

**Agenda Item No:** 8.2

**Report Title:** Portfolio Progress and Performance Report 2017/18 - Quarter 3  
(October - December 2017)

**Report To:** Cabinet **Date:** 19 March 2018

**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 2017) as shown in Appendix 1.

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

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







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

#### **Background**

4. 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.
5. 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 and refreshed by the Cabinet in July 2017.
6. 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 2017/18 (the period running from 1<sup>st</sup> October to 31<sup>st</sup> December 2017).


## Performance in the Third Quarter of 2017/18

- 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.
- Detailed project/performance tracking information is recorded in the Council's performance management information system Pentana (formerly known as 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

- An overview of the Council's performance for the year as at the end of the third quarter is set out below:
  - 89% of the Council's key projects were on track in the third quarter. There are no serious project delays which constitute a serious risk to the Council.
  - 87.5% of the Council's performance targets were either met, exceeded or within acceptable levels in the third quarter.
  - Two performance indicators did not meet their targets during the third quarter (see paragraph 24 below).

**The Good News for Quarter 3** –  Notable project milestones or service performance achieved.

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

### Regeneration and Business

- Cabinet approved an overview report of the potential redevelopment of **Newhaven Town Centre** in support of the Newhaven Enterprise Zone in November, and a Business Case is expected to be presented in early 2018.

### People and Performance

- The Phase 2 recruitment process for the **Joint Transformation Programme** was completed in November and a new joint website was launched.

## Environmental Impact

13. The **Joint Venture for Energy and Sustainability** has now launched its website and begun planning for its first priority projects: Springman House and Newhaven Town Centre.

## Finance

14. The collection of both **Council Tax and Business Rates** are exceeding their year-to-date targets.

## Housing

15. The **Total number of households living in emergency accommodation** has improved since quarter 2 and is now meeting its target.

## Planning


16. An online public consultation for the **Local Plan Part 2** Draft Plan was carried out between 30 November 2017 and 25 January (8 weeks), and a pre-submission publication is due in spring 2018.

## Waste and Recycling Transformation

17. Year-on-year performance for **Percentage of household waste sent for reuse, recycling and composting** has improved by approximately 2.5%.

## Customer and Partners

18. Quarter 3 performance for **Number of people registering for our email service** leaves the cumulative annual result just 102 further registrations away from achieving 300% of the annual target.

**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.

19. There were four performance indicators which fell into this category during the third quarter:


- **Average working days lost due to sickness per FTE equivalent staff:** Sickness absence rates in quarter 3 were less than our target however the cumulative total this year is now 7.25 so the PI is rated amber given our overall target is 9 days. We may not meet this target however we anticipate the end of year total will be less than we have experienced in LDC for some years.
- **Percentage of rent collected during the year (cumulative):** The PI is reporting 94%, just below its target of 95% but well within tolerances.

- **Overall tenants' satisfaction:** This PI reported 85% against a target of 90%, officers will continue to monitor this PI closely. The total number of respondents who responded as satisfied were 208 from 246 replies.
- **Wave Leisure: Visitors to leisure centres:** Although amber and slightly below the target, quarter 3 is showing a positive increase in participation across the four sites, outperforming the two previous quarters.

Only two projects are being reported as amber at the end of the third quarter.

20. **Joint Transformation Programme:** The Programme Manager commenced a review of the transition plan in the quarter and a revised go live date for the Cx Housing system (June 2018) has been confirmed. Any additional revisions will be confirmed in early 2018.

21. **Devolution of Open Spaces:** Work with Lewes Town Council and Newhaven Town Council is progressing, and deadlines have been revised to reflect current workstreams.

**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.

22. There were two indicators where this was the case in the third quarter.

23. **Number of households living in temporary accommodation:** The pressure on housing continues to reflect the national and regional position. At the end of quarter 3 the number of people in emergency accommodation was 63. This is higher than the last quarter and higher than the target of 50. The implementation of a revised structure through the JTP programme will focus on finding housing solutions to move people on from emergency accommodation and reduce reliance on Council accommodation to discharge a housing duty.

24. **Percentage of all planning appeals allowed (officer/committee decisions):** Two of five appeals (40%) were upheld in Quarter Three; one committee appeal and one officer appeal.

### Financial Appraisal

25. 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

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

## **Risk Management Implications**

27. 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**

28. 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 Three 2017/18).

Appendix 2 – Minute excerpt from Scrutiny Committee on the 22 February 2018.