

Eden District Council

Cabinet

22 February 2022

Overview & Scrutiny Committee

7 April 2022

Corporate Performance Report: Q3 1 October 2021 - 31 December 2021

Portfolio:	Leader
Report from:	Interim Director of Resources
Wards:	All Wards
OPEN PUBLIC ITEM	

1 Purpose

- 1.1 To provide a summary of progress against the revised corporate performance targets, for the period 1 October 2021 - 31 December 2021.
- 1.2 To Inform the Cabinet and Overview and Scrutiny Committee of any areas of concern or issues requiring attention and the remedial activity in place to deal with these.

2 Recommendations

Cabinet are recommended to:

- 2.1 Note the progress for Quarter 3 2021/2022.
- Overview and Scrutiny Committee are recommended to:
- 2.2 Review the Quarter 3 Performance and make any recommendations to the Cabinet.

3 Introduction

- 3.1 The Council is committed to managing performance and risk and reviews progress against its corporate priorities on a quarterly basis. Reports are presented to both Overview and Scrutiny and the Cabinet.
- 3.2 This report provides the third quarter update for 2021/22 on performance in delivering the Council's priorities, and corporate risk management.
- 3.3 The Council's performance management framework is reported on a quarterly basis and it is a retrospective report, which means it looks back on the performance of the previous quarter.
- 3.4 This is the first time we have produced the performance data using the new Performance Management software Pentana. Over the past few weeks we have been training and liaising with Assistant Directors, Managers and Officers, and we would like to thank them for embracing the new changes. It is clear that some staff previously had no understanding or indeed knowledge of performance management, so this can only be a positive thing. It means we can start to imbed a performance culture into the organisation to help prepare staff for LGR. A demonstration of the new Pentana system for Members is also planned.
- 3.5 Work has started on the new corporate objectives for the final year of Eden District Council, some of these are subject to funding approval at Cabinet and Council.

4 Report Details

Performance Management

- 4.1 The Council's performance management framework sets out the key actions, projects and programmes of work that contribute to the delivery of the 2020/21 corporate plan and the priorities of the Council.
- 4.2 Our corporate plan sets out four strategic priorities:
- Sustainable;
 - Healthy, Safe and Secure;
 - Connected; and
 - Creative
- 4.3 This report provides a summary of the Council's performance in delivering against each strategic milestone. To measure performance a 'traffic light' system is used. Where performance is on or ahead of target it is rated green, where performance is slightly behind the target it is rated amber. A red rating indicated performance is off target.
- 4.4 The summary performance report is set out at Appendix A and the main exceptions explained in the sections below.

Sustainable

- 4.5 Summary of progress 'traffic light' rating for Sustainable strategic milestones;
- 16 Green (on or ahead of target)
 - 0 Amber (slightly behind target)
 - 1 Red (performance off target)
 - 15 Complete
- 4.6 The Council is committed to ensuring it is financially viable, customer focused and zero carbon. Co-producing economic opportunities and strategies will protect Eden's working cultural landscapes and biodiversity, aiming to store more carbon than is produced in the District.
- 4.7 The objective for the transformation programme - One Eden is now complete. A new corporate objective for the single site will now be developed, bringing together the projects for Voreda House, the Town Hall and the move from Mansion House and the Town Hall into Voreda.
- 4.8 There is 1 milestones showing red this quarter under Zero Carbon Strategy (C3) relating to the carbon foot print of EDC buildings.

Healthy, Safe and Secure

- 4.9 Summary of progress 'traffic light' rating for Healthy, Safe and Secure strategic milestones;
- 6 Green (on or ahead of target)
 - 2 Amber (slightly behind target)
 - 1 Red (performance off target)
 - 2 Complete
- 4.10 The Council is committed to improving housing, both new build and existing, working towards self-sufficiency in energy and co-produce healthy, connected, prosperous communities, for all, urban and rural.

- 4.11 The Housing Strategy (M) was agreed by the Council on 23 September 2021 (CI/36/09/21), however it has been decided that any planned worked around the associated action plan will be put into abeyance as this will form part of the remit of the new authority, in their planning and delivery of the strategic housing function. Therefore this will be removed from Q4 performance monitoring. For the purposes of this report, the Housing Strategy objective is complete.
- 4.12 The only red milestone is in the Poverty (N) objective as parameters for this piece of work are under review which is likely to lead to new milestones.
- 4.13 A new corporate objective for Environmental Enforcement (W) has been added.

Connected

- 4.14 Summary of progress 'traffic light' rating for 'Connected' strategic milestones;
- 4 Green (on or ahead of target)
 - 0 Amber (slightly behind target)
 - 0 Red (performance off target)
 - 2 Complete
- 4.15 The Council is committed to supporting the improvement in digital connectivity, transport and access to attract and support businesses, employees and families, connecting Eden with the global economy and knowledge industries. People are connected in communities with access to education, work, healthcare and leisure.
- 4.16 All milestones in this area are progressing well.

Creative

- 4.17 Summary of progress 'traffic light' rating for 'Creative' strategic milestones
- 3 Green (on or ahead of target)
 - 0 Amber (slightly behind target)
 - 0 Red (performance off target)
 - 3 Complete
- 4.18 Support businesses to respond to national and global changes and encourage innovation in tourism, food and green industries and develop arts and cultural activities to add to town centre vibrancy, support communities and improve health and well-being.
- 4.19 London Road (U) - this objective has been removed and will no longer proceed under the current administration.

Other issues to note

- 4.20 Development Management - in the previous quarter there was concern expressed about the performance in Development Management. This was attributed to a large increase of planning applications along with reduced staffing numbers. This is placing strain on the department.
- 4.21 A peer review of the Council's planning service was carried out by the Planning Advisory Service (PAS) and the outcome of this was reported to the Cabinet on 18 January 2022 (DCE04/22). The brief for the Development Management Review was to look at opportunities that could be opened up with the new unitary council but to focus primarily on the needs of Eden Council as it is currently set up administratively. The review included; the operation of our development management service, with member/officer relationships, effectiveness of negotiation skills, the use

of policies in these negotiations, the pre application service and the enforcement service. An Action was also proposed and agreed as part of the same report.

- 4.22 Included in the proposed MTFP for 22/23 plans are being tabled to recruit a new member of staff to provide additional pre-application advice and support for major developers, in order to produce a higher quality of submitted planning applications more attuned to Council policies. An improved online portal will also allow for more efficient processing of applications. It is also the intention to increase resources to deal with planning enforcement, particularly in regard to developers and property owners who are not complying with planning restrictions. Specialist support for development management, planning policy and environmental sustainability work is set to be introduced too; a skillset likely to be in high demand due to the new duties arising from the Environment Act.

5 Risk Management

- 5.1 Strategic risk is managed by the extended leadership team and is reviewed on a monthly basis.
- 5.2 Appendix C shows the current Strategic Risk Map.

6 Policy Framework

- 6.1 The Council has four corporate priorities which are:

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

- 6.2 This report meets all of the above priorities.

7 Consultation

- 7.1 No consultation was required for this Quarter 3 report.

8 Implications

8.1 Financial and Resources

- 8.1.1 Any decision to reduce or increase resources or alternatively increase income must be made within the context of the Council's stated priorities, as set out in its Council Plan 2019-2023 as agreed at Council on 7 November 2019.

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

8.2 Legal

- 8.2.1 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.

8.3 Human Resources

- 8.3.1 There are no direct implications arising from this report.

8.4 Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	Performance management has a positive impact on the consideration of and delivery of positive outcomes in terms of Equality and Diversity.

Consideration:	Details of any implications and proposed measures to address:
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 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.

8.5 Risk Management

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

9 Other Options Considered

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

10 Reasons for the Decision/Recommendation

10.1 To advise Members of progress against outcomes.

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	25/01/2022
Monitoring Officer (or Deputy)	25/01/2022
Relevant Assistant Director	N/A

Background Papers: DCE04/22 report to Cabinet 18 January 2022

Appendices: Appendix A -The Corporate Plan Dashboard
Appendix B - Key Performance Indicators (KPIs)
Appendix C - Strategic Risk Map

Contact Officer: Amanda Yellowley, Assistant Director - Customers & Performance

Key Strategic Objectives and Milestones						
Status Summary						
Icon	Description	Sustainable	Connected	Healthy, Safe & Secure	Creative	Total
	Actions Red (Overdue)	1	0	1	0	3
	Actions Amber (Check Progress, at risk of falling behind schedule)	0	0	2	0	2
	Green Action (Action on track to meet Target Date)	16	4	6	4	29
	Complete Action	11	2	2	3	18
	New Actions identified in Quarter	2	0	1	3	6
	Total	30	6	12	10	58

A Organisational Transformation	Sustainable
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Move to one operational site; embed a Customer Experience Culture across the organisation; create a dynamic agile organisation, focussing on customers, service delivery, digital technology, accommodation, workforce skills and income generation

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
A1	Customer Services and Digital Combined Work streams – Reconfiguring the organisation using improvements to systems, skills and capacity to reflect the most efficient way to service customer demand.		Amanda Yellowley	31-Mar-2022	<div style="width: 90%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 90%		Q3 Update: work continues to improve processes behind the scenes with the aim of making then more efficient and improve the customer's experience
A2	Constitution - updating the Constitution to reflect the new operating model for the Council whilst also improving its legibility and access.		Lisa Tremble	31-Dec-2021	<div style="width: 100%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 100%		Q3 Update: The new Constitution has been approved by Council.
A3	Human Resources – The realignment of skills and capacity to remodel the organisation to deliver the strategic intentions of the One Eden Programme		Marianne Bastille	31-Dec-2021	<div style="width: 100%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 100%		All staff who were placed at risk have now been appointed into roles. The new structure is operational and line management changes have been implemented.
A4	Service Delivery – The approach to commissioned			30-Sep-	<div style="width: 100%;"><div style="background-color: #0070c0; height: 10px;"></div></div> 100%		Q2 Update: Complete. Council approved the extension of the

Appendix A- Corporate Plan Dashboard Generated on: 31 January 2022

	services in terms of current arrangements, future models and contract management			2021			service delivery contracts with Urbaser and Cumbria Waste Recycling for 5 years in July 2021.
A5	Single Site – The purchase, refurbishment and relocation to a new corporate headquarters.			31-Mar-2022	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		Q3 update - Planning granted with conditions. Next step to have procurement signed off & contractor appointed. Group structure being set up to manage the Vordeda, Town Hall projects & Mansion house sale and move. New objectives & milestones will be set.
A6	Communications – The overarching programme communication strategy and activities			31-Mar-2022	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Q3 update: For the purposes of the restructure this milestone is complete

B Local Plan/ Planning

Sustainable

Undertake (i) a partial review of the Local Plan, to strengthen policy on two key areas: climate change and design: and (ii) a settlement study.							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
B1	Carry out partial review of the Local Plan	Virginia Taylor	Fergus McMorrow	01-Apr-2023	<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 30%		Q3 - work in progress towards deadlines in Local Development Scheme (May 2021). Staff resources diverted on other work (e.g. Neighbourhood Plans, First Homes, Housing Position Statement) which might affect meeting the targets in the LDS.
B2	Commence the Local Plan Review Consultation		Fergus McMorrow	30-Jun-2021	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Public Consultation at Regulation 18 is complete
B3	Carry out Viability Study		Fergus McMorrow	31-Mar-2022	<div style="width: 55%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 55%		Q3 - Engagement with stakeholders complete, revised report awaited from consultants.

C Zero Carbon Strategy

Sustainable

Deliver the Zero Carbon Eden District Council Strategy & Action Plan 2020-2023, making progress on reducing the Council's carbon footprint to zero by 2030, by improving energy use and biodiversity in EDC estate, promoting community projects in district e.g. community energy schemes.							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
C1	Final strategy and action plan agreed by Executive	Mark Rudhall	Laura Cadman	30-Sep-2021	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%		Complete. Final comments from members have been sent on the 15th of October 2021 (deadline). Document to be revised in line with final comments received. Next step: A discussion needs to take place to decide the final direction of the ZC&B Strategy.
C2	Provide accredited Carbon Literacy Training to staff and Members		Laura Cadman	31-Mar-2022	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%		Q3 update: 2 additional Carbon Literacy Training sessions are being arranged for Q4. Officers who have already attended have been reminded to complete their pledge to receive their certificate.

C3	Identify individually the carbon footprint of each buildings own / managed by EDC and try to find mitigation and adaptation scenario to reduce their carbon emissions		Laura Cadman	31-Dec-2021	<div style="width: 60%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 60%		Q3 Update: Anticipated Completion June 2022
C4	Reduce paper printing cross departmentally, Continue recycling redundant IT equipment, and find ways to recycling/reuse other equipment		Laura Cadman	31-Mar-2022	<div style="width: 10%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 10%		Q3 Update: Sustainability Team have started to look into reducing paper printing consumption. Initially conversations with IT have been had, about a possible sharing platform that could be used internally and externally to share large documents. A discussion about waste with the climate champion group is planned. Some suggestions have already been received that need exploring.
C5	Install Electric Vehicle charging points across the district.		Laura Cadman	01-Apr-2023	<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%		Q3 Update: New Action agreed November 2021. Progress to be reported in Q4.

D Biodiversity	Sustainable
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Manage our own land sustainably, collaborate with external bodies, develop and deliver integrated protection and enhancement of natural habitats within Eden ecosystems.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
D1	Asses areas of council land suitable for biodiversity enhancement - Introduce wildflowers beds -Plant trees	Mark Rudhall	Laura Cadman	30-Jun-2022	<div style="width: 25%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 25%		Q3 update: Possibility of creating a Land Registry in discussion. A meeting with Cumbria Wildlife Trust about their project "Get Cumbria Buzzing" has been organised to check if we can develop a partnership with them to plant wildflower across the district. Around 400 trees have been planted in French Field (mid-December 2021). Further works are needed for Carleton Park.
D2	Promote the recovery of priority habitats (uplands, woodland, meadow and wetlands by working with local communities, partners and Stakeholders		Laura Cadman	30-Jun-2022	<div style="width: 15%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 15%		Q3 update: Some discussions have been initiated to find a way to assess EDC lands and their biodiversity/ natural habitat potential. Further meeting are being organised to discuss with external organisations about the Service Level Agreement and about the work that could be undertake in EDC and / or other pieces of land.
D3	Increase woodland coverage working with landowners, community groups, volunteers and other partners		Laura Cadman	30-Jun-2022	<div style="width: 0%;"><div style="background-color: #0070C0; height: 10px;"></div></div> 0%		Q3 update: Need to assess the potential of the lands owned by EDC to verify the feasibility of the project. Waiting to hear back from some external organisations about the service level agreement.

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D4	Increase positive management and protect existing woodland and treescapes (incl Veteran Trees, hedges etc.). Build partnerships with Cumbria Woodlands, Woodland Trust & private landowners		Laura Cadman	30-Jun-2022	0%		Q3 update: A meeting has been scheduled with some external organisations to discuss the project but due to a lack of staff in the sustainability team this project hasn't been set up properly yet.
D5	Continue to support Eden Rivers Trust, landowners and private interests such as United Utilities in Eden SSSI catchment management. Upper Lune river management with the YDNP & Friends of the Lakes, through the Westmorland Dales project		Laura Cadman	30-Jun-2022	60%		Q3 update: Further discussions have taken place between EDC and Eden River Trust about the terms of the Service Level Agreement. Both parties are happy with the terms. I have sent the SLA to legal to get it reviewed and approved in October 2021.
D6	Promote Farming, and the benefits ecosystem service delivery of public goods through government schemes and NFU, CLBA, Farm Tenant Association, UoC, Westmorland Agricultural Society and The Farmer Network		Laura Cadman	30-Jun-2022	25%		Q3 update: The Service Level Agreement needs to be reviewed between the parties as there is some change about EDC being involve in a bigger farming projects involving multiple external organisations. The terms and the actions need to be changed to not doubling the work with the different external organisations. Further discussion needs to take place to agree on the directions of EDC working with farmers networks.
D7	Community energy schemes- Increase the funding available to support communities, Parish and Town Councils to accelerate local implementation of zero carbon and biodiversity schemes.		Laura Cadman	01-Apr-2023	0%		Q3 Updated: New Action approved November 2021. Progress to be reported in Q4.

E Sustainable Waste Service

Sustainable

To develop a new waste and recycling service which is compliant with the government's waste and resource strategy, and aims to reduce the service's carbon footprint and remove plastic waste wherever possible							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
E1	Report to Executive and Council to agree delivery vehicle for waste, recycling and street cleaning services from 2022.	Mike Tonkin		31-Dec-2021	100%		Q3 Update: Following the agreement to extend the service delivery contracts with Urbaser and Cumbria Waste Recycling for 5 years in July 2021, this action is now complete.
E2	Report to Executive and Council and agree service design and collection regime for services from 2022			31-Mar-2022	80%		Q3 Update: Overview and Scrutiny Committee have included the evaluation of options in their work programme for Q4 2021/22 (25th January 2022).

F Eden Economic Strategy Sustainable

Deliver a work plan and strategy to support growth, business development and higher wages in a post COVID, 21st Century Rural economy							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
F1	Stakeholder Consultation in conjunction with the Cumbria LEP	Mary Robinson	Fergus McMorrow	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q3 - Consultation completed and reported to Executive for sign off - Inspiring Eden Economic Prospectus to be published in early 2022 after which the work streams will start coming on line
F2	Draft Strategy produced for consideration		Fergus McMorrow; Fergus McMorrow	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q3 - Inspiring Eden Economic Prospectus produced ready for publication in early 2022 after which work stream prospectuses will be developed and rolled out
F3	Final Strategy agreed by Members		Fergus McMorrow	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q3 - Agree by Executive at November meeting with delegated authority provided to AD and Portfolio holder to finalise and publish (updated text signed off and Prospectus to be published in early 2022)

G Dog Fouling Sustainable

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
G1	Poover- Machines for collecting dog waste across the District		Laura Cadman	01-Apr-2023	<div style="width: 50%;"><div style="width: 50%;"></div></div> 50%		Q3 Update: Funding for the Poover is secured and options appraisal is underway to ensure best spend and equipment to meet needs.

H Place Making Sustainable

Sell Mansion House & develop Town Hall site to enhance the public realm, and provision of hotel, leisure & cultural facilities							
Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
H1	Completion of Feasibility Study for Town Hall and Report reviewed by Members	Karen Greenwood	Fergus McMorrow	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Q3 Update: Action complete- Feasibility study has been conducted.
H2	Town Hall - seek Member agreement on the Feasibility Study, agree which option to pursue and draft timetable of future activities.		Fergus McMorrow	31-Mar-2022	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%		Q3 Update: Feasibility study by Howarth Tompkin identifying alternative options completed. To be shared with Cabinet and member working group in Q4 and aligned with. Arts and Culture

							Programme to determine preferred option
H3	Disposal of Mansion House		Fergus McMorrow; Les Clark	31-Mar-2022	<div style="width: 60%;"><div style="background-color: #4F81BD; width: 60%;"></div></div> 60%		Potential purchaser has carried out detailed surveys of the building to prepare for submission of planning application. Application not submitted yet

I New Homes Healthy, Safe and Secure

deliver a pilot new build sustainable affordable housing scheme, which is both environmentally sound and capable of being replicated within a reasonable cost envelope; use the learning gained to work in partnership with Homes England and other agencies to deliver the wider roll out of similar schemes to meet local needs.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
I1	Members to agree site, number of homes and new timetable for the project if the initiative is found feasible.	Mark Rudhall	Fergus McMorrow	31-Mar-2022	<div style="width: 75%;"><div style="background-color: #4F81BD; width: 75%;"></div></div> 75%		Q3 Update: Consideration being given to two site options. Land ownership check carried out on preferred but issues around timing need to be resolved as site has not yet got planning permission. Cannot assume at this stage that a planning application would be successful. Determination of this would delay ability of Council to commit to the site. This issue will affect delivery timing which is critical with LGR. Briefing Note being prepared for members to consider implications

J Low Carbon Housing Retro-fit Programme Healthy, Safe and Secure

deliver the existing programme, secure new funding where possible and assist other authorities with Green Homes Grant LAD schemes, ensuring that resources are available to make maximum use of government grants to tackle the triple challenges of low carbon, health and wellbeing and fuel poverty in the housing sector

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
J1	Delivery, in partnership with external key partner, the outcomes of Phases 1 a and b of the LAD Green Home Grant Scheme	Judith Derbyshire	Robert Docherty	31-Mar-2022	<div style="width: 60%;"><div style="background-color: #4F81BD; width: 60%;"></div></div> 60%		Q3 Update; 1a Installations complete as of the end of Sept 2021, with a total of 67 installations. 1b There has been 91 applications received, with 25 jobs in progress and 15 jobs completed.
J2	To finalise partnership working with other Cumbrian Councils in the funding and implementation of the Phase 2 of the LAD Green Homes Grant Scheme. To act as Accountable Body on behalf of other Cumbrian districts on delivery of the scheme		Robert Docherty	31-Mar-2022	<div style="width: 95%;"><div style="background-color: #4F81BD; width: 95%;"></div></div> 95%		Q3 Update; Finalising Eon JCT contract with Anthony Collins and EDC legal. 2No. outstanding sub agreements to conclude with SLDC and Allerdale.

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J3	To make a bid submission to BEIS for HUG and Phase 3 of the LAD Green Homes Grant Scheme.		Robert Docherty	30-Sep-2021	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete-Bids submitted for a total of £20.25 million (£6million Phase 3 and £14.25million HUG). Carlisle acting as lead authority.
J4	To implement and deliver on first outcomes of HUG and Phase 3 of the LAD Green Homes Grant Scheme		Robert Docherty	31-Mar-2022	<div style="width: 5%;"><div style="width: 5%;"></div></div> 5%		Q3 Update; On the 29th of October Carlisle City Council were awarded £19,955,000. This is for a Cumbrian consortium. Eden have a provisional measuremix we intend to submit via Carlisle and admin funds for each La are currently being discussed.
J5	To develop and implement resource requirements, within structure of the HIA, utilising external funding to deliver on Green Homes Grant Schemes and to maximise uptake of future potential opportunities		Robert Docherty	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%		Complete. The GHG team is now fully operational and delivering against GHG LAD Phase 1B. Phase 1A is complete, and Phase 2 is due to commence once legal agreements and DSA's are signed by all Cumbria LA's.

K Young People & Families

Healthy, Safe and Secure

To be active members of the Eden Children and Families Locality working group with the aim to retain and attract a working age population to overcome the increasing demographic imbalance, improve health & wellbeing, and to provide our young people with education, training, employment opportunities and good affordable housing

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
K1	Work with partners on the Eden Locality Children & Families Partnership to develop an action plan for the Eden locality.	Lissie Sharp	Amanda Yellowley	31-Mar-2022	<div style="width: 80%;"><div style="width: 80%;"></div></div> 80%		Q3 update - work continues as part of the Eden Children & families group.

L Public Realm

Healthy, Safe and Secure

Support communities to improve their local open spaces, allotments and play areas for active leisure, safe outdoor play and improved biodiversity

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
L1	To develop an action plan to support the outcomes with clear milestones developed	Lissie Sharp	Robert Docherty	31-Mar-2022	<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%		Q3 Update: There is an additional budget of £100K for Community upgrade / provision of play areas being included in the budget cycle, this funding is to be included as a ring fenced addition to the Eden Community Fund and will be considered along with the normal panels. As such the £100K will be allocated within the 22/3 financial year as the last round of the 21/22 Fund is early February 22. A further £50K is to be included in the budget to support the refurbishment of existing Play Areas under the Control of EDC, this Funding to be included in the Contract Managers Budgets

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L2	Parks & Green Spaces- Provide funding to support investments in parks and open spaces across the district.		Robert Docherty	01-Apr-2023	0%		Q3 Update: New Action agreed November 2021. Progress to be reported in Q4.
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M Housing Strategy

Healthy, Safe and Secure

We will develop an action plan to deliver our new housing strategy, setting out our vision for affordable decent homes for our local people and help us retain our young people and families

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
M1	Housing Strategy Action Plan created	Judith Derbyshire	Robert Docherty		0%		Q3 Update: Decision made that Action Plan is not required due to the impending LGR. Housing Strategy priorities continue to be delivered and partnership working continues.
M2	Housing Strategy Action Plan reviewed and Approved by Portfolio Holder	Judith Derbyshire	Robert Docherty		0%		Q3 Update: As per previous action, the Action Plan has been put on hold pending LGR.

N Poverty

Healthy, Safe and Secure

We will work across the Council to ensure that all residents struggling due to financial inequalities have access to advice and assistance. Through this work the long term aim is to reduce levels of poverty across the district.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
N1	Collect applicable data to measure levels of poverty within Eden	Lissie Sharp	Amanda Yellowley	31-Mar-2022	80%		Q3 Update: As per previous Q update, Data sources have been identified and a report detailing the findings has been circulated. Awaiting instruction as to next steps
N2	Anti-Poverty Objectives Agreed		Amanda Yellowley	31-Dec-2021	50%		Q3 Update: Draft Equality Objectives have been created (based on the Data gathered), but awaiting comments/ feedback. Unable to progress this, until decisions as per next steps are made
N3	Anti-Poverty Actions Agreed		Amanda Yellowley	31-Mar-2022	50%		Q3 Update: Draft actions in line with the draft objectives have been circulated for comments/input- Still awaiting feedback. Unable to progress this until decisions are made regarding next steps

O Community Devolution of Assets Connected

Work with CALC, parishes and others to progress the mutually agreed transfer of assets to parish and town councils in a timely and cost-effective manner

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
O1	Establish Member Task and Finish Group to review work streams and policy	Lissie Sharp	Laura Cadman	30-Sep-2021	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>		Q2 Update: Completed - group have met twice. More milestones to follow. T&F group will be consulted

Q Cycling Connected

To promote cycling in the District through improving safe storage facilities in towns; be an active member of the County cycling strategy and to support the work of partners in developing better cycle routes

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
Q1	Work with Cumbria County Council to review County Cycling Strategy	Lissie Sharp	Laura Cadman	31-Mar-2022	<div style="width: 60%;"><div style="width: 60%;">60%</div></div>		Q3 Update: This work is linked to the Parking and Movement Study and recommendations from the study are to be reviewed by Council next Quarter/ Quarter 1 of new reporting year (April-June 2022), along with the draft of EDC's Parking Charter.
Q2	Continue working with Penrith Parking and Movement Partnership to deliver cycling improvements		Laura Cadman	31-Mar-2022	<div style="width: 50%;"><div style="width: 50%;">50%</div></div>		Q3 Update: Recruitment for new Engineering Officer to take this work forward expected to commence in Q4.

R Equality and Diversity Connected

Carry out a review of our current internal practices and to develop new policy and staff training with outside consultants.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
R1	Updated Equality Training to be given to staff and Members (by External Consultants IODA)	Virginia Taylor	Amanda Yellowley	31-Mar-2022	<div style="width: 70%;"><div style="width: 70%;">70%</div></div>		Q3 Update: Final training arrangements in progress. Scheduled for next Q or early Q1 of new reporting year (April 2022).
R2	Initial review of existing documents and practices		Amanda Yellowley	31-Dec-2021	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>		Q3 Update: Internal review of existing practices and documents complete. Work has now commenced to act on the findings (Draft Action Plan has been created)
R3	Review of findings from internal review. Decision made how to effectively resource progression of Equality and Diversity work (to include update of Council's Equality Objectives).		Amanda Yellowley	31-Mar-2022	<div style="width: 40%;"><div style="width: 40%;">40%</div></div>		Q3 Update: Draft Action Plan following internal review has been created. It is the intention that new Equality Objectives are taken to Council in Q4 (February 2022).

S Town Centres Creative

Work with partners, including Borderlands, prepare plans for funding bids to reinvent our town centres for the future, to increase investment, promote their uniqueness and explore creative ways to bring empty units and historic buildings back into use.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
S1	Develop and deliver the Council's own Welcome Back Fund	Mary Robinson	Fergus McMorro	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>		Q3 Update: Fergus McMorro advised Welcome Back Fund is now up and running so this Action is complete.
S2	2 Lions/Empty Units Addressing the specific issue of the 2 Lions being empty, but also the wider implications of empty units in New Squares and the Town.		Fergus McMorro	01-Apr-2023	<div style="width: 0%;"><div style="width: 0%;">0%</div></div>		Q3 Update: New Action agreed November 2021. Progress to be reported in Q4.

T Low Carbon/ Greening Eden Businesses Creative

To improve the financial and environmental sustainability of local businesses by adopting an EDC First procurement policy, and helping local businesses reduce their carbon foot print

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
T1	Continue to promote and facilitate the undertaking of local business carbon audits and the Greening Eden Businesses Grant Scheme	Mark Rudhall	Laura Cadman	31-Mar-2022	<div style="width: 60%;"><div style="width: 60%;">60%</div></div>		Q3 update: The Greening Eden Businesses scheme is running successfully at the moment. Due to a lack of staff in the Sustainability Team and to some aspects in the Grant Panel, processes that needed verification, were slightly delayed. Everything has been resolved and the first Grant Panel meeting is planned to happen end of January 2022.
T2	Procure web portal		Laura Cadman	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>		Q2 Update: Pilio (the carbon monitoring tool) is now up and running and in the process of being populated.

U London Road Creative

Creation of zero carbon commercial/industrial units

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
U4	Allocate capital funding 21/22 MTFP	Mary Robinson	Laura Cadman		<div style="width: 0%;"><div style="width: 0%;">0%</div></div>		Q3 Update: Confirmation from Assistant Director Delivery that this Action has been stopped and will no longer be proceeding as a corporate priority

V Arts and Culture Creative

Develop and deliver an Arts & Culture Programme to enhance the creative and cultural lives of all through greater community participation in Arts and Culture activity throughout the District - sustaining healthy communities and establishing Eden as a great place for young people to live, create enterprises to thrive, and visitors to enjoy.

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
V1	We Are Team To map creative assets and resources, economic supply and demand and their impact in Eden	Virginia Taylor	Robert Docherty	31-Mar-2022	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	✔	Quarter 3 action complete
V2	We Are Team to propose priorities for Eden District for consideration by Eden District Council's Executive		Robert Docherty	31-Mar-2022	<div style="width: 75%;"><div style="width: 75%;">75%</div></div>	▶	Q3 update: Consultants prepared the proposal requested which was considered by the Steering Group on 03/12/2021. Officers are currently preparing a report to be taken to Cabinet.
V3	We Are Team to produce a finalised proposal for Arts and Culture Programme for Eden which will cover a period of three years from 2021		Robert Docherty	31-Mar-2022	<div style="width: 25%;"><div style="width: 25%;">25%</div></div>	▶	Q3 Update: Proposal from consultants is being considered in the light of budget priorities. Officers are working on a proposal to take to Cabinet.

W Enhancement of Environmental Enforcement Healthy, Safe and Secure

Enhancement of environmental enforcement, including fly-tipping

Ref:	Milestone	Portfolio Holder	Lead Officer	Target	Progress	Risk Rag	Progress in previous Quarter- specify blockages/challenges/achievements
W1	Develop options for enhancement and targeting of fly-tipping enforcement	Judith Derbyshire	Robert Docherty	31-Mar-2022	<div style="width: 90%;"><div style="width: 90%;">90%</div></div>	▶	Q3 Update: The draft paper is almost complete and will be presented to Executive.
W2	CCTV Fly-tipping- Provide funding to enhance environmental enforcement through CCTV and capacity		Robert Docherty	01-Apr-2023	<div style="width: 0%;"><div style="width: 0%;">0%</div></div>		Q3 Update: New Action agreed November 2021. Progress to be reported in Q4.
W3	Enhanced Fly-Tipping Enforcement- Dedicated Officer for Fly-Tipping/Littering and CCTV operation.		Robert Docherty	01-Apr-2023	<div style="width: 0%;"><div style="width: 0%;">0%</div></div>		Q3 Update: New Action agreed November 2021. Progress to be reported in Q4.

Eden District Council Key Performance Indicators											
			On or above target			Slightly below target			Below target		Data only PI (No target set)
Ref	KPI Description	Owner	Q1 21/22	Q2 21/22	Q3 21/22					Notes & History Latest Note	
			Value	Value	Value	Target	Status	Short Trend			
1	Missed refuse collections after 24 hours (%)	Laura Cadman	0.00%	0.00%	0.00%	2.99%					
2	Building Control - % of applications determined within 8 weeks	Fergus McMorrow	39.0%	46.0%	58.0%	75.0%					
3	Building Control - % of site inspections carried out on agreed date	Fergus McMorrow	99.0	99.0	99.0	100.0					
5	Council Tax collected (% of amount owed). Cumulative	Amanda Yellowley	29.70	57.40	84.82	74.20					
6	% of Business Rates due in year collected in year Cumulative	Amanda Yellowley	17.4%	44.9%	75.9%	24.5%					
7	Number of days to process new claims for HB/CTR	Amanda Yellowley	16.9	16.4	11.8	23.0					
8	Number of days to process change of circumstances for HB/CTR claims (Average number of days per Q)	Amanda Yellowley	10.7	10.8	6.6	10.0					
9	% of total working days lost to sickness absence.	Marianne Bastille	2.71	1.80	3.46	2.80				The calculation to determine the % of total days lost to sickness is: Total Days Lost to Sickness / Total Available Working Days x 100	
10	Turnover- % of workforce who have left the Organisation).	Marianne Bastille	3.16	4.76	12.22	10.00				Calculation to determine this figure: Number of Employees Left Organisation / Total Workforce x 100 Q3 Note: Of the 22 leavers, 12 were on VR	
11	Successful homeless prevention outcomes of cases closed in Quarter (%)	Robert Docherty	50.0	89.0	87.0	65.0				This refers to the Section195 prevention duty owed under Housing Act 1996 - Housing Authorities must work with people who are threatened with homelessness within 56 days to help prevent them from becoming homelessness Q3 Note: actual number = 27 shows signs of return to pre-pandemic norms of higher numbers of prevention cases as opposed to relief	
12	Successful homeless relief outcomes of cases closed in Quarter (%)	Robert Docherty	53.0	53.0	50.0	55.0				This refers to the Section 189B relief duty owed under Housing Act 1996 – Housing Authorities must take reasonable steps to help secure accommodation for any eligible person who is homeless. Q3 Note: Actual number = 5 2 went to full duty decision, both still in TA; 3 withdrew applications (can't count as a successful outcome as we are working to DLUHC definitions). Realistic percentage i.e. within our control = 80%	
13	Number of households to whom a full homelessness duty is owed.	Robert Docherty	1.0	2.0	1.0	15.0				This refers to the main housing duty owed under Section 193(2) Housing Act 1996 - The applicant has been owed a relief duty, but 56 days has passed and alternative accommodation has not been secured (the applicant is in priority need and not homeless intentionally)	
14	Number of Households in Temporary Accommodation	Robert Docherty	11	10	15	18				Q3 Note: Maximising use of TA even for short stays to minimise B&B costs	

Eden District Council Key Performance Indicators									
 On or above target	 Slightly below target			 Below target			 Data only PI (No target set)		
Ref	KPI Description	Owner	Q1 21/22	Q2 21/22	Q3 21/22	Target	Status	Short Trend	Notes & History Latest Note
			Value	Value	Value				
15	Total number of days in Temporary Accommodation	Robert Docherty	418.0	460.0	402.0	500.0			Q3 Note: Maximising use of TA even for short stays to minimise B&B costs
16	Number of Households accessing B&B	Robert Docherty	11.0	3.0	6.0	15.0			Q3 Note: Weekend/emergency provision
17	Total number of nights in B&B	Robert Docherty	121.0	3.0	16.0	40.0			Q3 Note: There has been a significant decrease in the number of nights spent in B&B during Q2, compared to the previous Q. This is following the easing of 'Everyone In' and moving households on to temporary accommodation
18	Minor Planning applications determined within 8 weeks (%)* *KPI reported on Quarterly to Central Government	Fergus McMorrow	80.0	88.0	80.0	92.0			
19	Major Planning applications determined within 13 weeks (%)* *KPI reported on Quarterly to Central Government	Fergus McMorrow	75.0	87.5	100.0	100.0			
20	Number of successful Green Homes Grant Applications (Phase 1 and 2)	Robert Docherty	29.0	53.0	127.0				Q3 Note: December figure not yet provided by E.ON. Estimated Completed Applications input. Figures will be retrospectively updated when data is provided by E.ON
21	Number of installed measures via the Green Homes Grant (Phase 1 and 2)	Robert Docherty	23.0	43.0	9.0				Q3 Note: December figure not yet provided by E.ON. Estimated installations inputted. December's figures will be input when information is received from E.ON.
22	% of Disabled Facilities Grants dealt with by the Home Improvement Agency within 150 days enquiry to approval	Robert Docherty	100%	100%	89%	95%			Q3 Note: Of 27 approved applications in this quarter, 3 cases were delayed between the client's enquiry and the actual application/supply of financial information or agreement by the landlord which resulted in failure to approve within 150 days from enquiry. All of these factors are outside the control of the DFG team and no actions of the team could have speeded up the process.
23	No of website visitors (Unique Visitors)	Amanda Yellowley	155,725	154,312	104,831				
24	No of customers registered with My Account (New MyAccount Customers)	Amanda Yellowley	591	348	335	1,250			4th January 2022: Total of 3,286 My Account Customers Registered to date
27	Number of Business Carbon Audits Completed	Laura Cadman	5.0	16.0	24.0				

Appendix C

Eden District Council

V21-9 MB 30/11/2021 Agreed by ELT on 30/11/21

Project	Strategic Risk Map
Owner	Extended Leadership Team
Date	30/11/2021

Strategic Risk: The Council defines Strategic Risk to be the Risk that an internal or external event/decision (or lack of) interferes with the Council's Strategic Priorities or Legislative Service Provision

Ref	Service area	Risk owner	Risk Description	Inherent Risk			Controls	Mitigated Risk			Actions & Comments	
				Likehood	Impact	Risk score		Status	Likehood	Impact		Risk score
1	Corporate	Les Clark	A major incident involving significant harm or potential harm to individuals, businesses and communities.	2	5	10	The Council has a lead role in Emergency Planning; the Council has an Emergency Response Plan and has engaged the County Council's Resilience Direct service. The Council participates in other County wide exercises and coordination bodies. The Appleby Fair - coordinated through Multi Agency Strategic Coordinating Group. Post event consultation and lessons learned are a key element of each annual exercise. There is a dedicated environmental health team to ensure compliance with legal duties and reduce the risk of public health incidents.	Active	2	4	8	Action Plan required for risk of terrorist attack on members / staff following attack on MP in October 2021. Plan is to....
2	Corporate	Les Clark	A major incident or service failure which effect the services provided by the Council to our Council Tax payers, including but not limited to IT failure; 3rd party service provider goes into administration; fire in a Council building.	2	5	10	The Council has a Business Continuity Plan, which is reviewed on a regular basis. Where required we set up Business Continuity groups (e.g. pandemic) to ensure services are delivered. Property services team carries our regular inspections of council owned building. Close monitoring of contracts. Regular internal audits.	Active	2	3	6	
3	Corporate	Les Clark	Having a significant safeguarding issue in the District where the Council could have had a role in prevention.	2	5	10	The Council has a number of services where staff interact with vulnerable adults and children. Training has been provided to ensure staff are aware of signs and referral routes where there are concerns.	Active	2	4	8	Corporate training and risk assessment needs to be re-done.
4	ELT	Les Clark	Not having sufficient internal capacity to deliver corporate transformation	3	3	9	Phase 1 is now complete, and a full staff consultation is being undertaken.	Active	2	3	6	One Site - still in procurement phase. However when this moves to delivery stage, staff will be required to ensure the programme runs smoothly. Staff Restructure - Some posts within the revised senior management structure are filled on an interim basis and are unlikely to be recruited to permanently before 31/3/23. Constitution - work is expected to complete in November 2021.
5	IT	Ben Wright Head	Failure of IT business critical systems or unauthorised access is gained to our Information and Technology (I&T) infrastructure.	3	5	15	The Council uses a shared service with SLDC to provide IT. Data is backed up and stored off site to ensure data from key systems could be recovered without significant loss.	Active	2	4	8	Although arrangements are in place, the increased reliance on IT and the increased sophistication of cyber crime means this risk is ever changing and requires constant review.
6	Finance	Paul Sutton	Having an unsustainable budget and running out of reserves	3	4	12	There is a Medium Term Financial Planning process to capture and quantify the medium term financial position. The latest version of the plan (Feb 2021 shows reserves being maintained over the next 4 years given a set of assumptions including savings being made and reduced government grants) The s151 Officer reviews all committee papers and is responsible for indicating if they pose a significant risk to sustainable reserves. Bi-annually the MTFP is reviewed and updated.	Active	2	3	6	Next iteration of MTFP due at November Council.
7	ELT	Les Clark	Not having sufficient internal capacity to deliver core business and projects considering pressures from LGR	4	3	12	The Council has prioritised completing the One Eden programme of restructure. It is currently anticipated that all the posts possible will be filled by end of December 2021. Where staff are needed for LGR, backfill will be funded through LGR Reserves, a risk remains that backfill will be more expensive or unavailable given the current market place.	Active	3	3	9	Regular review is required of gaps in the structure and plans made to fill these gaps considering budget. Any increases in costs will be reflected in the MTFP and revised budgets. Particular work is going to be done during December 2021 to consider gaps and pressures until March 2023. As LGR is the Council's medium term future, the Council needs to prioritise staffing the LGR project alongside business as usual.

Scoring key:

Likehood	Impact
5 Very Probable	5 Catastrophic
4 Probable	4 Major
3 Possible	3 Moderate
2 Remote	2 Minor
1 Very Remote	1 Negligible

