

Agenda Item No: 9.2 **Report No:** 124/17

Report Title: Portfolio Progress and Performance Report 2017/18 - Quarter 1 (April - June 2017)

Report To: Cabinet **Date:**

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 first quarter of the year (April to June 2017 (Quarter 1)) as shown in Appendix 1.

The Scrutiny Committee is recommended to;

2. Consider progress and performance for Quarter 1 and make any relevant recommendations to Cabinet.

The Cabinet is recommended to;

3. Consider progress and performance for Quarter 1 and consider any relevant recommendations made by the Scrutiny Committee.
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Reasons for Recommendations

4. To enable Scrutiny and Cabinet to consider specific aspects of the Council's progress and performance.

Background

5. The Council has an annual cycle for the preparation, implementation and monitoring of its business plans and budgets. This cycle enables us regularly to review the Council's work, and the targets it sets for performance, to ensure these continue to reflect customer needs and Council aspirations.
6. It is important to monitor and assess progress and performance on a regular basis, to ensure the Council continues to deliver priority outcomes and excellent services to its customers and communities. These priorities are set out in the Council Plan that was







adopted by the Council in February 2016, supported by associated projects and service performance targets approved by Cabinet in July 2016.

7. The Scrutiny Committee has a key role in terms of oversight of the Council's progress and performance and challenging areas of under-performance. This report sets out the Council's performance against its targets and projects for the first quarter of 2017/18 (the period running from 1st April to 30th June 2017).

Reflection on 2016/17


8. 2016/17 was once again a productive year for the Lewes Scrutiny Committee. The Council performance was reviewed on a quarterly basis ahead of Cabinet, and this has been helpful in providing Members with early information about any performance issues/concerns, as well as assuring Members that such issues are being addressed by robust management actions.
9. It is good practice for the Scrutiny Committee to reflect annually on its performance. The paragraph below sets out what was achieved by the committee in 2016/17 and a full copy of the 2016/17 quarter four performance is included in Appendix Two.
10. Along with a thorough assessment of Council performance throughout the year, the Scrutiny Committee has also given consideration to various other issues as part of its overview and scrutiny function. These have included;
 - Scrutiny of the Council's draft budget for 2017/18
 - Scrutiny of the financial support provided by the Council to the voluntary and community sector
 - Scrutiny of the options for the establishment of a Housing Investment Company
 - Response to Petition to Full Council regarding Children's Play Facilities in Lewes
 - Scoping Reports for proposed Scrutiny Review of rail/public transport services in Lewes
 - Scrutiny of the 2017/18 Budget overview and Tax Base
 - Scrutiny of the annual equalities report 2016
 - Scrutiny of the Voluntary Sector Support
 - Scrutiny of the work of the Lewes District Community Safety Partnership
 - Scrutiny Review of the Council Tax Reduction Scheme
 - Scoping report for potential tourism review, followed by a report detailing the Strategic Tourism Vision and Action Plan
 - Scrutiny of the Turkish Baths development plan

Performance in the First Quarter of 2017/18

11. [Appendix 1](#) provides a high level summary of progress and performance arranged by Cabinet portfolio. The summary shows where performance and projects are 'on track/on target' and where there are areas of risk, concern or under-performance. Where performance or projects are 'off track/below target', an explanation of the management action being taken to address this is also provided.
12. Detailed project/performance tracking information is recorded in the Council's performance management information system (Covalent). The system uses the following symbols to indicate the current status of projects and performance targets:
-  = Performance that is at or above target;
 -  = Project is on track;
 -  = Performance that is slightly below target but is within an acceptable tolerance/projects where there are issues causing significant delay or change to planned activities;
 -  = Performance that is below target/projects that are not expected to be completed in time or within requirements;
 -  = Project has changed or been discontinued;
 -  = Data with no performance target.

Portfolio Progress and Performance – Quarter 1

13. An overview of the Council's performance for the year as at the end of the 1st quarter is set out below:
- 95% of the Council's key projects were either completed or on track at the end of the 1st quarter. There are no project delays which constitute any serious risk to the Council.
 - 96% of the Council's performance targets were either met, exceeded or within acceptable levels during the 1st quarter.
 - One indicator did not meet its planned target during the 1st quarter (see paragraph 29 below).

The Good News for Quarter 1 –  Notable project milestones or service performance achieved.

14. This section of the report provides specific highlights by portfolio in terms of notable project progress or performance achievements.

Customers and Partners

15. **Devolution of Open Spaces** remains on schedule, with transfer of sites to Lewes Town Council and Newhaven Town Council progressing well.
16. The outturn in quarter one for **Number of people registering for our email service** has outperformed expectations, achieving 500%+ of the annual target in the first three months.

Environmental Impact

17. The **Energy & Sustainability Joint Venture** has been initiated, providing the capability to deliver a range of capital projects with embedded environmental and sustainability objectives at a low cost and with low risk for the next 20 years.

Finance

18. **Percentage of Council Tax collected during the year** exceeded both its quarter one target and the performance achieved in the same period during 2016/17.

Housing

19. Both the **Housing Investment Company** and the **Rural Housing Project** have been successfully started, with the former being incorporated in July 2017.
20. The **Average number of days to re-let Council homes (excluding temporary let)** is well below its target, achieving 19 against 25; while **Total number of days that families need to stay in emergency/B&B accommodation** also performs well, recording 0 for the first three months of 2017/18.

People and Performance

21. Significant developments have been made in respect of the Council's **Joint Transformation Programme** with Eastbourne. This key strategic programme cuts across most areas of the Council's work and is subject to separate, more detailed reporting to Cabinet. The programme has mobilised the phase one teams successfully and consultation is now underway with staff affected by phase 2.

Planning

22. The **Neighbourhood Planning** project on schedule, currently delivering two Regulation 14 Consultations (Newhaven and Plumpton) and looking to begin a third (Seaford).
23. Five out of the six targeted Performance Indicators for the Planning portfolio have outperformed their targets in quarter one.

Regeneration and Business

24. The **North Street Quarter, Newhaven Port Access Road (ESCC Project)** and **Newhaven Enterprise Zone** projects are all on schedule, while the **Newhaven Growth Quarter** is now complete and only being monitored to meet funding conditions.

Waste and Recycling Transformation

25. The **Waste Improvement Project** has been mobilised, and the **Waste Strategy: Green Waste Services** is now complete.


Areas for Improvement – 🟡 Project/performance is slightly off track (but within acceptable/5% tolerance). The 'amber' warning flags up performance that has fallen very slightly below target or projects that are slipping behind schedule or going slightly off-track.

26. There were six performance indicators which fell into this category during the first quarter:

- Average working days lost due to sickness per FTE equivalent staff
- Percentage of Business Rates collected during the year
- The number of days taken to process new housing/council tax benefit claim
- Overall tenants' satisfaction
- Wave Leisure: Visitors to leisure centres
- Average time taken to answer telephone calls

The context regarding these performance issues is set out in Appendix 1. Only one project is being reported as amber at the end of the fourth quarter;

27. The Local Plan (Part 2): We are now in a position to present the proposed Local Plan Part 2 to Cabinet in November. Technical work assessing air quality impacts of the Local Plan (part 1 and part 2) is nearing completion and raises no issues for the Local Plan at this stage. It is therefore anticipated that there will be a period of consultation between late November 2017 and late January 2018, and submission to the Secretary of State for Examination in Spring 2018 with an anticipated Adoption in December 2018.

Areas for Improvement –  Performance well below target and/or project significantly off-schedule or revised. Where service performance falls well below target levels, or a project is significantly off track or has been significantly revised or cancelled, priority is given to addressing these issues.

28. There was one area where this was the case in the first quarter.

29. Total number of households living in other temporary accommodation: At the end of Quarter 1 the number of people in temporary accommodation was 58. This is higher than the last quarter and higher than the target of 50. Work is underway to revise the structure of the team dealing with homelessness which will focus on finding housing solutions to move people on from temporary accommodation and reduce reliance on Council accommodation to discharge a housing duty.

30. The Homelessness Reduction Act will come into force in April 2018 and place additional statutory duties on housing authorities. The revised structure has been suggested to take account of this additional demand for service and enable officers to fulfil all statutory duties in a timely manner. In turn this should minimise the numbers in temporary accommodation and reduce associated costs.

Financial Appraisal

31. Project and performance monitoring and reporting arrangements are contained within existing estimates. Corporate performance information should also be considered alongside the Council's financial update reports (also reported to Cabinet each quarter) as there is a clear link between performance and budgets/resources.

Legal Implications

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

Risk Management Implications

33. It is important that corporate performance is monitored regularly otherwise there is a risk that reductions in service levels, or projects falling behind schedule, are not addressed in a timely way.

Equality Analysis

34. The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports or as part of programmed equality analysis. The equality implications of projects that form part of the Joint Transformation Programme are addressed through separate Equality and Fairness assessments.

Background Papers

[Council Plan 2016 to 2020](#)

Appendices

Appendix 1 – Portfolio Progress and Performance Report (Quarter One 2017/18).