

Agenda Item No: 7 **Report No:** 144/16
Report Title: Portfolio Progress and Performance Report 2016/17 - Quarter 2 (July to Sept 2016)
Report To: Scrutiny **Date:** 8 November 2016
Cabinet 16 November 2016
Cabinet Member: Councillor Elayne Merry, Portfolio Holder
Ward(s) Affected: All
Report By: Robert Cottrill, Chief Executive

Contact Officer

Name: Jo Harper
Post Title: Head of Business Strategy and Performance
E-mail: jo.harper@lewes.gov.uk
Tel No: 01273 661374

Purpose of Report:

1. To consider the Council's progress and performance in respect of key projects and targets for the second quarter of the year (July to September 2016 (Quarter 2)) as shown in Appendix 1.

The Scrutiny Committee is recommended to;

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

The Cabinet is recommended to;

3. Consider progress and performance for Quarter 2 and consider any relevant recommendations made by the Scrutiny Committee.
-

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 second quarter of 2016/17 (the period running from 1st July to 30th September 2016).

Performance in the Second Quarter of 2016/17

8. 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.
9. 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 2

10. An overview of the Council's performance for the year as at the end of the 2nd quarter is set out below:
 - 82% of the Council's key projects were either completed or on track at the end of the 2nd quarter. There are no project delays which constitute any serious risk to the Council.

- 86% of the Council's performance targets were either met, exceeded or within acceptable levels during the 2nd quarter.
- 8 indicators did not meet planned targets during the 2nd quarter (see paragraphs 17-19 below).
- Customer feedback: There were 322 complaints and 14 compliments made by customers during the 2nd quarter.

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

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

Regeneration and Business Portfolio

12. All four regeneration projects are on track. Art Wave, which was the main piece of project work within the Tourism Strategy this year, provided again a very successful and well attended series of events across the district.

Value for Money Portfolio

13. Council tax collection continues to be on track to achieve the end of year target of 98%. However, it should be noted that business rate collection is below the target for this point in the year. This is partly due to more businesses choosing to pay over 12 monthly instalments. Officers are considering whether the target profile should be amended to reflect this, as it is likely that the annual target will be achieved.

Housing Portfolio

14. All three housing projects are on track. Performance across the key measures in housing is also on track with only rent collection being marginally below target.

Waste and Recycling Portfolio

15. The strategy is processing as planned, with the exception of the depot (see para 19) with a report on future direction having been considered by Cabinet in September 2016. The Garden Waste service continues to be rolled out with plans in place to move to new areas in the spring.

Planning Portfolio

16. Good progress is being made in Neighbourhood Planning, with two plans adopted (Newick and Hamsey) in the second quarter. Wivelsfield's plan was subject to referendum on 27 October 2016 and is subject to decision elsewhere on this agenda.


17. Performance across all the key measures in planning is on track for the second quarter.

People and Performance Portfolio

15. Staff sickness has fallen to an average of 2 days per full time equivalent in the second quarter, taking performance in this area to within target.

Customers and Partners Portfolio

16. Calls to the customer hub continue to be answered within the target time with an average of 12 seconds being achieved this quarter. Sign-up for the council's email alert system continues to grow, exceeding the target (1,500) for the second quarter, with 2,271 new sign ups.

Areas for Improvement –  Project/performance is slightly off track (but within acceptable/5% tolerance).

17. 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. There were 4 performance areas which fell into this category during the second quarter:


- Payment of Invoices
- Collection of rent
- Complaints responded to within target time
- Wave leisure: visits to leisure centres

Action being taken to tackle performance issues in these areas are set out in appendix 1.

18. Only 2 projects are being reported as amber at the end of the second quarter;

The Local Plan (Part 2): Work is progressing. It is still expected that the public consultation will take place in April/May 2017, however the current judicial review may have further impact.

Devolution: Work has recommenced with Newhaven Town Council to transfer a number of sites which have been agreed by Cabinet. During Q3, both Peacehaven and Telscombe Town Councils will be contacted with a view to commencing the devolution process.

Areas for Improvement –  Performance well below target and/or project significantly off-schedule or revised.

19. 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. There were 2 areas where this was the case in the second quarter;

Collection of Business Rates: Although this area shows 'red' on the performance report, this is due to the way the target is profiled through the year where more businesses are choosing to pay 12 monthly instalments rather than lump sums, or 10 monthly. Officers are confident that the end of year target will still be achieved and are considering a change of target profile to better reflect customer payment preferences.

Waste Strategy – New Depot Site: As a result of particularly poor ground conditions, which came to light as part of the pre-construction tests, the build costs for the new depot have risen sharply. The depot at Avis Way is no longer affordable and the waste and recycling operation will continue at Robinson Road for the foreseeable future. The project has been terminated accordingly.

Financial Appraisal

20. 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

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

Risk Management Implications

22. 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

23. 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 2)

PORTFOLIO PROGRESS AND PERFORMANCE QUARTER 2 (July to September 2016)

Key to Symbols



- Project is complete; Performance is at or above target (please note, in some instances performance data has been rounded to the nearest whole number/percentage);



- Project is on track or yet to commence;



- Project has issues causing significant delay or change to planned activities; Performance is below target but within 5% tolerance;



- Project is not expected to be completed in time or within requirements; Performance is below target;



- Project scope has changed/project has been discontinued;



- No performance target set.

PLACE - GROWTH AND PROSPERITY

Portfolio: Councillor Andy Smith (Regeneration and Business)

Portfolio Projects and Initiatives

Project / Initiative	Target Project Completion	Current Status	Update
North Street Quarter	September 2017		An Application has been submitted for discharge of the heritage planning conditions. This is a necessary pre-condition before demolition can commence.
Newhaven Flood Alleviation Scheme	April 2017		Planning permission for LDC areas issued and permission for SDNPA areas imminent. Starting site preparation works in early November prior to start on site.
Newhaven Enterprise Zone	December 2018		The Enterprise Zone Programme Manager has been appointed and commenced work on 1 August 2016. The inaugural meeting of the Project Board took place on 3 rd October 2016. The brief for the Investment Strategy has been issued and tenders are awaited.
Tourism Strategy	March 2018		The 2016 ArtWave festival has successfully been delivered. The event has become one of the biggest and most vibrant open house events in the East Sussex calendar. Thousands of visitors attended hundreds of venues; meeting artists, seeing how and where they work, and buying art directly from them. The festival featured over 400 artists with over 120 different places to visit.

VALUE FOR MONEY





Portfolio: Councillor Bill Giles (Finance)

Portfolio Projects and Initiatives

Note:

- 1) There are no strategic projects currently within this portfolio.
- 2) There is a separate process for monitoring the Council's financial performance including key targets. This is reported as part of the regular financial update reports to Cabinet.




Key Performance Indicators

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
Percentage of invoices paid on time (within 30 days)					
a) Housing	a) 95%	a) 97%	a) 93%		Achieving targets in the processing and payment of invoices continues to be challenging. Although progress has been made, more work is required. However, as has been reported previously, in the longer term, introduction of electronic purchasing, through changes to the financial systems across both Lewes and Eastbourne councils, will save time and speed up the process.
b) All Other	b) 98%	b) 95%	b) 96%		
Percentage of Council Tax collected during the year	98%	29.7%	28.28%		Although a there is a slight dip in performance compared to Quarter 1, overall performance remains strong.
Percentage of Business Rates collected during the year	98%	29.8%	26.5%		The target is based on previous years' best performance. Collection is below the target for this point in the year. This is partly due to more businesses choosing to pay over 12 monthly instalments.
Performance Improvement Plan	Officers are considering whether the monthly target profile should be amended to reflect this, as it is likely that the annual target will be achieved.				




PLACE - DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE





Portfolio: Councillor Ron Maskell (Housing)

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Local Growth Fund (Affordable Housing) Project	June 2017		Construction of all sites is ongoing. Sites at Headland Way, Balcolmbe Road and Hythe Crescent on target to complete by 31st March 2017. Rectory Close and Grassmere Court are programmed to complete April/May 2017, but may finish earlier.
Housing Investment Company	October 2016		The Report was not submitted to September Cabinet due to wider Corporate strategic objectives. The report will now be considered by Cabinet on 16 November 2016.
Extension of temporary accommodation	October 2016		Progressing well. The Member Group met on 19 October 2016.

Key Performance Indicators




KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
Percentage of rent collected during the year (cumulative)	95%	94%	94%		Although slightly behind target, performance is within acceptable levels for the second quarter of the year. This remains a key area of risk given the impending welfare reform changes so will have a continued management focus.
Total number of days that families need to stay in emergency/B&B accommodation	15 days	0 days	0		No families have needed emergency/B&B accommodation in quarter 1.
Total number of households living in ; a) emergency accommodation	a) 15 or fewer	a) 15	a) 13		<u>Category a)</u> These households are living in bed and breakfast and self-contained accommodation across Lewes District,

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
b) other temporary accommodation	b) 50 or fewer	b) 47	b) 49		Eastbourne and Hove. <u>Category b)</u> All households are in Lewes District temporary accommodation (including through the Private Sector Leasing Scheme).
Average number of days to re-let Council homes (excluding temporary lets)	25 days	21 days	21 days		Performance on re-lets has improved substantially in recent months and continues to be well within target.
The number of days taken to process new housing benefit/ Council tax benefit claims	20 days	18.9 days	19.8 days		Processing times continue to be within the target of 20 days.
Overall tenants satisfaction	90%	88 %	90 %		This PI is now back on track Officers are analysing reasons for the slight dip in satisfaction in Q 1


CUSTOMERS - CLEAN AND GREEN DISTRICT

Portfolio: Councillor Paul Franklin (Waste and Recycling)

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Waste Strategy (Relocation and service improvement including associated publicity campaigns)	April 2018	  	<p>Waste Strategy – Report 118/16 was agreed at Cabinet on 28 September, authorising the Director of Service Delivery to undertake further due diligence tests against a focused band of four options, with the aim of establishing a service which provides the best fit for residents and improves recycling performance. Of these, 3 options offer a weekly food waste collection service (also in current service offer). An online survey with the dual purpose of understanding the barriers to recycling, while promoting the food waste collection service, closes 12/10/16.</p> <p>Garden Waste – LDC has offered the new garden waste service to over half of all households in the district, with the roll out along the coastal strip successfully completed.</p> <p>New Depot Site - As a result of particularly poor ground conditions, which came to light as part of the pre-construction tests, the build costs for the new depot have risen sharply. The depot at Avis Way is no longer affordable and the waste and recycling operation will continue at Robinson Road for the foreseeable future. The project has been terminated accordingly.</p>




Key Performance Indicators


KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
Percentage of household waste sent for reuse, recycling and composting	To be confirmed	27%	28%		Performance for the second quarter of 16/17 remains at similar levels to Q4 of last year. Targets will be set once decisions on the future of the waste collection/recycling service have been taken later in the year.

PLACE - DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE







Portfolio: Councillor Tom Jones (Planning)


Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
The Local Plan (Part 2)	March 2018		Work on the Local Plan (Part 2) continues to progress to Pre-submission stage but running slightly behind schedule. The public consultation is not due to start until April/May 2017. However, the judicial review of the Joint Core Strategy (JCS) may affect the timetable. If the JCS were to be quashed at Judicial Review then we would most probably need to prepare a joint replacement JCS and Local Plan Part 2 to minimise cost.
Neighbourhood Plans	February 2020		The Newick Plan was adopted 16 July 2016 and the Hamsey Plan adopted 21 July 2016. The Wivelsfield Plan referendum will be held on 27 th October 2016 Plumpton Plan finished Regulation 14 Consultation 28 th July 2016 (considering representations and next stages). Seaford Town Council has recently carried out a Neighbourhood Plan 'Call for Sites' which closed on 29 th July 2016
Newhaven Port Access Road (ESCC Project)	April 2019 (revised)		ESCC are the lead agency on this project. LDC is simply a partner. In light of delays to this project, new timescales have been agreed. The revised target completion date is now April 2019. Ahead of the main construction there will be a need for pre-construction activities including some significant ground investigation works. This will involve a number of boreholes being excavated and samples of the underlying ground being taken away for analysis. The results of the analysis will inform the detailed design of the scheme. The schemes design is due for completion early 2017 at which time the construction work will then be tendered. ESCC are working with the Department for Transport (DfT) and Coast to Capital LEP (C2C) to secure £10m of funding towards the

Project / Initiative	Target Completion	Current Status	Update
			cost of the scheme. £10m was provisionally approved in C2C's Growth Deal in 2014. The Business Case is being prepared to secure this funding. Final approval will not be given by the DfT until a tendered construction price is available in 2017.
Upper Ouse Flood Protection and Water Prevention Project	March 2019		The Grant of £130k has been paid to OART for first year and a substantial part of the planned Programme is underway. A display about the programme was provided at the Town and Parish Councils conference in October.

Key Performance Indicators



KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	80%	100%	100%		There were 7 major planning applications determined during the second quarter compared to 9 during the same period last year.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	75%	66%	88%		Validation times for applications improved in Q2. The determination figures are now on target.
Percentage of all planning appeals allowed (officer/committee decisions)	Less than 33%	40%	0%		There were 5 planning appeals during Q2. All of the appeals were dismissed by the Planning Inspectorate.
Number of major applications for new housing granted planning permission following appeal (LDC Only)	0	1	0		There were no major applications for new housing granted planning permission following appeal in the second quarter.
Percentage of major planning applications allowed on appeal (as a percentage of all major applications made to LDC)	Less than 10%	50%	0%		There were no major planning appeals determined during Q2.
Outcome of planning appeals (Costs awarded (£))	Data Only	0	0		No costs were awarded during the

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
					second quarter of the year.
Number of appeals where the Inspector has considered that there has been unreasonable behaviour by the Local Planning Authority	0	0	1		This related to an application at High Elms Filling Station which was a delegated decision



VALUE FOR MONEY

Portfolio: Councillor Elayne Merry (People and Performance)

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Joint Transformation Programme (JTP) (Implementation)	May 2020		On track. Progress of this project is reported separately to Cabinet.
Dementia Friends	March 2018		Further information sessions for staff & councillors will be arranged in the autumn. Opportunities to arrange joint training sessions involving partner organisations are currently being investigated. Meetings of both the Havens Dementia Action Alliance & the Lewes Dementia Action Group were held during July. The Havens Group took part in events & activities for Older Peoples Day in October. The Lewes Group are exploring ways to increase membership & devising their local action plan.


Key Performance Indicators

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
Average working days lost to sickness per FTE equivalent staff	9.0 days	3.0 Days	2.0 days		Performance is on track at the end of quarter 2. This compares favourably with 2.98 days in the same quarter last year.
Number of relevant staff/councillors receiving dementia awareness training	Data Only	7	0		There were no training sessions in the second quarter. However further staff and councillor training will be arranged in Nov & Dec 2016.




CUSTOMERS – IMPROVED CUSTOMER SERVICE



Portfolio: Councillor Tony Nicholson (Customers and Partners)

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Devolution of Open Spaces	March 2017		Work has recommenced with Newhaven Town Council to transfer a number of sites which have been agreed by Cabinet. During Q3, both Peacehaven and Telscombe Town Councils will be contacted with a view to commencing the devolution process.

Key Performance Indicators

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
Average time taken to answer telephone calls	Less than 30 seconds	13 seconds	12 seconds		Speed of call answering via the Customer Hub continues to improve.
Proportion of complaints (received by Customer Hub) responded to within target (currently 2 working days)	99%	97%	97%		A strong performance this quarter with continuing improvements The target of 99% is currently being reviewed as this figure is higher than neighbouring authorities on the same criteria.
Number of new sign-ups to the Council's social media channels	Data Only	231	246		This is being monitored in 2016/17 to track growth in social media for the purposes of improved communications and responsive customer service.

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Status	Explanatory Note
Number of people registering for our email service	1,500	766	2,271		There has been an excellent take up of the service which has been promoted through District News generally and in relation to specific projects e.g. it is the mechanism for people to sign up for the mailing list for projects such as the Newhaven Flood Alleviation Scheme and local litter pick network. An adjusted annual target is being considered.
Wave Leisure: Visitors to leisure centres	945,000 (Revised)	234,787	204,418		Wave Leisure has indicated that due to seasonal fluctuations they would expect to find performance at this level at the end of the second quarter. Winter is a more active season at the leisure centres and they expect to see more participation in the winter months which will address the shortfall that the current figures show.