

**Agenda Item No:** 8 **Report No:** 41/17  
**Report Title:** Portfolio Progress and Performance Report 2016/17 - Quarter 3  
(October to December 2016)  
**Report To:** Scrutiny **Date:** 17 February 2017  
Cabinet 20 March 2017  
**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 third quarter of the year (October to December 2016 (Quarter 3)) as shown in Appendix 1.

#### **The Scrutiny Committee is recommended to;**

2. Consider progress and performance for Quarter 3 and make any relevant recommendations to Cabinet.

#### **The Cabinet is recommended to;**

3. Consider progress and performance for Quarter 3 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 third quarter of 2016/17 (the period running from 1<sup>st</sup> October to 31<sup>st</sup> December 2016).

### **Performance in the Third 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 3**

10. An overview of the Council's performance for the year as at the end of the 3<sup>rd</sup> quarter is set out below:
  - 81% of the Council's key projects were either completed or on track at the end of the 3<sup>rd</sup> quarter. There are no project delays which constitute any serious risk to the Council.

- 90% of the Council's performance targets were either met, exceeded or within acceptable levels during the 3<sup>rd</sup> quarter.
- 2 indicators did not meet planned targets during the 3<sup>rd</sup> quarter (see paragraph 19 below).
- Customer feedback: There were 303 complaints and 24 compliments made by customers during the 3<sup>rd</sup> 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. Further work to consider future management and operation of the tourism service forms part of the wider Joint Transformation Programme in partnership with Eastbourne Borough Council, and the Tourism function in Lewes is being looked at by Scrutiny Committee. Artwave 2017 is about to open for entries. Remaining strategic regeneration projects are all on track with no significant risks arising.

#### Value for Money Portfolio

13. Council tax collection continues to be on track to achieve the end of year target of 98% and, following an exercise to re-profile the target for collection of business rates (now over a 12 month period), there is no cause for concern here.

#### Housing Portfolio

14. The project to extend use of temporary accommodation in the District is now complete, delivering 24 additional leasehold properties. The time taken to re-let Council homes to new tenants remains stable at 21 days, comfortably within the 25 day target.

#### Waste and Recycling Portfolio

15. The strategy has moved forward with the Cabinet decision regarding future recycling/food waste collection methods having been taken on 8<sup>th</sup> February. The Garden Waste collection service continues to be rolled out with target dates for Lewes town, Ringmer and Kingston being brought forward to early spring.

#### Planning Portfolio

16. Good progress is being made in Neighbourhood Planning, supported by the appointment of a Neighbourhood Plans Officer during quarter 3.

17. Performance across all the key measures in planning is largely on track for the third quarter with the exception of performance in respect of planning appeals related to major planning applications (see para 19 below).

#### People and Performance Portfolio

15. Good progress is being made with the Dementia Friends project following a series of staff/councillor awareness sessions last quarter. Partners, 3VA, also report that the local Dementia Action Alliances in Lewes town and The Havens are developing well and starting to run a range of awareness raising and support focused events and activities.

#### Customers and Partners Portfolio

16. Calls to the customer hub continue to be answered within the target time with an average of 10 seconds being achieved in quarter 3. Sign-up for the council's email alert system continues to grow and is now at just over 4,000 as at the end of December 2016, well above the baseline target of 1,500.

**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 third quarter:

- Payment of Invoices
- Staff sickness
- Complaints responded to within target time
- Wave leisure: visits to leisure centres

Action being taken to tackle performance issues in these areas is set out in Appendix 1.

18. Only 2 projects are being reported as amber at the end of the third 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. Progress is being made on the transfer of 5 sites and terms have been agreed. Discussions have re-opened with Lewes Town Council and the Legal team has been instructed to offer a transfer of sites at Malling and Landport Bottom on the same basis as that agreed with Newhaven Town Council. Discussions with Telscombe and Peacehaven Town Councils will commence within the next

month. It is proposed that the target date for the project be revised to better reflect the current position.

**(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 third quarter;

Temporary Accommodation: Use of temporary accommodation has increased to moderately above target due to additional private sector leasehold properties becoming available to the Council. We are seeing increased pressure on housing in the district and requests from people experiencing homelessness. This is in line with our neighbouring authorities and national trends.

Major applications allowed on appeal: There was 1 major application for new housing granted planning permission following appeal in the third quarter. The application was for 63 dwellings at Mitchelswood Farm, Newick. The target of 0 reflects the significant potential financial and reputational risks associated with planning decisions that are not supported by an Inspector at an appeal.

## **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 3)

## PORTFOLIO PROGRESS AND PERFORMANCE QUARTER 3 (October to December 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		<p>The purchase of the leases at 21-24 North Street has now completed and the units are empty ready for demolition. Terms have also been agreed to purchase the lease at 25 North St and that will be the next property to complete. Negotiations are continuing with the dentist practise at 19, North St and the timetable for gaining vacant possession on the property is linked in with the development of the Health Hub. The Council is currently on track to obtain vacant possession of its property in time for the phase 2/3 development.</p> <p>After a delay in agreeing terms on the purchase of Springman House, exchange of contracts is expected within the next few weeks, with completion to follow shortly afterwards. Work is underway to develop a scheme to relocate ESFRS onto the Springman House site with the opportunity for enhanced collaborative working with Sussex Police.</p>
Newhaven Flood Alleviation Scheme	April 2017		<p>Construction of the Scheme has commenced, with site clearance and enabling works on the west bank. Completion of the defence alignment on the west bank is on scheduled for March/April 2017.</p> <p>The detailed design of the defence works on the east bank has started and construction will commence in Spring 2017. Stakeholders on the east bank have been engaged to agree the defence alignment and working access and arrangements.</p>

Project / Initiative	Target Project Completion	Current Status	Update
			<p>Planning consent has been granted from LDC for the Scheme on both river banks south of the Energy Recovery Facility (ERF). Planning consent is still pending from the South Downs National Park Authority and East Sussex County Council regarding the small part of the Scheme north of the ERF but this is expected imminently.</p> <p>Close work with Network Rail is underway to progress the design and operation of the floodgate across the railway line near the EFR that is located just north of the Town.</p>
Newhaven Enterprise Zone	December 2018		<p>Cushman and Wakefield are close to completing the Investment Strategy with the final draft required by government by 31 March 2017.</p> <p>A baseline business rates projection has been prepared and has been shared with government, and the Cushman and Wakefield report will identify how much uplift in business rates can be expected and how to best invest it.</p> <p>We continue to work with landowners, and have made two applications to the C2C Unallocated LGF fund for sites in the EZ.</p>
Tourism Strategy	March 2018		<p>Further work to consider future management and operation of the tourism service forms part of the wider Joint Transformation Programme in partnership with Eastbourne Borough Council, and the Tourism function in Lewes is being looked at by Scrutiny Committee. Artwave 2017 is about to open for entries.</p>

# 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	Q3 Oct-Dec	Status	Explanatory Note
Percentage of invoices paid on time (within 30 days)						
a) Housing	a) 95%	a) 97%	a) 93%	a) 96%		There is improvement overall in the payment of invoices within target times. Payment of housing invoices has improved and two out of the last three quarters have been above target. Although slightly below target, payment of all other invoices is at its highest level so far this year.
b) All Other	b) 98%	b) 95%	b) 96%	b) 97%		
Percentage of Council Tax collected during the year	98%	29.7%	28.28%	27.8%		Although a there is a slight dip in performance compared to previous quarters, overall performance remains strong.
Percentage of Business Rates collected during the year	98%	29.8%	26.5%	27%		The target is based on previous years' best performance. The target for business rates collection has been re-profiled to reflect collection over a 12 month period. It is expected that the year-end 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 five sites (total 22 new homes) is on track for completion by June 2017. The site at Hythe Crescent in Seaford is on target to complete by February 2017, slightly earlier than previously reported. It is expected that 11 of these properties will become available for rent by end March 2017.
Housing Investment Company	October 2017		Cabinet approved the establishment of a Housing Investment Company in partnership with Eastbourne Borough Council at its meeting on 16 November 2016. Approval was also given by EBC at its cabinet meeting in December 2016. The next phase of the project will take place over the next quarter.
Extension of temporary accommodation	October 2016		The project is now complete and the Member Working Group met to sign off the project in October 2016. The project has delivered 24 private sector leasehold properties into the market place. Marketing assistance, advice and support to landlords has been developed and streamlined to ensure leasehold properties meet suitable standards and are sustainable in the longer term.

### Key Performance Indicators

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Status	Explanatory Note
Percentage of rent collected during the year (cumulative)	95%	94%	94%	98%		Performance is above target at the end of the 3rd quarter of the year.
Total number of days that families need to stay in emergency/B&B accommodation	15 days	0 days	0 days	0 days		For the third quarter in a row, no families have needed to be housed in emergency or B&B accommodation.

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Status	Explanatory Note
Total number of households living in: a) emergency accommodation b) other temporary accommodation	a) 15 or fewer b) 50 or fewer	a) 15 b) 47	a) 13 b) 49	a) 15 b) 58	 	<u>Category a)</u> These households are living in bed and breakfast and self-contained accommodation across Lewes District, Eastbourne and Hove. The need for emergency accommodation remains stable. <u>Category b)</u> All households are in Lewes District temporary accommodation (including through the Private Sector Leasing Scheme). There has been an increase during quarter 3 that reflects the national trend.
Average number of days to re-let Council homes (excluding temporary lets)	25 days	21 days	21 days	21 days		Performance on re-lets remains stable 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	18.4 days		Processing times continue to be well within the target of 20 days.
Overall tenants satisfaction	90%	88 %	90 %	98%		Satisfaction amongst tenants has risen sharply in the last quarter and is now well above target.

## 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	April 2018	  	<p><b>Waste Strategy</b> – An online survey to gauge public opinion about the recycling/food waste service was carried out in October 2016. The results of this are helping to inform ongoing communications and shape the future design of the service. A councillor/officer visit to MRF took place in November 2016. A report on proposals for a new recycling collection method was considered by Cabinet on the 8<sup>th</sup> February.</p> <p><b>Garden Waste</b> – There are currently around 800 subscribers to the green waste collection service in the coastal areas. Roll out to Lewes, Ringmer and Kingston has been brought forward.</p>

#### Key Performance Indicators

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Status	Explanatory Note
Percentage of household waste sent for reuse, recycling and composting	To be confirmed	27%	28%	27%		Performance remains reasonably stable for all three quarters of the year to date, and reached 28% in November 2016. Targets will be set later in the year once decisions on the future of the waste collection/recycling service have been taken.

# 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) is progressing to Pre-Submission stage but running slightly behind schedule. The public consultation is not due to start until April/May 2017. Work continues, but the outcome of the Judicial Review (JR) will need to be factored into the project timeframe in due course. The hearing for the JR is on 8 <sup>th</sup> /9 <sup>th</sup> February, with a decision expected 8-10 weeks after.
Neighbourhood Plans	February 2020		All current Neighbourhood Plans are progressing in line with planned timeframes and expected milestones. A Neighbourhood Plans Officer is now in post to enhance the support and accelerate the process wherever possible.
Newhaven Port Access Road (ESCC Project)	April 2019 (revised)		ESCC continue to develop the detailed design. Procurement documentation is being prepared and the scheme is scheduled to go out for tender in Spring 2017. Following agreement of the contract price, final submission of the business case to the Department for Transport is planned for early Summer 2017. Once the business case has been fully assessed consideration will be given to funding which is expected later in the year. Construction is expected to start in late Summer 2017 with completion anticipated in early 2019.
Upper Ouse Flood Protection and Water Prevention Project	March 2019		The project is on track and there are no significant issues arising.

## Key Performance Indicators

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	80%	100%	100%	88%		There were 6 major planning applications determined during the third quarter compared to 12 during the same period last year.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	75%	66%	88%	90%		Validation times for minor planning applications improved for the third consecutive quarter and is now comfortably above target.
Percentage of <b>all</b> planning appeals allowed (officer/committee decisions)	Less than 33%	40%	0%	33%		There were 4 planning appeals during Q3. 2 of the appeals were allowed by the Planning Inspectorate. Both of these were determined by planning officers under delegated authority.
Number of <b>major</b> applications for new housing granted planning permission following appeal (LDC Only)	0	1	0	1		There was 1 major application for new housing granted planning permission following appeal in the third quarter. The application was for 63 dwellings, at Mitchelswood Farm, Newick.
Percentage of <b>major</b> planning applications allowed on appeal (as a percentage of all major applications made to LDC)	Less than 10%	50%	0%	16%		The only major application allowed on appeal was for 63 dwellings at Mitchelswood Farm, Newick. Six major applications in total were determined by the Council in the last quarter.
Outcome of planning appeals (Costs awarded (£))	Data Only	£0	£0	£0		No costs were awarded during the third 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	0		During the third quarter there were no appeals where the Inspector considered the Council had behaved unreasonably.

## 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		Ten Dementia Friends session for staff and councillors have been held to date with around 50 participants signing up to become Dementia Friends. A further five sessions is planned for the next quarter as well as recruitment of dementia friends champions. Dementia Action Alliances are now established in The Havens and Lewes town and both are formulating their action plans. Funding to support 3VA to assist in the further development of these Alliances is in place until March 2018.

#### Key Performance Indicators

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Status	Explanatory Note
Average working days lost to sickness per FTE equivalent staff	9.0 days	3.0 Days	2.0 days	2.7 days		Performance has dipped in quarter 3 but is still below levels reported during 2015/16.
Number of relevant staff/councillors receiving dementia awareness training	Data Only	7	0	3		Further staff/councillor sessions are planned for the forthcoming quarter.

## 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. Progress is being made on the transfer of 5 sites and terms have been agreed. Discussions have re-opened with Lewes Town Council and the Legal team has been instructed to offer a transfer of sites at Malling and Landport Bottom on the same basis as that agreed with Newhaven TC. Discussions with Telscombe and Peacehaven Town Councils will commence within the next month. It is proposed that the target date for the project be revised to better reflect the current position.

#### Key Performance Indicators

KPI Description	2016-17 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Status	Explanatory Note
Average time taken to answer telephone calls	Less than 30 seconds	13 seconds	12 seconds	10 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%	98%		Performance improved slightly during the last quarter. The target will need to be reviewed in light of the new telephony system that is being implemented from February 2017.
Number of new sign-ups to the Council's social media channels	Data Only	231	246	171		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	Q3 Oct-Dec	Status	Explanatory Note
Number of people registering for our email service	1,500	766	2,271	1,070		There continues to be excellent take up of the email alert service which has been promoted through District News generally and in relation to specific projects. This is the first (baseline) year for monitoring and reporting this data. Targets for 2017/18 will set in light of actual sign up levels during 2016/17.
Wave Leisure: Visitors to leisure centres	945,000 (Revised)	234,787	204,418	213,087		Visitor numbers have picked up over the third quarter as predicted. The Autumn/Winter season tends to see more activity at the leisure centres as the summer outdoor activities tail off.