

**Agenda Item No:** 9.2 **Report No:** 81/15  
**Report Title:** Portfolio Progress and Performance Report  
**Year End:** April 2014 to March 2015  
**Report To:** Cabinet **Date:** 6 July 2015  
**Cabinet Member:** Councillor Elayne Merry, Portfolio Holder  
**Ward(s) Affected:** All  
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#### **Purpose of Report:**

1. To consider the Council's progress and performance in respect of key projects and targets for the year ending 31<sup>st</sup> March 2015.

#### **Officers' Recommendation(s):**

2. That progress and performance for the 2014/15 financial year be considered and;
3. That the following comments and recommendations be considered and Cabinet decides whether each recommendation is agreed:
4. That Cabinet be requested to note the Scrutiny Committee's concern about the percentage of invoices paid on time;
5. That Cabinet be requested to consider the inclusion, in future performance reports, of an indicator regarding street cleanliness in the District;
6. That Cabinet be requested to consider the inclusion, in future performance reports, of the council's performance on the delivery of affordable homes; and
7. That Cabinet be requested consider the inclusion, in future performance reports, of a revised measure to provide a broader view on staff satisfaction.

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#### **Reasons for Recommendations**

8. To enable the Cabinet to consider the Council's performance for 2014/15 and take into consideration the recommendations made by the Scrutiny Committee.

#### **Background**

9. It is of fundamental importance that the Council monitors and assesses its performance on a regular basis, to ensure we continue to deliver excellent services to our communities in line with targets set. Alongside this, it is also vital to monitor progress against our strategic projects, to ensure we are delivering what we have set out to do.

10. The report sets out the Council performance against its targets and project for the year ending 31<sup>st</sup> March 2015. The Scrutiny Committee has a crucial role in terms of providing input into the policy making process, as well as oversight into the performance of the Council and therefore has been asked to make their recommendations on this report ahead of its consideration by Cabinet. Those recommendations can be found at para 35 of this report.

### **The Council's Performance Framework**

11. It may be helpful for Members to have a wider understanding of the Council's overall performance framework when considering this report.

12. The Council has an annual cycle (see appendix A) for the preparation, delivery and monitoring of its business and service plans. This cycle enables us to regularly review the council's work, and the targets it sets for performance, to ensure these continue to reflect customer needs and Council aspirations. Plans are reviewed in the autumn each year, alongside the formulation of budgets for the coming year. These are finalised in the winter and early spring, ready for the start of the new council year in April.

13. As we are currently at the start of a new council term, a new overarching Corporate Plan for the council is now under preparation. This will set out the overall priorities and objectives of the Council for the next 4 years, and the high level projects which will help to deliver these objectives. The draft Plan will be presented to Cabinet at its meeting on 24 September, and be subject to wide consultation before it is formally adopted by Council later in the year.

14. The Corporate Plan will inform the setting of new service plans, targets and project outcomes. Progress against these will subsequently be reported to Members in quarterly reports such as this. It is timely, therefore, that a review be undertaken to determine which performance measures are chosen for inclusion in such reports in future. This review will be undertaken ahead of the next quarterly report in September 2015.

15. This report looks retrospectively at the period 2014/15.

### **Performance report for 2014/15**




16. The purpose of this report is to provide Members with a range of performance measures and progress updates which reflect the key projects and service targets which the Council was committed to delivering in the 2014/15 council year. This report is effectively an annual performance report, demonstrating how we have done against the projects and targets set out in the 2014/15 Portfolio Holder statements and service plans for the period ending 31 March 2015.

17. The tables set out in appendix B provide the detailed information for Members' consideration, clearly setting out where performance and projects are 'on track' and where there are areas of concern. Where performance or projects not achieving targets/deadlines set, an explanation is provided, together with a summary of the management action being taken to address this.

18. Appendix B is structured following the seven Cabinet Portfolios which were in place during 2014/15. Members will be aware that the Cabinet for 2015/16 now comprises only 6 Portfolios and therefore differs from the Portfolios set out in this report.

19. The Council uses a Project and Performance Management System (Covalent) to record, monitor and report progress and performance (the system also supports the

management of risk at the Council). The system uses the following symbols to indicate the current status of projects and performance targets:


-  = Performance that is at or above target/those projects on track (green);
-  = Performance that is slightly below target but is within an agreed (usually +/- 5%) tolerance/projects where there are issues causing significant delay or change to planned activities (amber);
-  = Performance that is below target/projects that are not expected to be completed in time or within requirements (red).

## **Portfolio Progress and Performance – April 2014 to March 2015**

20. Appendix B presents a high level summary of progress and performance for each of the 2014/15 Cabinet portfolios and reflects the position at the end of the 4<sup>th</sup> and final quarter (ie as at 31<sup>st</sup> March 2015), and, where relevant, for the year in its entirety.

21. In summary,

- 89.5% of the Council's key projects were either complete or on track (9 projects were completed within the period; 25 projects were completed during 2014/15).
- 77% of the Council's performance targets were either met, exceeded or within a 5% variance.
- Only 5 indicators did not meet the planned targets.
- Only one performance target has been subject to change within the year. This related to the delivery of new homes delivered where a new target was agreed as a result of the formal examination of the Core Strategy.
- With regard to customer feedback, during the year 1553 complaints were received and responded to, and 165 compliments were made by customers about council services.

**The Good News** –  Where progress with projects and service performance met or exceeded targets set:

22. This section of the report highlights, by (2014/15) Portfolio, projects which have been successfully delivered, and areas where performance has been notably high or improved during the year.

### The Leader's Portfolio

23. The following was achieved in 2014/15:

- Construction of the University Technical College continues with a view to the college receiving its first cohort of students in September 2015.
- Newhaven flood and infrastructure schemes (involving £9m Local Economic Partnership and Government funding) are all progressing well.
- Construction of the Newhaven shared facility is well underway and on course for occupation in November 2015.
- Lewes House has remained open been in the town centre creating revenue streams for the Council and providing suitable accommodation for a range of businesses.

- The Council website has been refreshed resulting in an increase in the use of e-forms by 40%, 11% more visitors to the website and a 40% increase in page views.
- A Business Rate Retention Scheme was launched in April 2015 funding from which is being used to fund a Business Rate Discount Scheme. To date there have been two applications received, one of which has been approved.

### Corporate Services

24. The following was achieved in 2014/15:

- The savings targets for 2014/15 amounting to £59.6K were delivered in line with the Medium Term Financial Strategy;
- The Council's Business Continuity Plan was reviewed and updated to improve organisational resilience;
- The Council participated in the National Benefit Fraud Initiative to more effectively tackle fraudulent claims by the matching of data between different organisations;
- The Council recovered 70% of benefit overpayments during 2014/15, in line with its target.
- Significant organisational change projects are moving ahead well. This includes implementation of shared HR and Legal Services with Eastbourne Borough Council and the major procurement exercise for new technology and business change consultants to assist in the next phase of the Nexus Transformation Programme.

### Service Delivery

25. There was notably good performance following areas:-

- Council Tax and Business Rate collection rates remained high during 2014/15, exceeding the planned target for Business Rates.
- The number of days to process new council tax and housing benefit applications remained well within target for much of the year; overall it took 18 days (against a target of 20 days).
- The Council aimed to collect at least 95% of Council house rent due. At the end of the year, the Council had exceeded this collecting 98.2% of all rent due
- Eighty empty homes were brought back into use during 2014/15, twice as many as our planned target.

### Strategy and Development

26. During 2014/15 The UNESCO Biosphere Reserve was announced, following partnership work and active lobbying by the Council.

27. 100% of major planning applications were determined within 13 weeks during Quarter 4. Overall in 2014/15, decisions were made on 74% of all major applications within this timescale, well above national and our local targets. Minor applications were also determined well within target times.

### Community Improvement

28. The following projects were completed as planned during 2014/15:

- A cashless parking scheme was implemented in partnership with others;

- The Council actively consulted on and tendered for a delivery partner to introduce a Locally Sorted digital platform; the project did not add sufficient value to the District to progress beyond early concept stage;
- A new 5 year grounds maintenance contract was let in March 2015;
- Active partnership work with Wave Leisure has ensured the longer term sustainability of the Trust and leisure provision in the District;
- Management of Newhaven Fort was handed over to Wave Leisure.

### Stakeholder Improvement


29. The following projects were completed as planned during 2014/15:

- Partnership working was enhanced through another successful Town and Parish Council Conference and the Annual Tenants' Conference;
- Compacts were agreed with a range of private and 3rd sector organisations to make better use of Council facilities. This includes arrangements which sees other agencies and organisations offering advice and support services from Southover House reception;
- Community and voluntary sector grants were reviewed to ensure they continue to reflect need and corporate priorities.
- The Council aims to re-let Council homes within 26 days of them becoming vacant. Overall in 2014/15 we re-let our homes within an average of 25 days, exceeding our target.
- Tenant satisfaction with the remains high at 96.9% (well above target) and we carried out over 99% of urgent repairs within 5 working days.

### Internal Improvement

30. The following projects were completed as planned during 2014/15:

- Staff and managers completed training following adoption of a new Competency Framework;
- Senior managers were supported and developed through use of Action Learning Sets, aimed at sharing knowledge and skills across the organisation;
- The annual Staff Survey was completed and results shared with staff;
- Communication with staff was enhanced through a programme of regular 'invitation only' staff briefings by senior management;
- In the lead up to shared service with Eastbourne Borough Council, the HR service plan and recruitment processes were reviewed and adjustments to staffing arrangements were made;
- A Health and Safety improvement plan was developed and delivered to improve the system for reporting and managing health and safety risks;
- Following a self-assessment of the Council's approach to equality and diversity, a new, more strategic approach was developed and streamlined equality analysis arrangements introduced;
- Following the new national Code of Practice, the Council's arrangements for meeting Data Transparency requirements were reviewed and enhanced.

**Areas for Improvement** –  - Performance very slightly below target or project slightly off track (but within 5% tolerance)

31. The 'amber warning' is used to flag up any areas of performance that have fallen very slightly below target levels, or where projects are slipping behind schedule or going slightly off-track for any reason. There are 8 areas which fell into this category in 2014/15;

- Percentage of invoices paid on time
- Percentage of Council Tax collected during the year
- KG of household waste collected per household
- Deliver at least 2 community/commercial events including 'Whizz Pop Bang' children's festival
- Develop an Event Management Plan
- Percentage of repairs noted as good or satisfactory by tenants
- Update workforce equality profile and equality monitoring
- Undertake Equal Pay audit

32. Information about the management action taken to address these, where necessary, is set out within appendix B.

**Areas for Improvement** – ● Where performance was below target and/or projects were off-schedule or revised:

33. Where service performance falls significantly below target levels, or a project becomes seriously off-schedule, the performance management system enables this to be highlighted to managers straight away. High priority is then given to addressing these issues. There were only 5 such areas at the end of 2014/15. The management actions to address these are set out below.

#### Households in Bed and Breakfast/emergency accommodation

34. Officers are continuing to reduce reliance on bed and breakfast and inefficient emergency accommodation for homeless households. There has been an increase in emergency homelessness placements over the past few weeks due to an increase in new cases presenting as homeless. The Council is using vacant Council homes to reduce demand for bed and breakfast accommodation.

#### Removal of Fly-tips

35. The number of days being taken to remove reported fly-tips has gone from 2.7 days to 4.2 days. A management review of fly-tipping procedures is currently being undertaken to determine the reason for the apparent drop in performance. It is considered that that this may be due to both changes in how reports of fly-tips are being recorded and changes to procedures for dealing with fly-tips on Council land. The outcome from this review will be reported to a future meeting.

#### Recycling Levels

36. Recycling performance has remained below target for the year 2015/16 averaging 24.4%, compared to a target of 30%. In 2014/15 the Council commissioned a report to assess the Council's Waste and Recycling service and propose options for development that would substantially increase the level of refuse that is sent for recycling. A report outlining the proposed and recommended options for development has been written and will be presented to Cabinet in July.

#### Urban and Rural Regeneration Frameworks

37. Impact Seaford Group has been established and progress is being made on a number of projects. Future work on regeneration projects will be progressed with local stakeholders in line with a refreshed Regeneration Strategy.

#### Sickness Absence

38. The Council has a workforce of approximately 400 staff including over 100 staff working in our Recycling and Waste team. The first part of the 2014/15 year saw a marked reduction in sickness absence, however, over the course of the year there have been 36 cases of long term absence (three weeks or more) of which 9 cases led to absences of over 90 days. 2 of the 36 long term cases were over 200 days. The impact of these long term absences has adversely impacted the overall average figure. Managers and the HR team continue to work to ensure support is given to staff, absence is monitored and targeted intervention is provided as appropriate.

### **Scrutiny Committee Recommendations**

39. The Scrutiny Committee met on 18 June 2015, and considered the performance report. At that meeting it agreed the following recommendations:-

- i. That Cabinet be requested to note the Scrutiny Committee's concern about the percentage of invoices paid on time;
- ii. That Cabinet be requested to consider the inclusion, in future performance reports, of an indicator regarding street cleanliness in the District;
- iii. That Cabinet be requested to consider the inclusion, in future performance reports, of the council's performance on the delivery of affordable homes; and
- iv. That Cabinet be requested consider the inclusion, in future performance reports, of a revised measure to provide a broader view on staff satisfaction.

### **Financial Appraisal**

40. Monitoring and reporting project and performance information is contained within existing estimates. 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 budgets/resources.

### **Legal Implications**

41. Comment from the Legal Services Team is not considered necessary for this routine monitoring report.

### **Risk Management Implications**

42. **Risks:-** the Council fails to achieve its strategic objectives/performance targets; poor performance in service levels and quality may lead to greater customer 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 leads to flawed decision-making which may be costly, inefficient or ineffective; poor communication of performance achievements and outcomes. [Specific project risks are identified and managed by the relevant project manager].

43. **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 Analysis**

44. The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports.

## **Background Papers**

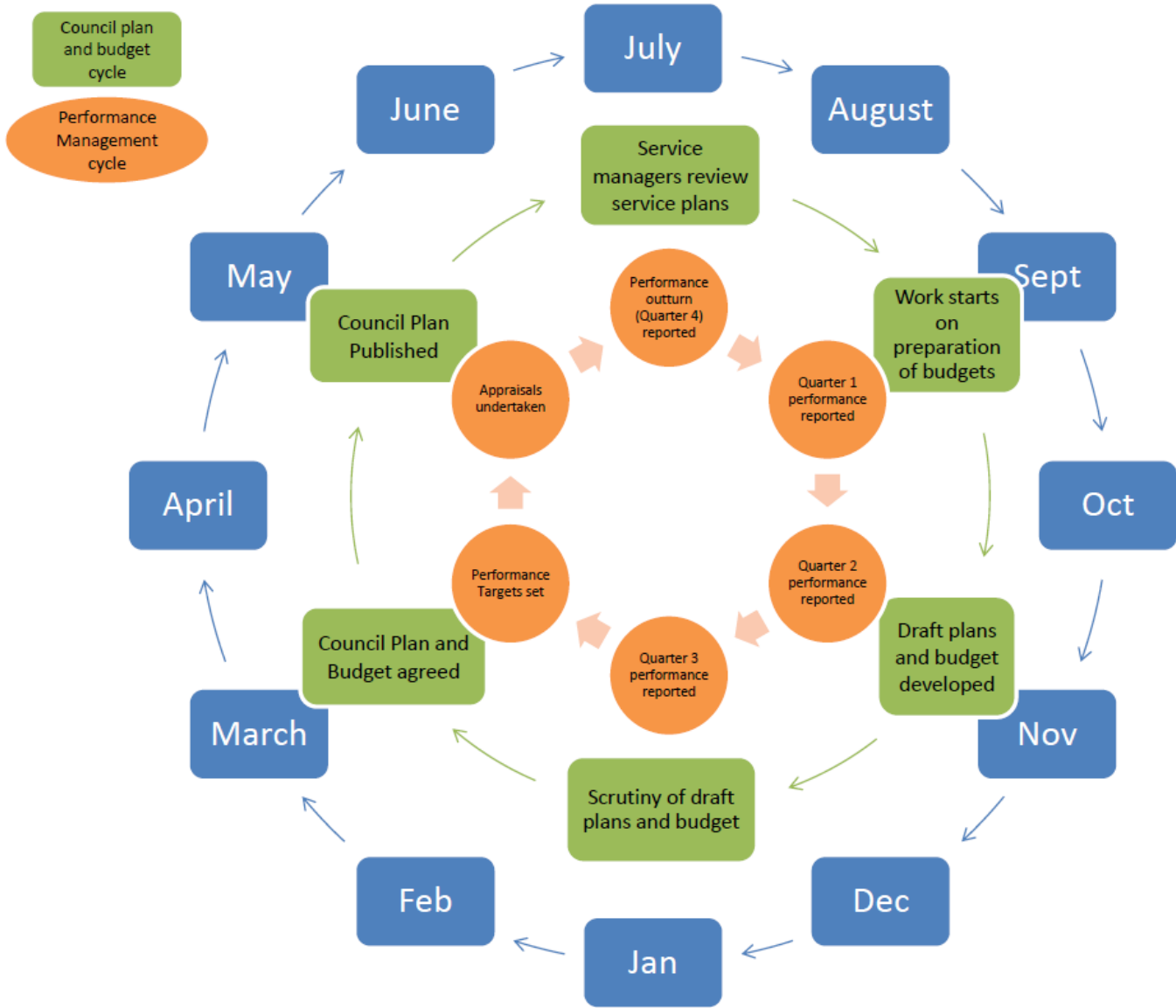
None

## **Appendices**

Appendix A – Performance Matters – The Council's Performance Management Framework

Appendix B - Portfolio Progress and Performance Reports (April 2014 to March 2015)





## CABINET: LEADER'S PORTFOLIO




### Progress and Performance Report







Period: 1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015 (Quarter 4)






#### 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 have been taking place during 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. Draft outline design options have been prepared. Major works are expected to commence in Spring 2016.
Newhaven Growth Quarter project		Work started on site in May 2015 with completion expected April 2016. A preferred contractor has been appointed and detailed design work is now complete.
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. Priority projects include the Newhaven Port access road (Phase 1) (currently under construction) and Newhaven Flood Defence. A successful meeting with the Department for Business, Innovation and Skills took place in March 2015.
Proactively engage with Greater Brighton Economic Board (GBEB) to ensure Newhaven benefits from proximity to Brighton		The GBEB considers upcoming Local Growth Fund projects. Meetings in February and March considered extension of commercial property database and Newhaven Investment package respectively.
Explore the potential of Enterprise Zone in Newhaven		The Local Enterprise Partnership is in discussion with Department of Communities and Local Government on the way forward following the

Project / Initiative	Current status	Update
		submission of an Enterprise Zone bid in October 2014. Other bids were prioritised in the first round. A decision on the next round of bids is expected in July 2015.
Launching a Business Rate Retention Scheme		COMPLETED. A Business Rate Retention Scheme was launched in April 2015, funding from which is being used to fund a Business Rate Discount Scheme. To date there have been two applications received, one of which has already been approved.
Develop new Council website		COMPLETED. The new website was launched in early March 2015. This has resulted in an increased use of e-forms and an improved 'bounce back' rate (ie visitors to the site are remaining on pages for longer suggesting they are finding the information they need). 70% of visitors who completed the online survey were happy with the changes that had been made.
Commence project to develop shared facility in partnership with East Sussex Fire Service		Construction of the new facility is underway in Newhaven with completion expected in Autumn 2015 and occupancy by the end of November 2015.
Agree to bring forward affordable housing across the District with development partner		In September 2014 Cabinet authorised conclusion of negotiations for the Lewes District Property Portfolio. These were concluded and the Development Agreement signed in May 2015. The Council has entered a partnership with Karis Developments Ltd and Southern Housing Group to develop around 415 new homes across the District.
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. Draft marketing materials are being prepared and agreed.

# CABINET: CORPORATE SERVICES PORTFOLIO

## Progress and Performance Report

Period: 1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015 (Quarter 4)

### 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	Q4 Jan- Mar	Full Year 14/15	Current status	Explanatory Note
Percentage of overpayments recovered	70%	70%	73%	69%	68%	70%		Performance overall for the year is 70% and in line with the Council's target.
Percentage of invoices paid on time	98%	94%	87%	82%	93%	88.6%		Performance has improved in the fourth quarter but remains below target overall for 2014/15. The Council paid 20,946 invoices during 2014/15 of which 2,383 were late (11.38% overall). The vast majority (1,739) of these late invoices were in respect of property services works. Management action has already resulted in consolidating some invoices from suppliers. Further opportunities to streamline and speed up invoice payments continue to be investigated.

### Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Explore joint services with Eastbourne Borough Council		Cabinet agreed new shared service arrangements with Eastbourne Borough Council for Human Resources and Legal Services. Successful staff transfer between both councils took place on 1 <sup>st</sup> April 2015.
Procure technology and business change resources to support the transformation programme		March 2015 Cabinet received an update on the procurement of new technology and business change consultants. Invitations to Tender were issued in April 2015 and tenders were received from 3 bidders on 29th May 2015. These are currently being evaluated. We anticipate implementation commencing in October 2015.
Specification for business change partner to assist in IT/process transformation		
Implement new telephony system (Phase 2)		Proposals to optimise use of the new telephony system and develop the Council's call handling capabilities is now being addressed as part of wider IT changes

Project / Initiative	Current status	Update
		planned for later in 2015.
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 commercial property portfolio and make best use of our assets		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. Staff resources are now being shared and officers in both councils are working together to implement Corporate Landlord arrangements from April 2016. A report is due to come to Cabinet in the Autumn on a Joint Procurement Strategy.
Update Risk Management Strategy and Risk Register		COMPLETED. Cabinet in March 2015 approved the Council's Risk management Strategy and Strategic Risk Register. Officers continue to assess and manage operational and project risks as part of normal management arrangements.

# CABINET: SERVICE DELIVERY PORTFOLIO

## Progress and Performance Report

1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015 (Quarter 4)

### 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	Q4 Jan-Mar	Full Year 14/15	Current status	Explanatory Note
Percentage of Council Tax collected during the year (cumulative)	98.4%	29.9%	28.4%	27.9%	11.9%	98.3%		Although showing below target, the overall Council Tax collection rate was only off target by 0.1%.
Percentage of Business Rates collected during the year (cumulative)	98.5%	32.5%	25.2%	28.3%	12.25%	98.9%		
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	15 days	18.1 days		Overall performance for the year was 18.1 days.
Percentage of rents collected during the year (cumulative)	95%	94.5%	97.4%	97.9%	98.2%	98.2%		
KG of household waste collected per household (cumulative)	500Kg or less	124Kg	128Kg	126Kg	127Kg	505Kg		Although showing below target, the overall household waste collection rate was only off target by 5Kg per household.
Percentage of abandoned vehicles removed within 24 hours	90%	100%	100%	100%	100%	100%		There were 110 vehicles reported as abandoned during Quarter 4. Only 3 were found to be legally abandoned and subsequently removed.
Number of empty homes brought back into use (cumulative)	40	15	28	18	19	80		
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	0 days	23.5 days		There were no families with children requiring emergency accommodation during Quarter 4.

KPI Description	Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Full Year 14/15	Current status	Explanatory Note
Total number of households living in bed and breakfast/emergency accommodation	50 or less	56	57	48	57	57		The data in the full year column is as at 31 <sup>st</sup> March 2015.
<b>Performance Improvement Action</b>	Officers are continuing to reduce reliance on bed and breakfast and inefficient emergency accommodation for homeless households. There has been an increase in emergency homelessness placements over the past few weeks due to an increase in new cases presenting as homeless. The Council is using vacant Council homes to reduce demand for bed and breakfast accommodation.							
The average number of days taken to remove reported fly-tips	Less than 2 days	2.7 days	2.2 days	3.3 days	4.2 days	3.0 days		There were 51 reports of fly-tips during Quarter 4, compared to 77 for the same period last year. The data collection methodology has changed and further analysis is required.
<b>Performance Improvement Action</b>	There is currently a management review underway to determine the underlying reason for the apparent drop in performance. Initial investigation suggests this may be due to changes in procedures for dealing with fly-tips on Council land. The review will identify options for addressing under-performance which will be reported to a future meeting.							
Percentage of household waste sent for reuse, recycling and composting	30%	24.8%	24.2%	24.0%	24.7%	24.4%		The year end figure is the average for the year 2014/15. The confirmed final outturn will be received from the Waste Disposal Authority (ESCC).
<b>Performance Improvement Action</b>	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. The Council has had success in raising awareness through the Zero Heroes campaign but has had some feedback from residents that ease of collection of recyclables remains an issue.							
Total number of customer feedback received; a) complaints; b) compliments	Data Only	a) 434 b) 38	a) 483 b) 56	a) 382 b) 50	a) 254 b) 21	a) 1553 b) 165	N/A N/A	Changes have been made to the systems for collecting complaints and compliments data during 2014/15. Missed bins are now recorded and dealt with separately (hence the apparent reduction in the number of complaints in Q4).

KPI Description	Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Full Year 14/15	Current status	Explanatory Note
								This will now be used as a base line against which to measure future years' performance.

#### 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. Cabinet in March 2015 agreed to proceed with a green waste trial in Seaford, commencing in Summer 2015.
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. The contract is being finalised and is expected to commence in June with first installation taking place in late June/early July.
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. Landlords and tenants of 11 properties have been contacted and of these 6 have been inspected. A potential housing benefit fraud was discovered and the housing benefit team have been provided with information for them to investigate.



# CABINET: STRATEGY AND DEVELOPMENT PORTFOLIO

## Progress and Performance Report

1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015 (Quarter 4)

### 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	Q4 Jan-Mar	Full Year 14/15	Current status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	100%	45.4%	67%	100%	74%		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. For 2014/15 the overall performance was 74%.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	81%	78%	79%	80.4%	81%		The Council operates well above the national target of 65%.
Percentage of planning appeals allowed (LDC/SDNP combined)	Less than 33%	17%	0%	100%	25%	23%		Overall performance for the year was 23%.
Net additional homes provided in the District (cumulative)	255	41	47	105	19	277		Only data for large development sites is collected quarterly (212 overall for 2014/15). The full year figure also includes small development sites. At the start of the year, the target of 304 units was set and based upon the Joint Core Strategy for the period 2010 to 2030. Since this time the Council has prepared an up-to-date housing trajectory that predicts the likely number of housing completions for any given year. This was part of the evidence submitted for the Core

								Strategy Examination. This trajectory identified a revised target of 255 net additional homes to be completed in 2014/15. Hence, although the original target was not met, the more up to date target was.
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## 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. A planning application was submitted at the end of February 2015 and is expected to be determined in September 2015. Joint Venture discussions continue.
Submit the Core Strategy to the Planning Inspectorate and progress through the Examination in Public.		The Council is applying substantial weight to Core Strategy policies and the Inspector's findings in the determination of planning applications, including requirements for affordable housing and protection of viable employment sites.
Progress the Site Allocations and Development Management Policies document, which will eventually form part of the development plan.		The publication of the Proposed Submission document has been delayed until late Autumn 2015. This is because the final report into the Core Strategy needs to be received from the Planning Inspector (expected in October/November 2015) before the Site Allocations and Development Management Policies document can be finalised.
Explore the future of visitor services in Seaford, Peacehaven and Lewes to ensure they reflect the increasing on-line marketplace.		A Strategic Tourism Vision and Action Plan 2015-18 has been agreed. Pilot visitor information points have been agreed and are in the process of being installed.
Seek developer contributions through the Community Infrastructure Levy (CIL)		Examination of the proposed CIL – Charging Schedule took place in mid-April and the Inspector's report is expected by the end of June. Subject to the Inspector finding no shortcomings with our proposed Charging Schedule we will seek to adopt and implement from October 2015.
Urban and rural regeneration frameworks		Impact Seaford Group has been established and progress is being made on a number of projects. Future work on regeneration projects will be progressed with local stakeholders in line with a refreshed Regeneration Strategy.

## CABINET: COMMUNITY IMPROVEMENT PORTFOLIO

### Progress and Performance Report

1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015 (Quarter 4)

### 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. Coastal Implementation Plan for coastline between Newhaven and Brighton Marina is due in Summer 2015. Work is also progressing on projects in Peacehaven and Newhaven. Public awareness event in March 2015 was well attended. Partnership with Seaford Town Council and others continues.  Inland Flood Prevention – Work is progressing on projects in Lewes. Further flood resilience work is planned for the Broyleside, Ringmer. Target implementation by the end of 2015/16.
Administering emergency flood relief		Government Repair and Renewal Grants have been rolled out in affected areas of the District. These have been allocated to 15 properties in the District. Works are expected to be completed by late summer 2015.
Assess viability of an internal drainage board working with neighbouring districts		Cabinet in March 2015 received report on proposals for an Internal Drainage District.
Successfully handover management of Newhaven Fort to Wave Leisure		COMPLETED. Handover of the management of the Fort to Wave Leisure took place on 1 <sup>st</sup> May 2015, a little later than planned due to the need to address specific issues arising in respect of the staff transfer and historic grants arrangements.
Work to deliver a Public Realm Strategy for the District		The implementation of the Community Infrastructure Levy will provide an opportunity for Town and Parish Councils to implement public realm improvements. The Public Realm Framework has been endorsed by the Planning Inspector as part of the review of the Core Strategy.

Project / Initiative	Current status	Update
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) opened to the public in March 2015.
Deliver at least 2 community/commercial events including 'Whizz Pop Bang' children's festival		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. The 2 <sup>nd</sup> Lewes Business Awards was launched in March 2015.
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 developed over the summer 2015 and reported to Cabinet for approval.

## CABINET: STAKEHOLDER IMPROVEMENT PORTFOLIO

### Progress and Performance Report

1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015 (Quarter 4)

#### 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 Jul-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Full Year 14/15	Current Status	Explanatory Note
Average number of days to re-let Council homes (excluding temporary lets)	26 days	22 days	28 days	24 days	26 days	25 days		Performance for the year overall is 25 days.
Overall tenants satisfaction	88.5%	90.2%	87%	92.6%	96.9%	91.6%		The survey data is provided by an independent researcher each quarter. The full year figure is the average satisfaction for 2014/15.
Percentage of urgent repairs carried out within Government time limits	98%	97%	98%	98.6%	99.4%	98.2%		The final year figure is the average for 2014/15.
Percentage of repairs noted as good or satisfactory by tenants	97.5%	96.8%	96.4%	98.7%	96.9%	97.2%		Although showing below target, overall tenant satisfaction was only off target by 0.3%. Performance overall in 2014/15 was 96.5%. The final year figure is the average for 2014/15.

#### 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		COMPLETED. Service Level Agreements with the Citizens Advice Bureau, 3VA and Action in Rural Sussex have been agreed by cabinet and implemented.
Promote LEAP (Local Enterprise and Apprenticeship Platform) with stakeholders		The fourth Entrepreneurs Scheme is underway.
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. 2 <sup>nd</sup> Lewes District Business Awards was launched in

Project / Initiative	Current Status	Update
		March 2015.

## CABINET: INTERNAL IMPROVEMENT PORTFOLIO 2014/15

### Progress and Performance Report

1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2015 (Quarter 4)

#### 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 Jul- Sept	Q3 Oct - Dec	Q4 Jan-Mar	Full Year 14/15	Current status	Explanatory Note
Average working days lost to sickness per FTE equivalent staff (cumulative)	9.0 days	2.3 days	2.15 days	3.08 days	3.56 days	11.1 days		The target is for the full year which equates to 2.25 days per quarter. Total days lost due to sickness for the 2014/15 year is 11.1 days.
<b>Performance Improvement Action</b>			The Council has a workforce of approximately 400 staff including over 100 staff working in our Recycling and Waste team. The first part of the 2014/15 year saw a marked reduction in sickness absence, however, over the course of the year there have been 36 cases of long term absence (three weeks or more) of which 9 cases led to absences of over 90 days. 2 of the 36 long term cases were over 200 days. The impact of these long term absences has adversely impacted the overall average figure. Managers and the HR team continue to work to ensure support is given to staff, absence is monitored and targeted intervention is provided as appropriate.					
Satisfaction of staff - Proportion of staff who feel they are treated with fairness and respect at work	Data Only	-	-	57%	-	57%	No target set	The last survey was carried out in October 2014. There is no single measure of staff satisfaction. The annual staff survey seeks feedback on a number of aspects of working life including communication, management arrangements and dignity at work. The results are discussed with staff and used to identify areas for improvement.

Portfolio Projects and Initiatives

Project / Initiative	Current status	Update
Develop LDC Organisational Development Strategy		The Nexus Transformation Programme is taking forward the Organisational Development Strategy, including organisational restructuring and business process remodelling to improve efficiency. The Nexus Transformation Board is overseeing the Programme.
Develop new Performance Management Framework and key performance measures that reflect core business and key priorities		Update Service Plans for the 2015 to 2017 period have been agreed. New Scrutiny Performance Monitoring arrangements have been put in place from April 2015. Further embedding of the new Competency Framework will continue following trial during 2014/15. Development of Covalent performance management and business planning system continues to progress well.
Reduce staff sickness		The Council has a workforce of approximately 400 staff including over 100 manual staff working in our Recycling and Waste team. The first part of the 2014/15 year saw a marked reduction in sickness absence; however, over the course of the year there have been 36 cases of long term absence (three weeks or more) of which 9 cases led to absences of over 90 days. 2 of these were for an operation, 1 is for a cancer related absence, 2 for reasons of depression and 4 relate to musculoskeletal issues. 2 of these 36 long term cases were over 200 days. The impact of these long term absences has adversely impacted the overall average figure. Managers and the HR team continue to work to ensure support is given to staff, absence is monitored and targeted intervention is provided as appropriate.
Review LDC recruitment processes		COMPLETED. 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 EBC. A joint Human Resources Manager has been appointed.
Finalise review of Human Resources (HR) policies and procedures including review of appraisal procedure		A number of HR policies have been revised, consulted upon and approved by the Employment Committee. A review of the appraisal process and management systems will take place in the near future. An opportunity to review policies and procedures with Eastbourne will proceed from April 2015 following implementation of new shared service arrangement.
Develop a more strategic approach to equality and diversity		COMPLETED. A review of the Council's approach to equality and diversity has been completed and an Equalities Action Plan was agreed by Cabinet in September 2014. Ongoing work to implement new arrangements is now considered to be part of Business as Usual activity.
Complete self-assessment against Equality Framework, develop learning		COMPLETED. Self-assessment completed and appropriate areas for development

Project / Initiative	Current status	Update
and refresh equality analysis		have been incorporated into the Council Equality Action Plan. Profiles for the District and wards have been produced and copies made available to new councillors as part of Induction process following elections in May 2015.
Update workforce equality profile and equality monitoring		Work on this is underway and expected to be completed by September 2015.
Undertake Equal Pay audit		This work is near completion. The workforce data has been analysed and the full report will be presented to CMT and Employment Committee in August/September 2015. The results will then be published on the website.
Implement new Data Transparency Code		COMPLETED. A revised mandatory Data Transparency Code was issued in October 2014. Work to address a small number of new/additional requirements is being managed as part of Business as usual activity.