

Agenda Item No: 9.7 **Report No:** 53/15
Report Title: Portfolio Progress and Performance Report
(April to December 2014)
Report To: Cabinet **Date:** 19 March 2015
Cabinet Member: Councillor Elayne Merry, Portfolio Holder (Internal Improvement)
Ward(s) Affected: All
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Purpose of Report:

To consider the Council's progress and performance in respect of key projects and targets as at the end of December 2014.

Officers' Recommendation(s):

1. That progress and performance for the period April to December 2014 be noted.
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Reasons for Recommendations

2. To provide Cabinet with an analysis of Council progress and performance at the end of the third Quarter of the year. The report covers the period 1st April to 3^{1st} December 2014.


Information


3. The Council is currently reviewing and updating its business planning and performance management arrangements. There is a need to make better use of a range of data and information to properly understand performance and affect service improvement and achieve strategic objectives. The Cabinet portfolios reflect the priority projects for the Council in the short to medium term, alongside day to day service delivery performance.
4. Appendix 1 to the report presents specific progress and performance reports for each Cabinet portfolio covering the first three quarters of the year (1st April to 31st December 2014). In most cases a 'year-end' performance target has been set for the Council's performance measures. Where performance is cumulative (ie building towards a year-end target, such as council tax collection, Kg waste collected), the status update reflects progress towards that target. Cumulative performance, where

applicable, is indicated in the notes column in the table. For all other performance indicators, data is presented on a quarter by quarter basis. Projects that have previously been reported as complete have not been included in the report.

5. The following symbols are used to indicate progress or performance:

 = Performance that is at or above target/Projects that are on track (green);

 = Performance that is slightly off target but within an agreed (5%) tolerance/ Projects where there are issues causing significant delay or change to planned activities (amber);

 = Performance that is off target/Projects that are not expected to be completed in time or within requirements (red).

5. Each portfolio report contains a mix of projects and service performance data. Work is currently underway to review existing and potential new performance measures to ensure that performance information is relevant and aligned to corporate priorities. However, wherever possible, monthly performance data is routinely and closely monitored through individual (One to One), team and senior management meetings.

Progress and Performance Analysis – April to December 2014

6. At the end of December 2014, 92% of the Council's key projects were either complete or on track. 54% of the Council's performance targets are currently being met or exceeded. Only 3 KPIs are unlikely to meet the annual target. Progress and performance information should be considered in the context of the Council's financial update report (also on this agenda) as there is clearly a link between performance and resources.

The Good News –  where progress and performance is meeting or exceeding target:

7 Leader's Portfolio

7.1 The regeneration of Newhaven has made further good progress over recent months. The construction of the new University Technical College continues and is linked to the work on the Newhaven Growth Quarter project.

7.2 A number of flood defence and highway improvement schemes are either underway or have been agreed for implementation in 2015/16. This has been achieved as a result of a number of successful partnership arrangements and funding bids.

7.3 Construction of a new shared building, in partnership with the East Sussex Fire and Rescue Service, is also well underway and due for completion later in 2015. This will see improved services to the residents of Newhaven and neighbouring areas as well as improved efficiency and better partnership working between agencies and local organisations.

8 Corporate Services

8.1 The Council's major transformation programme (known as Nexus) continues to make good progress. Shared services having been agreed with Eastbourne Borough Council which currently involves the sharing of two Directors across both councils and will see the formal sharing of HR and Legal Services from April 2015.

- 8.2 Cabinet has approved a major procurement exercise for IT and business consultancy services which will see further substantial transformation during 2015/16.
- 8.3 Work with Improvement and Efficiency South East (iESE) has supported the letting of a new grounds maintenance contract which will ensure best value services continue to be delivered over the next 5 to 8 years.

9 Service Delivery

- 9.1 The percentage of rent collected from Council tenants is well above target at the end of Quarter 3.
- 9.2 The Council aims to remove legally abandoned vehicles within 24 hours. Performance in Quarter 3 continues to exceed target despite the notable increase in the number of vehicles reported as abandoned.
- 9.3 There has been a significant drop in the number of reported fly-tips in the District. This is against the trend seen in other East Sussex councils. The Council seeks to recover clear up costs from offenders. The Government's assessment tool for council fly-tipping performance continues to rate the Council as 'effective'.
- 9.4 There has been a big improvement in the time taken to process new housing benefit/council tax benefit claims during Quarter 3 which is now well above target. Staff have been focusing on daily caseload management in order to keep backlogs to a minimum and ensuring casework is allocated as quickly as possible.
- 9.5 The Council set a target to bring 40 empty homes in the District back into use. The annual target has been exceeded by the end of the third Quarter.

10 Strategy and Development

- 10.1 The Council is active in the partnership to deliver a range of initiatives in respect of the UNESCO Biosphere Reserve. This work will form part of new service delivery plans for 2015/17. Planning is underway for a Biosphere celebration festival in July on the Railway Land in Lewes involving partners from across the District.
- 10.2 There is a Government target to determine 65% of minor planning applications within 8 weeks. The Council continues to operate well above this target and is currently determining 79% of these applications within 8 weeks, well above its own local target.

11 Community Improvement

- 11.1 The new grounds maintenance contract was successfully let in January 2015.

12 Stakeholder Improvement


- 12.1 The Council aims to re-let Council homes within 26 days from when they become vacant. In Quarter 3 the average time taken was 24 days. During this period, the Council utilised the services of an external registered (not for profit) charitable organisation to deal with all electricity and gas meters in our properties. This has enabled us to speed up the turnaround process and save

both tenants and the Council money. Performance is fluctuating but it is expected that further changes that have been agreed with the new contractor will further reduce the time taken.

- 12.2 Satisfaction with the Council's housing service remains very high. In the last tenants' survey over 90% of our tenants said they were very or fairly satisfied overall. This is well above the target of 88.5%.
- 12.3 The Council aims to carry out urgent repairs to Council housing within 5 working days and wants to achieve this 98% of the time. Quarter 3 performance exceeded this target due to closer monitoring of and regular discussions with the contractors. During this same period, 98.7% of tenants told us that our repairs service was good or satisfactory, above our target of 97.5%.
- 12.4 Arrangements are now in place for specific partner organisations to provide services to the public utilising facilities at the Southover House offices in Lewes.

13 Internal Improvement

- 13.5 As part of the Council's new focus on performance management and improvement, a new performance information screen has been installed in Southover House.
- 13.6 The projects completed to date have been mainly focused on supporting and developing staff. This has included training for managers and staff on the new Competency Framework and health and safety requirements, as well as a number of initiatives aimed at improving communication across the organisation.

Areas for Improvement –  Performance is off target/Projects are not expected to be completed in time or within requirements

14 Corporate Services

- 14.1 The Council aims to pay 98% of all invoices from suppliers within 30 days (or other agreed payment terms). The change to a new contractor for housing repairs led to a temporary slow-down in the processing of invoices in Quarter 2. The Council has worked closely with the contractor in order to prevent this from recurring.

15 Service Delivery

- 15.1 The Council aims to remove reported fly-tips within 2 working days. During Quarter 3 this service standard has not been achieved. New arrangements have been put in place to deal with fly-tips as part of normal street cleaning operations, improve the administrative system for processing this work and deal with specific hotspots.
- 15.2 Performance in respect of recycling remains steady but continues to be below the Council's target. There are a number of factors that have had an effect on recycling rates such as a levelling-off of food waste tonnages, a drop in the volume of paper (likely to be due to the increased use of digital media), a reduction in the amount of packaging and the impact of the economic climate on households. The current in-depth review of recycling is looking at a range of methods aimed at building on the Council's commitment to expand and improve recycling services across the District.

16 Strategy and Development

- 16.1 With regard to additional homes provided in the District, the wider economic downturn has resulted in a gradual fall in housing completions since 2010 (albeit this trend is beginning to reverse). This is primarily due to developers having difficulties accessing funding. Officers continue to monitor residential planning applications to identify common and site specific constraints to the delivery of sites and identify potential solutions. Recent action taken includes making developers aware of a potential Government funding programme and assisting and supporting applications made.
- 16.2 Forecasts suggest that the likely overall total will be around 260 new homes provided at the end of the financial year. Beyond this there is expected to be an increase in house building rates in the district, with a number of unimplemented permissions due for completion, some key strategic sites being delivered (e.g. North Street) and Council led projects, such as the Property Portfolio project, delivering a number of housing units.

17 Community Improvement

- 17.2 The handover of management responsibility for Newhaven Fort has been postponed in order to resolve outstanding issues in respect of National Heritage Lottery Funding procedures and staffing matters. It is anticipated that these issues will be resolved before the end of the financial year.

Financial Appraisal

- 18 Monitoring and reporting project and performance information is contained within existing estimates. This corporate performance information should also be considered within the context of the Council's financial update reports as there is a clear link between performance and resources.

Legal Implications

- 19 Comment from the Legal Services Department is not considered relevant to this routine monitoring report.

Sustainability Implications

- 20 A Sustainability Implications Questionnaire is not required for this routine monitoring report.

Risk Management Implications

- 21 **Risks:-** the Council fails to achieve its objectives; poor performance in service levels and quality may lead to greater public dissatisfaction and an increase in complaints; significant project delivery failure might affect funding, and may create additional financial, political or legal risks; weak performance management and data quality arrangements leads to flawed decision-making which may be costly, inefficient or ineffective; poor communication of performance achievements and outcomes.

Risk Mitigation:- effective arrangements are in place to identify, understand and address performance issues; appropriate communication and engagement with key stakeholders and decision-makers regarding performance priorities and measures of success.

Equality Screening

- 22** An equalities impact assessment is not considered necessary for this routine monitoring report. Individual projects and service areas are subject to separate equality screenings and assessments

Background Papers

- 23** None

Appendices

- 24** Appendix 1 –Portfolio Progress and Performance Reports (April to December 2014)

CABINET: LEADER'S PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)

Key Performance Indicators

There are currently no key performance indicators for this portfolio area. The majority of work is focused on project delivery as set out below.

Portfolio Projects and Initiatives

Key to Performance



- At or above target; projects that are completed/on track








- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities



- Below target; Projects that are not expected to be completed in time or within requirements

Project / Initiative	Current status	Update
University Technical College (Newhaven)		Construction continues. Student recruitment events are planned for 2015 in Newhaven, Lewes and Eastbourne.
Newhaven (East Quay and flood defences)		The Council is working in partnership with the Environment Agency. £9m budget has been allocated (£3m from the Local Economic Partnerships and £6m from the Environment Agency). Shorter term projects for 2015/16 have been identified for the following sites: University Technical College to A259; West Bank (from Fisherman's Green to A259) and the railway crossing to the north of Newhaven. Major works are expected to commence in Spring 2016.
Newhaven Growth Quarter project		Work is expected to start on site in May 2015 with completion expected May 2016. A preferred contractor has been appointed and detailed design work is currently underway.
Continuing to position Lewes within both Coast to Capital and South East Local Enterprise Partnerships (LEPs)		The Council continues to represent the interests of the District at both of the LEPs. LEP funding has been secured for the Newhaven Port access road Phase 1 (currently under construction). ESCC is leading the business case to access agreed funding from the Coast to Capital LEP for Phase 2.
Proactively engage with Greater Brighton Economic Board (GBEB) to ensure Newhaven benefits from proximity to Brighton		The GBEB considers upcoming Local Growth Fund projects. The Council's elected representative on the LEP Board ensures the Council's interests are actively and robustly represented.
Explore the potential of Enterprise Zone in Newhaven		The Local Enterprise Partnership is in discussion with HM Government on the way forward following the submission of an Enterprise Zone bid in October 2014. A decision is expected in March 2015.

Project / Initiative	Current status	Update
Launching a Business Rate Retention Scheme		Cabinet has previously agreed to enter into a Business Rates Pool with East Sussex County, East Sussex Borough and District Councils and the East Sussex Fire Authority.
Develop new Council website		An initial six month website refresh project is underway to improve the home page, e-forms, content etc. The launch of the new website homepage is scheduled for mid-March 2015.
Commence project to develop shared facility in partnership with East Sussex Fire Service		Construction of the new facility is underway with completion expected in Autumn 2015.
Agree to bring forward affordable housing across the District with development partner		Cabinet has authorised the conclusion of negotiations for the Lewes District Property Portfolio, which will include provision of affordable housing units. Heads of Terms have been agreed and the Council's partner is intending to enter into a development agreement with the Council in March 2015.
Impact Seaford Regeneration Delivery Framework		Engagement continues with public, private and community stakeholders to deliver the objectives of the Impact Seaford group aimed at attracting investment, supporting business, inspiring learning, welcoming visitors and strengthening partnerships.

The following projects have been completed as planned:

- Explore the future of Lewes House as a key facility in the town centre and associated revenue streams.

CABINET: CORPORATE SERVICES PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)

Key Performance Indicators

Key to Performance



- At or above target; projects that are completed/on track



- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities







- Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 Apr-June	Q2 – July-Sept	Q3 – Oct-Dec	Current status	Note
Percentage of overpayments recovered	70%	70%	73%	69%		Performance for the year to date is on a par with the same period last year and is expected to reach the year end target.
Percentage of invoices paid on time	98%	94%	87%	82%		The Council has paid over 15,000 invoices so far this year. 2,000 of these were paid late (ie it took more than 30 days from receipt of the invoice).
Performance Improvement Action	The Council has been working closely with the contractor where invoice payment problems were occurring and matters relating to this have now been resolved. Similar action is being taken in respect of other high volume suppliers. Action is also being taken to ensure such tasks remain a priority and responsibility is clearly defined over the coming months.					

Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Explore joint services with Eastbourne Borough Council		Cabinet has approved the implementation of arrangements with Eastbourne Borough Council to share Human Resources and Legal Services from April 2015. Work is also underway to align IT, Property and Financial services so that further sharing opportunities can be explored in the future. Ad hoc opportunities are being taken as they arise. For instance, both councils are now sharing two Directors.
Procure technology and business change resources to support the transformation programme		At its November 2014 meeting, Cabinet endorsed the procurement of new technology and business change consultancy to implement the Council's Organisational Development Strategy. Market consultation has since been undertaken, procurement documentation drafted and arrangements made for tendering and evaluation.
Specification for business change partner to assist in IT/process transformation		

Project / Initiative	Current status	Update
Implement new telephony system (Phase 2)		A project to optimise use of the new telephony system and develop the Council's call handling capabilities is in progress. Negotiations are underway to appoint the supplier.
Oversee agreed iESE (Improvement and Efficiency South East) work programme for improved procurement		iESE continues to provide support on a range of current procurement exercises, including substantial support in respect of the successful letting of the new grounds maintenance contract.
Update non-housing property portfolio and make best use of our assets (Property Portfolio Roadmap project)		Work is progressing in partnership with Eastbourne Borough Council. The project is aimed at identifying opportunities for joint procurement and better management of Council assets. Next steps include recruitment of staff to deal with specialist aspects of this work.
Update Risk Management Strategy and Risk Register		The annual report on risk management can be found elsewhere on this agenda. A review of current risk assessment and management arrangements is underway which will consider the Council's approach to strategic risk in the future.

The following projects have been completed as planned:

- Implement new telephony system (Phase 1)
- Deliver 2014/15 targets in Medium Term Financial Strategy
- Review and update of Business Continuity Plan
- Participate in National Benefit Fraud Initiative

CABINET: SERVICE DELIVERY PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)

Key Performance Indicators

Key to Performance



- At or above target; projects that are completed/on track







- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities






- Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 Apr-June	Q2 July-Sept	Q3 – Oct-Dec	Current status	Note
Percentage of Council Tax collected during the year	98.4%	29.9%	28.4%	27.9%		This is a cumulative KPI. Performance is at 86.2% overall this year, consistent with the level achieved for the same period last year.
Percentage of Business Rates collected during the year	98.5%	32.5%	25.2%	28.3%		This is a cumulative KPI. Performance is at 86.5% overall this year, slightly down on the level achieved over the same period last year. This is due to the take up of the 12 month payment option by some businesses. It is anticipated that the drop in Q3 will be recovered in Q4.
The number of days taken to process new housing benefit/Council tax benefit claims	20 days	16.5 days	25.5 days	14.5 days		Performance has recovered in Quarter 3 and is now exceeding target. It is now taking around 4 days less to process new claims compared to the same period last year.
Percentage of rents collected during the year	95%	94.5%	97.4%	97.9%		This is a cumulative KPI. Performance continues to exceed target.
KG of household waste collected per household	500Kg or less	124Kg	128Kg	126Kg		This is a cumulative KPI. The data we collect is sent to ESCC (as the Waste Disposal Authority) to be checked. The data is used to calculate recycling credits.
Percentage of abandoned vehicles removed within 24 hours	90%	100%	100%	100%		There have been 363 reports of abandoned vehicles to date this year compared to 281 during the same period last year. Only 3 vehicles needed to be removed during Quarter 3.
Number of empty homes brought back into use	40	15	28	18		This is a cumulative KPI. A total of 61 empty properties have been brought back into use since 1 st April. This exceeds the target for the year.

KPI Description	Target	Q1 Apr-June	Q2 July-Sept	Q3 – Oct-Dec	Current status	Note
Total number of days that families (including pregnant women) need to stay in temporary accommodation (B&B)	17.5 days	0 days	23.5 days	0 days		No families or pregnant women needed to be placed in bed and breakfast accommodation during Quarter 3.
Total number of households living in bed and breakfast/emergency accommodation	Less than 20 days	12	13	14		The target ensures there are no more than 20 households living in bed and breakfast/emergency accommodation at any one time.
The average number of days taken to remove reported fly-tips	Less than 2 days	2.7 days	2.2 days	3.3 days		There have been 120 reported fly-tips in the District to date this year, compared to 197 during the same period last year. The average time taken overall this year is 2.6 days.
Performance Improvement Action	New arrangements have been put in place to deal with fly-tips as part of normal street cleaning operations and improve the administrative system for processing this work. Particular hotspot areas have also been identified. Officers are in discussion with ESCC regarding specific hot spots on land owned by them to identify if further action can be taken to deter offenders.					
Percentage of household waste sent for reuse, recycling and composting	30%	24.8%	24.2%	24.0%		Performance in the same period last year was 22.4%. The figures represent average recycling rates per quarter. The data is used to calculate recycling credits.
Performance Improvement Action	Officers continue to identify opportunities to improve recycling across the District including promotional campaigns and encouraging take-up of food waste recycling. The Council is currently undertaking an in-depth review of waste management arrangements, looking at a range of options that build on the Council's commitment to expand and improve recycling services across the District.					
Total number of customer a) complaints b) compliments received	Data Only	a) 434 b) 38	a) 483 b) 56	a) 382 b) 50	Not Applicable	Changes have been made to the systems for collecting complaints and compliments data during 2014/15 making it difficult to make direct comparisons. An annual report on complaints handling will be submitted to Scrutiny Committee later in 2015.

Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Complete Waste Review to further improve services and recycling		An independent review of the Council's waste collection and recycling services was commissioned and its recommendations are under consideration. A report considering proposals for a green waste pilot project in Seaford is reported separately on this agenda.
Review provision of Green waste collection with full consideration to sustainability and financial concerns		
To implement Photo Voltaic schemes across council housing		At its November meeting, Cabinet agreed to appoint a contractor to install PV Panel systems on up to 700 Council homes (subject to funding approval of £2.7m) aimed at reducing the cost of electricity for tenants, reducing CO2 emissions and creating an income stream for the Council. Tenders were received in February and evaluation is currently underway.
To ensure more people have better standard homes in the private rented market		A pilot project involving pro-active inspections of privately rented properties in South Road, Newhaven is underway. During Quarter 3, 21 property owners were contacted and 7 homes inspected. Officers are providing advice and guidance in respect of one property that was found not to be licensed for multiple occupation.

CABINET: STRATEGY AND DEVELOPMENT PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)

Key Performance Indicators (KPI)

Key to Performance



- At or above target; projects that are completed/on track



- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities









- Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 Apr- June	Q2 July-Sept	Q3 Oct-Dec	Current status	Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	100%	45.4%	67%		Deciding 60% of major planning applications within 13 weeks is a Government target. The Council normally operates well above this target and aims to determine a higher proportion of such applications within 13 weeks. Performance has improved during Quarter 3 but is still below the level achieved during the same period last year (71%). The Council has determined 6 more major applications this year compared to the same period last year. Some of these had been held up by the need for Section 106 Agreements. These have now been resolved.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	81%	78%	79%		The Council operates well above the national target of 65%. Performance remains well above the Council's local target and is showing a slight improvement compared to the same period last year. The year to date figure is over 80%, well above target.
Percentage of planning appeals allowed (LDC/SDNP combined)	Less than 33%	17%	0%	100%		There was one planning appeal during Quarter 3 which was allowed. Overall, performance is at 17% for the year to date, well below the target.
Performance Improvement Action	No further action is required at the present time.					
Net additional homes provided in the District	304	41	41	60		This is a cumulative KPI. The target forms part of the Joint Core Strategy for the period 2010 to 2030. The reported figures reflect completions on larger development sites only and total 142 new additional

						homes in the District so far in 2014/15. This is a significant improvement on the position over the same period last year (89). Small site completions are assessed on an annual basis and will be reported at a later date.
Performance Improvement Action	Officers continue to monitor residential planning applications to identify common and site specific constraints to the delivery of sites and identify potential solutions. Action is being taken to encourage more planning permissions to be implemented including making developers aware of a potential Government funding programme. At present, around 1,350 residential units benefit from planning permission and are expected to be implemented over the course of the next 5 years. In addition a number of strategic housing sites are expected to gain permission and be developed over the coming year. This includes North Street, Lewes, which is expected to deliver 416 residential units. The housing trajectory, prepared as part of the recently examined Core Strategy, indicates that this will significantly increase the rate of housebuilding in the district (particularly in the period up until 2020), subject to there not being a dramatic downturn in economic conditions.					

Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Joint Venture in respect of the North Street Quarter in Lewes		The interim joint venture agreement is signed and the subsequent legal agreements are under development. The development plans were positively received by the South Downs National Park Authority's Design Review Panel at its meeting on 22 nd December 2014. The shadow joint venture board, which includes the Council, has agreed the final design and the submission of the planning application is imminent. Heat distribution network – procurement options are being explored as part of the project planning stage.
Submit the Core Strategy to the Planning Inspectorate and progress through the Examination in Public.		The Core Strategy was submitted in September 2014 and formal hearings took place in January 2015. A letter from the Planning Inspector setting out the Initial Findings has now been received. Next steps will focus on incorporating further modifications into the Core Strategy which is expected to be adopted in Autumn 2015.
Progress the Site Allocations and Development Management Policies document, which will eventually form part of the development plan.		Representations have been analysed and a Cabinet report on the proposed submission document is expected Summer 2015.
Explore the future of visitor services in Seaford, Peacehaven and Lewes to ensure they reflect the increasing on-line marketplace.		At its meeting in September 2014, Cabinet approved a Strategic Tourism Vision and Action Plan 2015-18. A more detailed action plan is being developed.

UNESCO Biosphere Reserve		<p>COMPLETED: UNESCO designation was achieved in June 2014. Partnership working continues as part of normal operational business. Information on biosphere initiatives can be found at: www.biospherehere.org.uk.</p>
Seek developer contributions through the Community Infrastructure Levy (CIL)		<p>CIL was submitted in September 2014. Formal hearings are expected in mid April 2015. At its meeting in November 2014, Cabinet agreed the appointment of a CIL Executive Board and the governance framework relating to the use of CIL receipts. Implementation is expected from Summer 2015.</p>
Urban and rural regeneration frameworks	On hold	<p>Work on preparing and implementing partnership frameworks is on hold at present, pending a refresh of the Regeneration Strategy due to be carried out by March 2016.</p>

CABINET: COMMUNITY IMPROVEMENT PORTFOLIO

Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)

Key Performance Indicators

There are currently no key performance indicators for this portfolio area. The majority of work is focused on project delivery as set out below.

Portfolio Projects and Initiatives

Key to Performance



- At or above target; projects that are completed/on track







- Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities



- Below target; Projects that are not expected to be completed in time or within requirements

Project / Initiative	Current status	Update
Flood and coastal protection review and schemes		Coast Protection - Repairs to the sea defences in Peacehaven are now complete. Consultants are undertaking a study on the management of the coast between Newhaven and Brighton. Their report is expected by April 2015. Inland Flood Prevention – Information is being gathered in relation to the River Ouse catchment area. An information pack on storm resilience is also being prepared.
Administering emergency flood relief		Government Repair and Renewal Grants have been rolled out in affected areas of the District. Initially there was limited uptake from public but further engagement work has resulted in an improved response. To date these grants have assisted 11 property owners in the District. A further 5 are awaiting formal application.
Assess viability of an internal drainage board working with neighbouring districts		Meetings with Natural England and the Environment Agency have been productive and a Cabinet report is currently being prepared.
Re-letting of a new grounds maintenance contract		COMPLETED: The procurement process was successfully completed in January 2015. The new contract commences in April 2015.
Work with Wave Leisure to ensure continued long term sustainability of the leisure provision and the Trust		COMPLETED: The Annual Wave Leisure Service Plan was reported to Cabinet in January 2015.
Successfully handover management of Newhaven Fort to Wave Leisure		Handover of the management of the Fort to Wave Leisure has been postponed to allow time to address outstanding issues regarding staff transfer arrangements and historic grants. It is expected that the handover will be completed by the end of March 2015.

Project / Initiative	Current status	Update
Work to deliver a Public Realm Strategy for the District		The implementation of the Community Infrastructure Levy (see above) will provide an opportunity for Town and Parish Councils to implement public realm improvements.
Oversee delivery of S106 commitments for parks and open spaces		Improvements to Convent Field play area were completed in October 2014. The Centenary Park project (previously known as Big Parks project) is under construction. Recent activity includes progress on the Café, skate park and general landscaping.
Deliver at least 2 community/commercial events including 'Whizz Pop Bang' children's festival		Officers continue to explore new opportunities to deliver community/commercial events. The first Lewes District Business Awards event attracted both funding (through sponsorship) and support from a number of well-established local businesses. The children's festival (on Convent Field, Lewes) did not take place as planned due to poor ticket sales. The event organisers decided not to proceed.
Develop an Event Management Plan		A draft events policy and associated guidance note has been drawn up. It is anticipated that an Event Management Plan will be in place in early summer 2015, subject to any necessary approval.

The following projects have been completed as planned:

- Introduce cashless parking
- Tender for delivery partner for Locally Sorted digital platform




CABINET: STAKEHOLDER IMPROVEMENT PORTFOLIO





Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)





Key Performance Indicators


Key to Performance

-  - At or above target; projects that are completed/on track
-  - Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities
-  - Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 April-June	Q2 – July-Sept	Q3 – Oct - Dec	Current Status	Note
Average number of days to re-let Council homes (excluding temporary lets)	26 days	22 days	28 days	24 days		Performance has averaged at 25 days for the year so far, which is within target and an improvement over the same period last year (27 days).
Overall tenants satisfaction	88.5%	90.2%	87%	92.6%		The survey data is provided by an independent researcher each quarter.
Percentage of urgent repairs carried out within Government time limits	98%	97%	98%	98.6%		Performance is now being maintained at or above target.
Percentage of repairs noted as good or satisfactory by tenants	97.5%	96.8%	96.4%	98.7%		Tenants' satisfaction remains very high and is above target for the last quarter.

Portfolio Projects and Initiatives

Project / Initiative	Current Status	Update
Oversee effective contract monitoring		Work with iESE (Improvement and Efficiency South East) aimed at improving overall contract monitoring and management arrangements at the Council is progressing well.
Review community and voluntary sector grants to reflect need and corporate priorities		Service Level Agreements with the Citizens Advice Bureau, 3VA and Action in Rural Sussex have been reviewed. Meetings to discuss new draft SLAs took place in December 2014. Cabinet considered these new SLAs and recommended grant levels in February 2015.
Promote LEAP (Local Enterprise and Apprenticeship Platform) with stakeholders		At its November meeting, Cabinet agreed future working arrangements for apprenticeships and business start-up support under the LEAP brand. Discussions are underway with local Further Education colleges.
Engage with businesses through the Chambers of Commerce		The Council is a member of the Chambers of Commerce in order to strengthen links and support delivery of existing projects. Planning for the 2015 Lewes District Business Awards is underway.

Project / Initiative	Current Status	Update
Develop compacts with a range of private and 3rd sector organisations to make better use of Council facilities		COMPLETED: Southover House Partnership with the Citizens Advice Bureau, Sussex Community Development Association and East Sussex Credit Union was launched in November 2014. The results of this initiative will help inform plans for the shared facility in Newhaven. Public Wi-Fi has also been installed in Southover House Reception.

The following projects have been completed as planned:

- Ensure successful Annual Town and Parish Council Conference
- Ensure successful Annual Tenants Conference




CABINET: INTERNAL IMPROVEMENT PORTFOLIO 2014/15


Progress and Performance Report

Period: 1st April to 31st December 2014 (Quarter 3)





Key Performance Indicators







Key to Performance

-  - At or above target; projects that are completed/on track
-  - Below target but within 5% tolerance; Projects where there are issues causing significant delay or change to planned activities
-  - Below target; Projects that are not expected to be completed in time or within requirements

KPI Description	Target	Q1 April-June	Q2 – July-Sept	Q3 – Oct - Nov	Current status	Note
Average working days lost to sickness per FTE equivalent staff	9.0 days	2.3 days	2.15 days	3.08 days		This is a cumulative KPI which is collected each quarter. The overall position at the end of December is 7.5 days, well below the level of sickness for the same period last year (9.5 days).
Satisfaction of staff - Proportion of staff who feel they are treated with fairness and respect at work	Data Only	-	-	57%	No target set	Overall staff satisfaction is measured through a series of questions in the annual staff survey which was conducted in October 2014.

Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Develop LDC Organisational Development Strategy		The Nexus Transformation Programme has been established to take forward the Organisational Development Strategy, including organisational restructuring and business process remodelling to improve efficiency. Cross-party Nexus Transformation Board is overseeing the Programme.
Develop new Performance Management Framework and key performance measures that reflect core business and key priorities		A new Performance Management Framework has been established. Key service priorities and performance targets for 2015/16 and 2016/17 are currently being considered.
Reduce staff sickness		Levels of staff sickness are being very closely monitored and appropriate management action taken, which has seen an overall reduction in sickness levels compared to last year (see relevant performance measure above).
Review LDC recruitment processes		A partnership arrangement has been set up with Eastbourne Borough Council (EBC) and LoveLocalJobs.com. New competencies are being used as part of staff recruitment and opportunities are being taken to review and align processes with

Project / Initiative	Current status	Update
		EBC. A joint Human Resources Manager has been appointed.
Finalise review of Human Resources (HR) policies and procedures including review of appraisal procedure		The HR policy review is well underway and a number of key policies have been revised and approved through Employment Committee following staff consultation. A review of the appraisal process and management systems will take place over next 12/18 months.
Develop a more strategic approach to equality and diversity		An Equalities Action Plan was agreed at the September meeting of Cabinet. Equality themes have been highlighted and ward profiles are being prepared.
Complete self-assessment against Equality Framework, develop learning and refresh equality analysis		The Council's approach to equalities has been reviewed. A new programme of equality assessments is being drawn up and the process for carrying them out is being streamlined. Learning is being developed through a programme of staff training focussing on dementia awareness.
Update workforce equality profile and equality monitoring		This is due to be completed by the end of March 2015.
Undertake Equal Pay audit		This work was planned to be undertaken in January but has been deferred until later in 2015 in order to focus resources on other organisational change priorities.
Implement new Data Transparency Code		A new Government Data Transparency Code was issued in October 2014. The majority of mandatory requirements have been in place for some time with a range of data already being published on the Council's website. Work is being undertaken to address a small number of new/additional requirements.

The following projects have been completed as planned:

- Train staff on new Competency Framework
- Provide Action Learning Sets for staff to ensure learning is shared across the organisation
- Undertake Staff Survey
- Introduce programme of regular staff briefings
- Review HR service plan to ensure it remains fit for purpose
- Implement Health and Safety improvement plan