

Eden District Council

Executive  
25 February 2020

Scrutiny Co-ordinating Board  
26 March 2020

## Corporate Performance Report: October to December 2019

<b>Portfolio:</b>	Leader
<b>Report from:</b>	Chief Executive
<b>Wards:</b>	All Wards
<b>OPEN PUBLIC ITEM</b>	

### 1 Purpose

1.1 The purpose of this report is to:

1. Provide a summary of progress against the corporate performance targets for the period October to December 2019; and
2. Inform the Executive and Scrutiny Co-ordinating Board of any areas of concern or issues requiring attention and the remedial activity in place to deal with these.

### 2 Recommendations

It is recommended that the progress to date be noted, and the action being taken to address areas of concern.

### 3 Report

- 3.1 Executive has previously received reports on the corporate performance framework covering quarters 1 and 2 of 2019/20. This is the third report covering Quarter 3 - October to December 2019. It incorporates new milestones from the Corporate Plan that was adopted by the Council in November 2019. The reporting process will continue to be refined in future reports.
- 3.2 Members will note from the Corporate Plan Dashboard at Appendix A that progress against the four priorities is good, with 32 of the 39 strategic objectives being green and 7 amber. The amber objectives relate to:

#### Sustainable

- Meet 2030 net Zero Carbon target
- Invest in Heart of Cumbria

#### Connected

- Lobby for improvements to public transport
- Build resilient integrated transport networks
- Renewed working arrangements with Town and Parish Councils
- Electric vehicle charging points

#### Healthy, Safe & Secure

- Attract younger families to the District

The explanation for the RAG ratings is given in Appendix A.

- 3.5 The other key part of the new corporate performance framework is the series of quarterly performance clinics which are now being held with Assistant Directors and Heads of Service by the Corporate Leadership Team. This is an effective way of ensuring that all aspects of services are delivering, looking at Corporate Plan priorities, other services priorities, key performance indicators, risk management, financial management, staff turnover and sickness.
- 3.6 A summary scorecard of service performance is attached at Appendix B. It shows that performance across the services in Quarter 3 was strong with the majority of aspects being rated as green. There are no red RAG ratings, as sickness levels in Commissioning and Technical Services, which in Quarter 2 rose was 3.86% and red rated, fell to below 3% in Quarter 2 and is now rated amber.

## **4 Policy Framework**

- 4.1 The Council has four corporate priorities which are:

- Sustainable;
- Healthy, Safe and Secure;
- Connected; and
- Creative

- 4.2 This report meets all of the above priorities.

## **5 Consultation**

- 5.1 In terms of the Performance Management Framework, senior managers, members of the Executive and the Chairman of Scrutiny Co-ordinating Board were consulted in drafting the new framework.

## **6 Implications**

### **6.1 Financial and Resources**

- 6.1.1 There are no direct financial implications arising from this report.

### **6.2 Legal**

- 6.2.1 The provision of functions set out in this report shall be provided in accordance with relevant legal requirements including those that impact on equality and diversity and taking account of the legal duties that the Council has towards staff.

### **6.3 Human Resources**

- 6.3.1 There are no direct financial implications arising from this report.

### **6.4 Statutory Considerations**

<b>Consideration:</b>	<b>Details of any implications and proposed measures to address:</b>
Equality and Diversity	Performance management has a positive impact on the consideration of and delivery of positive outcomes in terms of Equality and Diversity.
Health, Social Environmental and Economic Impact	Performance management has a positive impact on the consideration of and delivery of positive outcomes in terms of Health, Social, Environmental and Economic Impact.
Crime and Disorder	Performance management has a positive impact on

<b>Consideration:</b>	<b>Details of any implications and proposed measures to address:</b>
	the consideration of and delivery of positive outcomes in terms of Crime and Disorder.
Children and Safeguarding	Performance management has a positive impact on the consideration of and delivery of positive outcomes in terms of Children and Safeguarding.

## 6.5 Risk Management

<b>Risk</b>	<b>Consequence</b>	<b>Controls Required</b>
Risks to public, finance or reputation through poor monitoring of Council Performance.	Adverse impacts on the public, the Council's finances or reputation.	The new performance management framework now links risk management with priority actions, programmes and measures.

## 7 Other Options Considered

- 7.1 The only other option is not to report on progress against targets set. This is not recommended.

## 8 Reasons for the Decision/Recommendation

- 8.1 To advise Members of progress against outcomes, including any actions being taken or planned to bring performance on track.

<b>Governance Check</b>	<b>Date Considered</b>
<b>Chief Finance Officer (or Deputy)</b>	13 February 2020
<b>Monitoring Officer (or Deputy)</b>	14 February 2020
<b>Relevant Director</b>	

**Background Papers:** CE10/19 Corporate Performance Management Framework  
CE12/19 Process and Timetable for the Corporate Plan 2019-23  
CE13/19 Corporate Performance Report: April to June 2019  
CE17/19 Corporate Performance Report: July to September 2019

**Appendices:** Appendix A - The Draft Corporate Plan Dashboard  
Appendix B - Summary of Performance Clinics

**Contact Officer:** Rose Rouse, Chief Executive

# The Draft Corporate Plan Dashboard

Draft Priorities as at Quarter 3 - October to December 2019 (subject to change)

## Sustainable

Ecological impact of decisions and actions	G
Zero Carbon Eden Strategy	G
Zero Carbon Emissions by 2030	G
Meet 2030 net Zero Carbon target	A
Review of recycling & streetscene services	G
Review Local Development Framework	G
Business Case for One Eden	G
Develop Financial Strategy to align with Corporate Plan	G
Invest in Heart of Cumbria	A
Support local sustainable energy schemes	G

## Connected

Lobby for improvements to public transport	A
Build resilient integrated transport networks	A
Cumbria Cycle Strategy	G
Business Growth Programme	G
Local Strategy Partners Summit	G
Leisure Services provision	G
Plan for Castle Park	G
Newton Rigg College	G
Renewed working arrangements with Town/Parish Councils	A
Develop superfast broadband action plan	G
Electric vehicle charging points	A

## Healthy, Safe & Secure

Housing Strategy	G
Housing Supplementary Planning Document (SPD)	G
Support innovative, environmentally sustainable & affordable housing	G
Community Led Housing Schemes	G
Reduce fuel poverty	G
Enable access to grants to improve housing	G
Review of Community Grants	G
Develop Eden Economic Strategy	G
Support activities programmes for older residents	G
Attract younger families to the District	A

## Creative

Carbon literacy training for businesses	G
Develop Arts and Culture Strategy	G
Support market towns	G
Review hotel provision in Eden	G
Eden Apprenticeship Scheme	G
Eden Business Support Fund	G
Support programme for businesses managing impact of Brexit	G
Review of employment land	G

<b>Sustainable</b>	<b>Rating</b>
<b>A1 – Assess the ecological impact of all Eden District Council's decisions and actions</b>	<b>G</b>
Internal meeting taken place to agree specification for shared ecological advice covering, development management, planning policy and decisions covered in reports.	
<b>A2 – Prepare a Zero Carbon Eden Strategy to achieve zero carbon emissions by 2030 which considers all activities for which the Council is responsible</b>	<b>G</b>
Draft strategy produced and shared internally for comments and feedback. Setting up members working group to provide further comments. Carbon literacy training arranged for 17 March, 21 April and 14 May for Officers and Members.	
<b>A3 – Work with other Councils and public and private sector organisations (within Eden, Cumbria, the UK and globally) to determine best practice methods to achieve net zero carbon emissions in Eden District by 2030.</b>	<b>G</b>
Officers attended Cumbria climate change meetings and Local Authority climate policy group. Zero Carbon Eden Event programmed to take place on 18 March 2020.	
<b>A4 – Call on the UK Government to provide the powers, resources and funding to meet a 2030 net zero carbon target across Eden District</b>	<b>A</b>
Ask to Government will be developed after the event on 18 March 2020 and the establishment of the Zero Carbon Eden Partnership later in the Spring.	
<b>A5 – Begin the process of recommissioning waste, recycling and streetscene services to deliver sustainability and value for money</b>	<b>G</b>
Review of waste and recycling services by consultant complete and report produced. Scrutiny task and finish group set up to review report and proposals. Due to report in April 2020.	
<b>A6 – Agree the programme for the review of Local Development Framework (Local Plan)</b>	<b>G</b>
A Local Development Scheme along with a Statement of Community Involvement was agreed by the Executive in November 2019. A Member and Officer Working Group is being established to oversee the review of the Local Plan. Funding for the Local Plan Review has been incorporated into the Medium Term Financial Plan.	
<b>A7 – Agree the Business Case for the Council's Transformation Programme (One Eden) by March 2020</b>	<b>G</b>
The business case has been incorporated into the Medium Term Financial Plan which is going to Council on 27 February 2020. Programme Manager for the design stage of the One Eden Programme recruited in January 2020.	
<b>A8 – Develop the Financial Strategy to align to the new Corporate Plan</b>	<b>G</b>
The Medium Term Financial Plan 2020/21 aligns budgets to the Corporate Plan and identifies budget growth to support the new priorities.	
<b>A9 – Invest in Heart of Cumbria Ltd to help delivery Council priorities</b>	<b>A</b>
The Executive approved the governance review in January 2020 which is expected to be in March 2020. This will determine how appropriate investment should be made.	

Sustainable	Rating
<b>A10 – Support the development of local sustainable energy schemes with project management and bids for funding</b>	G
Consultants appointed to develop an outline business case for District Heat Network schemes in Penrith and Pooley Bridge. It is expected these will completed by the end of 2020 leading to funding bids to BEIS in 2021, if financially viable.	

<b>Healthy, Safe and Secure</b>	<b>Rating</b>
<b>B1 – Develop and deliver a Housing Strategy to meet local needs</b>	<b>G</b>
Private sector stock condition survey complete. Draft Housing Strategy and action plan incorporates stakeholder input. Strategy and Action Plan will be considered by Council in April 2020.	
<b>B2 – Publish a Housing Supplementary Planning Document (SPD)</b>	<b>G</b>
A Housing Supplementary Planning Document has been drafted and sent out for consultation. The draft Housing SPD will be considered by the Executive in April 2020.	
<b>B3 – Deliver a strategy which supports innovative, environmentally sustainable and affordable housing</b>	<b>G</b>
Consultants appointed to develop an outline business case for District Heat Network schemes in Penrith and Pooley Bridge. Development of a Section 106 framework including affordable housing is underway and to be completed by December 2020.	
<b>B4 – Support Community Led Housing schemes and self-build and custom-build housing</b>	<b>G</b>
Hub Twitter account launched (@CLHHub1; CLH Hub for Cumbria and Lancaster). New projects progressed with Barton and Pooley Bridge Parish Council and Ainstable Parish Council. Pooley Bridge project to start detailed planning by the Parish Council in Quarter 3 2020/21. Outline plan for Ainstable project to be discussed with Parish Council in March 2020.	
<b>B5 – Deliver a programme to reduce fuel poverty linked to the Zero Carbon Eden Strategy</b>	<b>G</b>
Complete Private Rented Sector MEES Pilot Project in compliance with BEIS requirements and to report back to them on outcomes in March 2020.	
<b>B6 – Conduct a feasibility study for a support service (Homes Improvement Agency) to enable access to grants to improve the condition, energy efficiency and carbon footprint of private rented and owner occupied properties</b>	<b>G</b>
HIA registration completed in December 2019. Draft policies & reports drafted. Discussions with Fix It 4 Eden as potential delivery partner. Proposal expected by Quarter 1 2020/21.	
<b>B7 - Scope a review of community grants for April 2020</b>	<b>G</b>
The Community Fund application forms were reviewed and updated in Quarter 3. T & C will be reviewed by April 2020.	
<b>B8 - Develop an Eden Economic Strategy to support growth, business development, a higher wage economy and skills gaps</b>	<b>G</b>
An Eden Economic Strategy is being drafted and will cover a three year period over the term of the existing Corporate Plan. Expected to be reported to Executive in April 2020.	
<b>B9 - Support activities programme such as fit4all for older residents</b>	<b>G</b>
Continuation of Fit4all programme to be considered by Executive in February 2020.	
<b>B10 - Work in partnership to attract younger families to the district</b>	<b>A</b>
Funding contribution to Yorkshire Dales National Park project agreed in Quarter 3. Broader scoping study to be completed by March 2020.	

<b>Connected</b>	<b>Rating</b>
<b>C1 – Identify opportunities to lobby for improvements to the network of public transport provision</b>	<b>A</b>
Effective communication and influencing channels with County Council and service providers need to be developed in Quarter 1 2020/21. Attended West Coast mainline consultation event in October 2019.	
<b>C2 – Support communities to build resilient integrated transport networks</b>	<b>A</b>
Effective communication and influencing channels with communities and service providers need to be developed in Quarter 1 2020/21.	
<b>C3 – Work in partnership to deliver the Cumbria Cycle Strategy to make Eden an even better place to cycle for those who visit and live here</b>	<b>G</b>
Received positive feedback from villages supported by funding for the Tour Visit Sept 2019. Meeting with CCC to review Cycling Strategy and Action Plan to be organized in March 2020.	
<b>C4 – Prepare a sector specific Business Growth Programme</b>	<b>G</b>
This will be incorporated as part of the Eden Economic Strategy. See B8.	
<b>C5 – Bring together a local strategic partners summit to plan for Eden's future</b>	<b>G</b>
Organisation for this will begin in the Spring for delivery in Quarter 1 2020/21.	
<b>C6 – Prepare a new model for leisure services provision</b>	<b>G</b>
Consultant appointed, workshops have taken place and draft report received. Executive to consider report in April 2020.	
<b>C7 - Initiate co-production of a plan for the future of Castle Park</b>	<b>G</b>
Meetings are taking place with Penrith Town Council, Bowls Club and Tennis Club. Plan to be developed by Quarter 1 2020/21.	
<b>C8 - Support Newton Rigg College to develop a future plan</b>	<b>G</b>
The feasibility study on options to secure a sustainable future for Newton Rigg was completed in November 2019. Awaiting feedback from the operators. LEP has offered support to the operators.	
<b>C9 - Initiate co-production of renewed working arrangements with Town and Parish Councils</b>	<b>A</b>
A meeting with CALC and Cumbria County Council is in the process of being organised to be held in March 2020.	
<b>C10 - Develop a superfast broadband action plan by March 2020, working with partners to upgrade broadband provision to communities and businesses through the Borderlands Deal</b>	<b>G</b>
Action Plan is being developed and there will be links made with the emerging Voucher Scheme from the Borderlands Initiative.	
<b>C11 – Delivering electric vehicle charging points in the district</b>	<b>A</b>
Installer appointed awaiting signed lease agreement expected in March 2020.	

<b>Creative</b>	<b>Rating</b>
<b>D1 – Identify a carbon literacy training offer for businesses</b>	<b>G</b>
The Zero Carbon event has been organised for 18 March 2020. Business representatives have been invited as a start to raise awareness of carbon issues. Bespoke package for business support to be developed in Quarter 1 2020/21 supported by financial allocation in the MTFP.	
<b>D2 – Develop an Arts and Culture Strategy working in collaboration with partners</b>	<b>G</b>
Baseline research has been undertaken to help inform the development of an Arts and Culture Strategy. Funding has been identified in the MTFP for a Partnership Officer to co-ordinate activities with recruitment in Quarter 1 2020/21.	
<b>D3 – Support the market towns in the delivery of plans for their future</b>	<b>G</b>
Market towns are being supported to develop their own action plans where required. Financial support for development of town plans for Alston, Appleby and Kirkby Stephen incorporated in MTFP. Development of plans programmed for Quarter 3 2020/21. Borderlands Place Funding bid for Penrith made in Autumn 2019. Outcome expected Quarter 2 2020/21 with action plan co-produced with CCC and PTC by Quarter 4 2020/21. Penrith parking and movement study underway to be completed Quarter 3 2020/21.	
<b>D4 – Review hotel provision to support the sustainable growth of the local and visitor economy in Eden</b>	<b>G</b>
Hotel demand study for Penrith produced Quarter 3 2019/20 and technical study on Redhills received January 2020. The exit strategy for Mansion House is included in the Medium Term Financial Plan as part of the business plan for single site. Marketing of Mansion House to begin Quarter 1 2020/21.	
<b>D5 – Deliver the Eden Apprenticeship Scheme, ensuring at least 15 apprentices a year are recruited across the district</b>	<b>G</b>
The scheme is currently supporting 11 apprentices and is programmed to support at least 15 apprentices in 2020/21.	
<b>D6 – Deliver the Eden Business Support Fund</b>	<b>G</b>
The Fund is operational and is currently being accessed by 5 businesses.	
<b>D7 - Deliver a support programme for businesses managing the impact of Brexit</b>	<b>G</b>
Specialist advisors have been appointed and will commence delivery in March 2020.	
<b>D8 - Commission a review of employment land to help ensure adequate supply to meet demands for growth</b>	<b>G</b>
Review has been commissioned with results known in March 2020.	

## QUARTER 1

Service	Strategic Objectives	Service Delivery (see service areas below)					Financial Resources	People	Assets	ICT	H&S	BCP	Transformation / Improvement	OVERALL RAG
		Service 1	Service 2	Service 3	Service 4	Service 5								
Commissioning and Technical	G	G	G	G	G		G	G	G	G	G	G	G	G
Planning & Economic Development	G	G	G	G	G		G	A	G	G	G	G	G	A
Community Services	G	G	G	G	G	G	G	G	G	G	G	G	G	G
Revenues and Benefits	G	G	G				G	G	G	A	G	G	A	A
Finance	G	G					G	G	G	A	G	G	A	A
Governance	Will report in Quarter 2	*	*	*	*	*	*	*	*	*	*	*	*	*
Policy, Performance & HR	Will report in Quarter 2	*	*	*	*	*	*	*	*	*	*	*	*	*
Transformation & Customer Services	Will report in Quarter 2	*	*	*	*	*	*	*	*	*	*	*	*	*
Total R	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total A	0	0	0	0	0	0	0	1	0	2	0	0	2	3
Total G	5	5	4	3	3	1	5	4	5	3	5	5	3	2

## QUARTER 2

Service	Strategic Objectives	Service Delivery					Financial Resources	People	Assets	ICT	H&S	BCP	Transformation / Improvement	OVERALL RAG
		Service 1	Service 2	Service 3	Service 4	Service 5								
Commissioning and Technical	G	G	G	G	G		G	R	G	G	G	G	G	A
Planning & Economic Development	G	G	G	G	G		G	A	G	G	G	G	G	A
Community Services	G	G	G	G	G	G	G	G	G	G	G	G	G	G
Revenues and Benefits	G	G	G				G	G	G	A	G	G	A	A
Finance	G	G					G	G	G	A	G	G	A	A
Governance	G	G	G	G			A	A	G	A	G	G	A	A
Policy, Performance & HR	G	G	G	A	A	A	G	G	G	A	G	G	G	A
Transformation & Customer Services														
Total R	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Total A	0	0	0	1	1	1	1	2	0	4	0	0	3	6
Total G	7	7	6	4	3	1	6	4	7	3	7	7	4	1

## QUARTER 3

Service	Strategic Objectives	Service Delivery					Financial Resources	People	Assets	ICT	H&S	BCP	Transformation / Improvement	OVERALL RAG
		Service 1	Service 2	Service 3	Service 4	Service 5								
Commissioning and Technical	G	G	G	G	G		G	A	G	G	G	G	G	G
Planning & Economic Development	G	G	G	G	G		G	A	G	G	G	G	G	G
Community Services	G	A	A	G	G	G	G	G	G	G	G	G	G	A
Revenues and Benefits	G	G	G				G	G	G	A	G	G	A	A
Finance	G	G					G	G	G	A	G	G	A	A
Governance	G	G	G	G			A	A	G	A	G	G	A	A
Policy, Performance & HR	G	G	G	A	A	A	G	G	G	A	G	G	G	A
Transformation & Customer Services														
Total R	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total A	0	1	1	1	1	1	1	3	0	4	0	0	3	5
Total G	7	6	5	4	3	1	6	4	7	3	7	7	4	2

## QUARTER 4

Service	Strategic Objectives	Service Delivery					Financial Resources	People	Assets	ICT	H&S	BCP	Transformation / Improvement	OVERALL RAG
		Service 1	Service 2	Service 3	Service 4	Service 5								
Commissioning and Technical														
Planning & Economic Development														
Community Services														
Revenues and Benefits														
Finance														
Governance														
Policy, Performance & HR														
Transformation & Customer Services														
Total R	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total A	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total G	0	0	0	0	0	0	0	0	0	0	0	0	0	0

## SERVICE AREAS:

	1	2	3	4	5
Commissioning and Technical	Building Control	Corporate Health & Safety	Leisure	Property & Estates	
Planning & Economic Development	Economic Development	Tourism	Planning Policy	Planning Development	
Community Services	Communities	Environmental Protection	Food Safety / H&S	Housing	Licensing
Revenues and Benefits	Revenue	Benefits			
Finance	Finance				
Governance	Elections	FOI	Legal Services	Member Services	
Policy, Performance & HR	HR	Health & Wellbeing	Policy & Performance	Information Governance	Data Protection
Transformation & Customer Services	Transformation	Customer Services	Communications		