cumbrian businesses paid within 14 days         | 97.0%          | 97.1%     | 92.0%     | 91.0%     | 95.4      | ↑     | 98.0%     | 96.1%          | 98.0%          | In Q4, we paid 95.4% of Allerdale based suppliers within 14 days - an improvement on Q3 when only 91% was achieved. The 95.4% achieved equates to 10 invoices being paid late. All were still paid within 30 days. |
| % of Council spend on goods and services with local (Cumbrian) suppliers | 57.03%         | 52.63%    | 53.79%    | 43.25%    | 59.25%    | ↑     | 50.0%     | 52.23%         | 50.0%          | Target achieved. The procurement team continues to engage and encourage local suppliers to tender for council contracts and to train and educate colleagues regarding procurement principles.                      |

| Key performance indicators  | 2020/21 actual | Q1 actual | Q2 actual | Q3 actual | Q4 actual | Trend | Target Q4                 | Actual 2021/22 | Target 2021/22 | Progress and management action (where red/amber)   |
|---|----------------|-----------|-----------|-----------|-----------|-------|---------------------------|----------------|----------------|--|
| Numbers of affordable homes delivered   | 12             | 4         | 0         | 3         | 5         | ↑     | Not targeted              | 12             | n/a            | Five affordable properties were recorded as completed in Q4 - four on The Laureates, which were discounted sale and one at The Woodside Park development in Wigton, which is a rent with Home Group. The number of applicants that have registered an expression of interest in affordable homes and want to be on the council register is 13. Three affordable homes were released by Gleeson (Broughton Moor), 1 by Story (Cockermouth) and there were 2x four resales (1x Cockermouth, 2x Seaton and 1x Wigton). We received 22 applications for affordable housing during the quarter. |
| % of full plans determined within 5 weeks (Building Control)                  | 98%            | 90%       | 89%       | 100%      | 97%       | ↓     | 85%                       | 94%            | 85%            |  |
| % of minor and other planning applications determined within statutory period | 91%            | 92%       | 96%       | 96%       | 97%       | ↑     | 90%                       | 95%            | 90%            |  |
| No. of housing units granted planning permission                              | 272            | 187       | 13        | 66        | 137       | ↑     | 88                        | 403            | 352            |  |
| % of Local Land Charges Searches carried out within 10 working days           | 99.3%          | 89.3%     | 91.5%     | 98.9%     | 95.6%     | ↓     | 98.0%                     | 93.8%          | 98.0%          | Target not reached due to discrepancies with plans and departments on annual leave.  |
| Number of DFGs approved   | 81             | 30        | 30        | 24        | 10        | ↓     | Increase through the year | 94             | n/a            |  |

# Resilient communities

**Our objectives:** Promote healthy, active lifestyles • Address community safety issues • Engage with our communities, and our town and parish councils • Prevent and reduce homelessness • Address inequalities

| Key projects/activities  | Timescales       | Responsible Chief Officer   | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)   |
|--|------------------|---|---------------|---------------|---|
| <b>Work with GLL to plan for reopening and future operation of leisure centres</b> including restarting the Healthwise Scheme to deliver exercise on referral  | by December 2021 | Chief Officer (Assets)  | G             | B             | A year on from the last lockdown centres are open and Q4 was showing signs of the normal new year levels. Workington received their QUEST review and scored Excellent again. Cockermouth is in early conversations with the MSK Healthcare team about moving some of their physio activity into the centre. Healthwise continued in Q4 with numbers increasing. Funding for the pilot will end this summer.   |
| <b>Deliver a grants pot to support sporting clubs and associations</b> to improve accessibility, participation and to support recovery from impacts of the Coronavirus pandemic  | by March 2022    | Chief Officer (Assets)  | G             | B             | Eleven sports clubs/activities have been supported through the 2021/22 grant. A range of projects supported from equipment and storage to sustainable energy sources for club buildings. Some projects are still ongoing and will receive their final payments on completion in the 2022/23 financial year.   |
| <b>Further develop the Allerdale Local Focus Hub</b> to drive a thriving families approach with existing and new partners including responding to the ongoing impact of lockdown and continued social distancing measures. | Ongoing          | Chief Officer (Place and Governance)                                | G             | G             | There were 22 referrals during the quarter, including anti-social behaviour, neighbour disputes and drug issues. Operation Respect, an operation to tackle fly tipping across the borough, was named in the top three in the Initiative of the Year category at the recent Keep Britain Tidy awards. We supported the British Transport Police led operation Gold Juno relating to scrap metal dealers in February. The Safer Streets team has delivered all objectives for the St Michael's project and a closure report will be published soon. |
| <b>Provide advice and guidance, along with undertaking investigation and enforcement activity, to support Covid-19 restrictions on businesses and</b>  | Ongoing          | Chief Officer (Place and Governance) /Programme Director (Maryport) | G             | G             | The council continues to support local businesses with bespoke advice in relation to 'Living with Covid'. In addition, officers are actively supporting the Director of Public Health to ensure council services are prepared for action should Covid rates increase again.   |

| Key projects/activities   | Timescales | Responsible Chief Officer   | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)  |
|---|------------|---|---------------|---------------|--|
| help them provide safe environments   |            |   |               |               |  |
| <b>Undertake and further develop the wider public health response including the existing track and trace service</b> currently delivered in partnership with Cumbria County Council             | Ongoing    | Chief Officer (Place and Governance) /Programme Director (Maryport) | G             | G             | There were changes to contact tracing, self-isolation and testing for Covid 19 during Q4. Support and advice were provided to residents and businesses throughout. Following the release of government's plan for <i>Living with Covid</i> in February 2022, the team has worked with Cumbria County Council and partners to establish programmes to support settings over the next 12 months, to evaluate our response to the pandemic and preparedness for the future. This work will continue into 2022/23 as well as support to other Environmental Health and Public Health priorities. During the pandemic, the team contacted / managed more than 25,000 residents who tested positive for Covid 19. A total of 996 organisations have been affected in some way by Covid 19 and the team has managed 97 outbreaks in these settings. |
| <b>Implement the Resilient Communities Strategy</b>   | Ongoing    | Assistant CEx (Policy, Performance , Economic Strategy)             | G             | G             | Q4 saw the launch of a community grants scheme that allowed groups/organisations to bid for up to £5,000 to support projects focussed on community wellbeing. The Resilient Communities Working Group continues to meet to monitor delivery of other elements of the strategy.   |
| <b>Deliver grants and support those experiencing financial hardship</b> including the Council Tax Reduction Scheme and other schemes relating to financial hardship as a result of the pandemic | Ongoing    | Chief Officer (Assets)  | G             | G             | The department has successfully completed delivery of test and trace self-isolation payments and Omicron Hospitality, Accommodation and Leisure business grants.   |
| <b>Review the homelessness service and implement the Homeless Strategy action plan</b> including a focus on prevention activity and ongoing work to help the additional                         | Ongoing    | Chief Officer (Place and Governance)                                | G             | B             | New strategy approved in April. RSAP scheme now fully operational. Protect and Vaccinate funding was fully utilised and we housed additional rough sleepers in December and January at the height of the Omicron variant. We are working with Copeland council on its supported accommodation scheme to be able to   |

| Key projects/activities  | Timescales        | Responsible Chief Officer  | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber)   |
|--|-------------------|--|---------------|---------------|---|
| people housed during the pandemic crisis period to remain in accommodation   |                   |  |               |               | refer our cohort in using COMF Funding and continue to house the legacy pandemic cases. Homeless prevention cases now outweigh homeless relief cases for the first time since before the pandemic, meaning there is a focus shift on early intervention.  |
| <b>Deliver the Resilient Communities Fund</b> – allocation of resources to support the community sector  | by March 2022     | Assistant CEx (Policy, Performance , Economic Strategy)  | G             | G             | A scheme launched in Q4 allowing community groups/organisations to bid for grants up to £5,000 to support projects focussed on community wellbeing. Eleven groups had received funding by the end of April.   |
| <b>Continue to build strong linkages with key community organisations</b>  | Ongoing           | Chief Executive  | G             | G             | Allerdale Area Resilience Group continues to meet, and a council officer still acts as co-chair of the group. Officers and members attend other key partnerships and groups, such as the Allerdale Health and Wellbeing Forum, as well as continuing regular liaison with a range of community groups and organisations through other fora, and operational activity. |
| <b>Complete the commission for the Gypsy and Traveller Accommodation Assessment (GTAA) and evaluate the outcome of the GTAA</b> against the site allocation in the Local Plan Part 2 and commission a review of the design study to reflect the new identified need. | by September 2021 | Assistant CEx (Policy, Performance , Economic Strategy) / Chief Officer (Place and Governance) | A             | B             | GTAA has been completed and published on the Council's website. A further piece of work has been commissioned to identify site options in line with the findings of the GTAA.   |
| <b>Strategic planning activity</b>   |                   |  |               |               |   |
| <b>Develop options for future provision of leisure services</b>  | by March 2022     | Chief Officer (Assets)   | G             | G             | The project has been paused as LGR is progressed. A report has been produced of work to date and taken to transformation board. Findings will be useful when the time comes to look at leisure delivery models.   |

| Key projects/activities  | Timescales       | Responsible Chief Officer | Q3 RAG status | Q4 RAG status | Q4 commentary (and management action where red/amber) |
|--|------------------|---------------------------|---------------|---------------|---|
| <b>Review the Council's approach to safeguarding and corporate parenting</b> | by December 2021 | Chief Executive           | B             | B             | Completed in Q3.                                      |

| Key performance indicators                                     | 2020/21 actual       | Q1 actual | Q2 actual | Q3 actual | Q4 actual | Trend | Target Q4 | Actual 2021/22 | Target 2021/22 | Progress and management action (where red/amber)   |
|--|----------------------|-----------|-----------|-----------|-----------|-------|-----------|----------------|----------------|--|
| Leisure centre usage   | 65,809 (all centres) | 58,929    | 86,189    | 72,216    | 116,347   | ↑     | Increase  | 333,681        | n/a            | Keswick: Growth in users continues; opening times have been extended.<br>Cockermouth: Better quarter for usage; extended opening hours and improved layout in place during Q4 based on customer feedback.<br>Workington: Usage is steadily improving each quarter, currently around 70% of the pre-Covid figure. Had QUEST Assessment and award Excellent (highest level).<br>Maryport: Gym membership continues to increase but not yet up to pre-Covid numbers. Clip and Climb quieter during winter term times. |
| % of homeless decisions made within guideline 56 days          | 100%                 | 100%      | 100%      | 72%       | 77%       | ↑     | 100%      | 88%            | 100%           | Impact of increase in presentations is affecting our ability to close cases in a timely manner due to large caseloads per officer.<br><i>NB error on reported Q3 figure reported as 76% actual 72%.</i>  |
| % of successful homeless preventions and relief outcomes       | 55%                  | 64%       | 70%       | 64%       | 74%       | ↑     | 50%       | 67%            | 50%            | Remains well above target despite the increase in workload/presentations.  |
| Time taken to process Housing Benefit new claims (no. of days) | 12                   | 9         | 9         | 10        | 13        | ↓     | 15        | 10             | 15             | Exceeded quarter target.   |

|   |    |    |    |    |    |   |    |    |    |                          |
|---|----|----|----|----|----|---|----|----|----|--------------------------|
| Time taken to process Council Tax new claims (no. of days)                              | 18 | 14 | 19 | 15 | 18 | ↓ | 20 | 17 | 20 | Exceeded quarter target. |
| Time taken to process Housing Benefit/Council Tax change of circumstances (no. of days) | 4  | 4  | 6  | 3  | 3  | → | 4  | 4  | 4  | On target for year.      |