

Agenda Item No: 7

**Report No:
41/16**

**Report Title: Portfolio Progress and Performance Report
Quarter 3 (October - December 2015)**

Report To: Scrutiny Committee Date: 3 March 2016

Cabinet Member: Councillor Elayne Merry, Portfolio Holder

Ward(s) Affected: All

**Report By: Nazeya Hussain, Director of Business Strategy and
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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 2015 (Quarter 3)).

Officers' Recommendation(s):

1. That progress and performance for Quarter 3 be considered and any relevant recommendations are made to Cabinet.

Reasons for Recommendations

2. To enable the Scrutiny Committee to consider whether there are any particular aspects of Council progress or performance that it would wish to comment upon or consider further as part of its work programme in 2016/17.

Background






3. 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 planned targets. Alongside this, it is also vital to monitor progress with key strategic projects, to ensure the Council is delivering what it has committed to or has set out to achieve.
4. The Scrutiny Committee has a key role in terms of maintaining oversight of the Council's 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 2015/16 (the period running from 1st October to 31st December 2015).

5. The Council has an annual cycle for the preparation, delivery and monitoring of its corporate and service plans. 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. Following a period of public/stakeholder consultation the Council Plan for 2016 - 2020 has been adopted (at Full Council on 25 February 2016). The Plan sets out the Council's priority projects, intended outcomes and associated performance targets over the next four years. Progress against key projects and performance targets contained within the Plan will be reported to Members in quarterly reports starting in September 2016.

Performance in the Third Quarter of 2015/16

7. Appendix A provides the detailed information on progress and performance for Members' consideration, clearly setting out where performance and projects are 'on track' and where there are areas of concern. Where performance or projects are not achieving targets/deadlines set, an explanation is provided, together with a summary of the management action being taken to address this. The Appendix is structured around the seven new Cabinet Portfolios adopted at the end of 2015.
8. The Council uses a Project and Performance Management System (Covalent) to record, monitor and report progress and performance. 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 agreed (usually +/- 5%) 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.

Portfolio Progress and Performance – Quarter 3 – 2015/16

9. A summary of the third quarter's performance is as below:
 - 92% of the Council's key projects were either complete or on track at the end of the third quarter.
 - 70% of the Council's performance targets were either met, exceeded or within a 5% variance.
 - Only 7 indicators did not meet the planned targets.

- With regard to customer feedback during Quarter 3, 233 complaints were received and responded to, and 16 compliments were made by customers about council services.

The Good News –  Good progress on projects and service performance has been met or has exceeded target.

10. This section of the report highlights projects which have been successfully delivered, and areas where performance has been notably high or improved during the year.

Regeneration and Business Portfolio

11. The £2.5 million Newhaven Growth Quarter project is on track and approaching completion. This key partnership project (involving Basepoint, Sussex Downs College, Sussex Community Development Association and East Sussex County Council) is the result of a successful £1.9 million funding bid, led by the Council, that will see the delivery of significant additional space for business expansion and new business support facilities. Progress on the construction work can be followed at www.growthquarterproject.com.
12. The Newhaven Enterprise Zone – The proposal to establish an Enterprise Zone in Newhaven was confirmed in the Government Spending Review announcement in November 2015. The project will get underway in 2017 and will unlock 8 strategic sites for business development and expansion, leading to new jobs for the area.
13. North Street Quarter – The Joint Venture with Santon to develop the North Street Quarter in Lewes took a major step forward with the granting of planning permission by the South Downs National Park Authority. This major regeneration project (partially on land owned by the Council) will deliver new homes, a health centre, new jobs, and commercial and leisure areas. Revenue generated from the sale of land will be re-invested in Council services.

Finance Portfolio

14. Newhaven Shared Facility – This project is complete. Saxon House opened to the public in January and offers a range of services and facilities to local residents. The new shared facility brings staff from the Council, police and fire service together under one roof, saving money and enabling more opportunities for multi-agency partnership working.

Housing Portfolio

15. Local Growth Fund – This project to bring forward 7 small scale sites owned by the Council for development is progressing well. The project is still at design/consultation stage but is expected to deliver up to 30 new Council homes for rent. Planning applications have now been submitted and these will be considered during February/March 2016.
16. Photovoltaic Panels - Solar Panels have been installed in 597 Council homes. This will save money for both tenants and Council tax payers alike as well as reduce our carbon footprint.

17. The time taken to process new council tax and housing benefits applications (14 days) continues to well exceed the target of 20 days.

Waste and Recycling Portfolio

18. The Waste Strategy – Seven new fleet vehicles are now in operation in the waste, recycling and street cleaning service. The vehicles will improve service quality, efficiency and safety compliance. Two of the new vehicles are electric, continuing our commitment to sustainable energy for our own operations, where practicable. A project manager has now been appointed and a communication plan has been developed, beginning with a middle page spread in the Spring issue of the Council's magazine (District News). The Garden waste collection is also being rolled out across the District, following a successful trial in Seaford. This starts in South Heighton, Denton and Newhaven from April 2016 and will extend to Peacehaven and Telscombe from the summer. It is intended to make the service available across the rest of the district during the next two years.

Planning Portfolio


19. The Council received 239 major and minor planning applications during the last quarter. All of these were determined within target.

People and Performance Portfolio

20. The Joint Transformation Programme which will see the integration of staff and services with Eastbourne Borough Council has commenced, a notable milestone being the appointment of a shared Chief Executive from January 2016. The project aims to deliver savings in the region of £2.9 million per year by March 2020.
21. The records management project which updated the Council's information governance policies and retention schedules, and worked to align these with Eastbourne is now complete.

Customers and Partners Portfolio


22. Dementia Friends – Funding has been approved by the Council to enable 3VA to provide new and enhanced co-ordination of Dementia Action Groups in the District. The Council continues to raise staff and councillor awareness of dementia through a training programme as part of its equality action plan.

Areas for Improvement –  Where performance has been very slightly below target (but within 5% tolerance) or the project is slightly off track.

23. The 'amber warning' is used to flag up any areas of performance or projects 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 3 performance areas which fell into this category in Quarter 3. Information about management action to address underperformance is set out in the appendix to this report. The 3 areas are:
 - Business Rates collection
 - Overall tenants satisfaction

- Urgent Council house repairs

24. There is 1 project has been discontinued and there is 1 project where actions have taken longer than the originally agreed timescale. Information about the reasons for this, along with the management action being taken, is set out within Appendix A.

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

25. Where service performance falls significantly below target levels, or a project becomes seriously off-schedule, the performance management system highlights this to managers straight away. High priority is then given to addressing these issues. There were 7 such areas at the end of Quarter 3. The management actions to address these are set out below:
26. Invoices – Training of over 30 officers who are involved in invoice processing took place in October/November 2015. Invoice performance is now being monitored monthly by managers and finance business partners. This is helping to identify specific trends or barriers to efficient processing which can then be addressed either through short term measures or longer-term action plans. This is a more dynamic and flexible approach which has identified, for example, the need for changes to or expansion of authorised signatories, to provide additional resilience. In the revenues service, where there have been particular issues, officers continue to work with suppliers to encourage them to aggregate multiple invoices. A particular area of focus has been in respect of VAT only invoices for bailiff services. It is anticipated that the Council will move to electronic processing in 2016/17 which should significantly improve processing times.
27. Council house re-lets - In addition to the management action described in the quarter two report, existing staff resources have been re-deployed to focus on addressing re-let turnaround times. Processes are becoming more streamlined and improvement is expected in quarter 4. There is work underway to identify possible options to consider how bedsits within our sheltered accommodation might be improved to make them easier to let.
28. Household waste collected and recycling rate – These two performance measures are closely interlinked. By increasing recycling, we will reduce the amount of waste collected. This is being addressed through the waste strategy which is expected to improve recycling rates when the new service is in place by 2018. The successful green waste trial in Seaford will also continue and will also be rolled out to residents in South Heighton, Denton and Newhaven from April and Peacehaven and Telscombe from the summer. It is intended to make this service available across the rest of the district during the next two years.
29. Planning appeals – During Q3, two appeal decisions were received, both of which were allowed. This increased the overall percentage of appeals allowed this year to 33% - the annual target is to remain below this percentage. Decisions made on planning appeals continue to be reviewed and for any lessons to be learnt. This includes reporting back to the Planning Committee on the outcome of appeals that relate to decisions made by the Committee. This forms part of the continued learning and training for Councillors, particularly those who sit on the Planning

Committee. Recent training has included a session on making defensible decisions, held on the 8th January, and training specific to planning in the National Park, which took place on the 3rd March.

30. Net additional homes - The Council is accountable to Government on the delivery of homes in the district, despite it not being within Council control to deliver. Officers will continue to monitor and engage with developers to track the potential for implementation of extant permissions. The annual survey, which follows up on the completion of developments on smaller sites, is expected to add to the total for the year. This will be reflected in the next (Quarter 4) report.
31. Staff sickness – A further increase for Q3 means we have not met our annual target of 9 days for 2015/16 (currently standing at 9.06). Historically Q3 tends to be a high month with an increase in absences for cold and flu type illnesses. Short term absence makes up 36% of the total (up from 32% in Quarter 2) and long term makes up 64% (down from 68% in Quarter 2). Approximately 50% of the long term absence is in Waste and Recycling. 37% of the short term absence is in Waste and Recycling with the rest being evenly split across the Council. A comparatively higher level of sickness in the waste service is not unusual given the physical nature of the work, hazardous environments and challenging weather conditions. All long and short term absences across the Council are closely monitored. The Sickness Absence Management Procedure continues to be applied by line managers in consultation with HR. Managers in waste and recycling have received specific training on monitoring and managing sickness. Work is currently being undertaken to review the Council's Sickness Absence Policy.

Financial Appraisal

32. 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

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

Risk Management Implications

34. **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.

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

35. 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 – Portfolio Progress and Performance Report (Quarter 3)

PORTFOLIO PROGRESS AND PERFORMANCE – QUARTER 3 (October to December 2015)

Key to Symbols



- Project is complete; Performance is at or above target



- 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.

PLACE - GROWTH AND PROSPERITY

Portfolio: Regeneration and Business

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Newhaven Growth Quarter	April 2016		Construction work is within budget and progressing well. The Sussex Downs College element is now complete and handed over. The Sussex Community Development Association (SCDA) rear extension is also complete. Front extension completed on 29 Jan 2016. The Newhaven Enterprise Centre is on target for completion by April 2016. A launch event is being planned for April.
Newhaven Enterprise Zone	March 2018		The next phase of the Enterprise Zone Newhaven Project is due to start April 2017 following a successful bid to Government. Eight key strategic, non-contiguous, sites are included. Some will come forward in the short-term, whilst others are much longer-term opportunities (possibly up to 2042). The project target date reflects the completion of specific short-term development/improvement schemes. Initial meetings have been held with landowners to discuss EZ and plans for individual sites. Locate East Sussex are currently drafting marketing proposals which should be completed by the end of February 2016.
Support for Business	March 2019		A European Regional Development Fund outline bid for business support services has been submitted by Prevista (on behalf of all Coast to Capital LEP authorities). The Council has identified match funding of around £100k to support the project. The detailed submission will be worked up once the outcome of the outline bid is known.
Lewes Business Awards	July 2016		Work has started on planning for the 2016 Lewes District Business Awards. The event is due to take place in July 2016. The target date (originally March 2016) has been revised to reflect this.


Project / Initiative	Target Completion	Current Status	Update
North Street Quarter	2021		The South Downs National Park Authority planning committee resolved to grant planning permission in December 2015 and the Section 106 Planning Agreement is being finalised. A report agreeing the Heads of Terms of the Joint Venture agreement, along with other commercial matters, was approved by Cabinet in January 2016. We continue to work with the existing tenants on relocation options, prioritised by phase.
Refreshed Regeneration Strategy	March 2016 (Revised date September 2016)		The Regeneration Strategy will be refreshed in line with the new Council Plan, which is expected to be adopted in February 2016. The target date has been revised to reflect this.
Newhaven Flood Alleviation Scheme	March 2016 (Revised date March 2019)		The business case (known as the Project Appraisal Report) was approved by the Environment Agency Executive Director of Operations in December 2015. The tender for the detailed design and construction phase was issued in November 2015; the contract will be awarded in April/May 2016. A planning application for the works has been submitted. The timeframe for this project is now clearer and the target date has been revised to reflect this.

VALUE FOR MONEY



Portfolio: Finance



Portfolio Projects and Initiatives

Note: There is currently a process for monitoring the Council's financial performance including key targets. This is reported separately as part of the regular financial update reports to Cabinet.

Project / Initiative	Target Completion	Current Status	Update
Newhaven Shared Facility	November 2015		Construction is complete and the building became operational from 18 th January 2016. Visitors to Saxon House will be able to access planning, environmental health, and revenue and benefits services.

Key Performance Indicators




KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of overpayments recovered	70%	68%	71%	70%		Performance is being maintained.
Percentage of invoices paid on time	98%	93%	90%	92%		Performance improved in October 2015 but dipped slightly in November and December. The Council has processed 11,738 invoices to date this year, of which 977 have been late payments. A significant proportion of late payments have been in revenue services where action is now being taken to address the problem (see below).
Performance Improvement Plan	Training of over 30 officers who are involved in invoice processing took place in October/November 2015. Invoice performance is now being monitored monthly by managers and finance business partners. This is helping to identify specific trends or barriers to efficient processing which can then be addressed either through short term measures or longer-term action plans. This is a more dynamic and flexible approach which has identified, for example, the need for changes to or expansion of authorised signatories, to provide additional resilience. In revenues, officers continue to work with suppliers to encourage them to aggregate multiple invoices. A particular area of focus has been in respect of VAT only invoices for bailiff services. It is anticipated that the Council will move to electronic processing in 2016/17 which should significantly improve processing times.					

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of Council Tax collected during the year	98.4%	30.3%	28.3%	27.9%		The target stated is for the year. Overall performance for the year to date is 86.5% which is on track to meet year end targets.
Percentage of Business Rates collected during the year	98.5%	33.2%	24.7%	28.5%		The target stated is for the year. Overall performance for the year to date is 86.4% which is slightly below the planned target for the year to date (87%). Although performance is down compared to the same period last year, forecasts are that business rate collection will reach 98% at the end of the financial year, slightly below target.





PLACE - DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE




Portfolio: Housing

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Local Growth Fund (Affordable Housing) Project	March 2017		The Department for Communities and Local Government has granted £2.3m additional Housing Revenue Account borrowing capacity to finance the building of 30 new affordable homes on 7 small sites owned by the Council. During Q3 detailed designs were drawn up and local consultations events took place in each Town in the District to show the plans and collect comments. Following consultation, amendments were made to several of the site designs, and one site (Waldshut Road, Lewes) is having a complete re-design to reflect the comments made by residents. Planning applications were submitted on the remaining 6 sites in December and expressions of interest were sought from prospective construction companies. Five of the six applications are due to be decided upon by the planning committee on 24th Feb - the sixth is likely to be heard at the March planning committee.
New Homes Project	March 2019		It was agreed at a meeting of Cabinet on 17 th February 2016 that the New Homes project in its current form be terminated. Alternative proposals for the delivery of new homes will now be developed and a report on options will be brought back to Cabinet in due course.
Photovoltaic Panels	March 2016		This project is now complete. 597 Council homes have been fitted with solar panels ahead of Government changes to the Feed in Tariff (FIT) which was substantially reduced in January 2016. The original programme was for 700 installations but this is now not commercially viable due to the changes in Government funding.

Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
The number of days taken to process new housing benefit/ Council tax benefit claims	20 days	16 days	7 days	14 days		
Percentage of rents collected during the year (cumulative)	95%	93%	97%	95%		Levels of rent collected can vary throughout the year as rent officers are also targeting arrears from the previous year.
Total number of days that families need to stay in temporary accommodation (B&B)	18 days	0 days	0 days	0 days		
Total number of households living in bed and breakfast/emergency accommodation	50 or fewer	66	41	50		Although the number of people presenting as homeless in Quarter 3 increased, the number requiring to be placed in temporary accommodation remains within target. Data for January 2016 indicates increasing demand on temporary accommodation and options for tackling this are being investigated..
Average number of days to re-let Council homes (excluding temporary lets)	26 days	30 days	30 days	30 days		There were 42 Council properties relet during Quarter 3. 15 properties required major improvement work during the period which has brought accommodation up to a higher standard. As reported in Quarter 2, there remains a small number of sheltered bedsits for which there is less demand, making them harder to let. Performance in the last 2 months of quarter 3 improved due to smoother procedures, weekly void progress meetings and a dedicated officer to co-ordinate voids.
Performance Improvement Plan	In addition to the management action described in the previous report, existing staff resources have been re-deployed to focus on addressing re-let turnaround times. Processes are becoming more streamlined and improvement towards target is expected in quarter 4. There is work underway to identify possible options to consider how bedsits within our sheltered accommodation might be improved to make them easier to let.					

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Overall tenants satisfaction	88.5%	93%	89%	87%		Q3 performance is slightly below target, although the average satisfaction for the year to date is over 89% which is above target. Generally satisfaction is high. The satisfaction survey is generated quarterly through a random sample of tenants. Specific comments or issues raised are responded to directly. Analysis has not found any specific reasons for this drop in satisfaction. Officers will continue to monitor and benchmark with other housing authorities to see if this is a trend elsewhere.
Percentage of urgent repairs carried out within Government time limits	98%	99%	95%	96%		Although slightly below target, performance is improving since the second quarter. Officers continue to work with contractors to ensure performance continues to improve.
Percentage of repairs noted as good or satisfactory by tenants	98%	97%	98%	98%		Tenants' satisfaction with the repairs service remains high. All tenants who require repairs to be carried out are surveyed. Around 50% of them respond. An online survey is being developed to make it easier and more efficient for tenants to give us feedback.


CUSTOMERS - CLEAN AND GREEN DISTRICT



Portfolio: Waste and Recycling

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Waste Strategy (Weekly Recycling and food waste, fortnightly refuse collection)	March 2018		Seven new fleet vehicles are now in operation in the waste, recycling and street cleaning service. The vehicles will improve service quality, efficiency and safety compliance. Two of the new vehicles are electric, continuing our commitment to sustainable energy for our own operations, where practicable. A project manager has now been appointed for the Waste Strategy and a communication plan has been developed, beginning with a middle page spread in the Spring issue of the Council's magazine (District News). The Garden Waste collection service, piloted in Seaford is now being rolled out more widely in the district.
Seaford Iconic Leisure	March 2019		The Council is working to support Seaford Town Council on this project. Soft market testing has been delayed while the Town Council work on the future of the existing cafe at the Salts. It is now expected to take place in early Spring 2016.

Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
KG of household waste collected per household (cumulative)	500Kg or less	142Kg	143Kg	143Kg		The Council has limited control over this. Performance has been at a consistent level this year and is unlikely to meet the year-end target. In the year ahead the waste strategy aims to tackle this issue.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of household waste sent for reuse, recycling and composting	30%	27%	26%	27%		As above
Performance Improvement Plan	These two performance measures (above) are closely interlinked. By increasing recycling, we will reduce the amount of waste collected. This is being addressed through the waste strategy which is expected to improve recycling rates when the new service is in place by 2018. The successful green waste trial in Seaford will also continue and will also be rolled out to residents in South Heighton, Denton and Newhaven from April and Peacehaven and Telscombe from the summer. It is intended to make this service available across the rest of the district during the next two years.					
Percentage of refuse bins/recycling boxes collected on time	99.9%	99.9%	99.7%	99.9%		



PLACE - DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE



Portfolio: Planning

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Adoption of the Core Strategy	February 2016		During the last quarter, the resumed hearing sessions for the Examination into the Core Strategy were undertaken (16 th and 17 th December). The Inspector requested further information on housing land supply, which has been provided. The Inspector's final report is due to be received in early Spring. Subject to the Inspector concluding that the plan is 'sound' it will then be adopted by the District Council and National Park Authority.
Neighbourhood Plans Target: to deliver at least 3 Neighbourhood Plans by 2017	March 2017		Good progress continues to be made. Following a successful referendum the Ringmer Neighbourhood Plan is going through the adoption process (due to be complete on the 25 th Feb). The Hamsey Neighbourhood Plan had a successful outcome at Examination and is expected to proceed to referendum in Spring 2016. A Neighbourhood Area designation has been made for Seaford during the last quarter.

Key Performance Indicators






KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	75%	82%	100%		Continued good progress has been made with the determination of major planning applications.
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	91%	84%	100%		Continued good progress has been made with the determination of minor planning applications.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Percentage of planning appeals allowed (LDC only)	Less than 33%	25% (4 appeals, 1 allowed)	20% (10 appeals, 2 allowed)	33% (12 appeals, 4 allowed)		During Q3, two appeal decisions were received, both of which were allowed. This increased the overall percentage of appeals allowed this year to 33% - the annual target is to remain below this percentage.
Performance Improvement Plan	Decisions made on planning appeals continue to be reviewed and for any lessons to be learnt. This includes reporting back to the Planning Committee on the outcome of appeals that relate to decisions made by the Committee. This forms part of the continued learning and training for Councillors, particularly those who sit on the Planning Committee. Recent training has included a session on making defensible decisions, held on the 8th January, and training specific to planning in the National Park, which took place on the 3rd March.					
Net additional homes provided in the District (cumulative)	227	10	16	36		The cumulative total at the end of Q3 is 62 housing completions on sites yielding 6 units or more (smaller sites are only monitored on an annual basis, which will significantly boost the end of year completions figures). As at the end of December, there were approximately 1,700 residential units that had been granted planning permission in the district but had yet to commence construction, or were under construction but had yet to be completed.
Performance Improvement Plan	The Council is accountable to Government on the delivery of homes in the district, despite it not being within Council control to deliver. Officers will continue to monitor and engage with developers to track the potential for implementation of extant permissions. The annual survey, which follows up on the completion of developments on smaller sites, is expected to add to the total for the year. This will be reflected in the next (Quarter 4) report.					


VALUE FOR MONEY

Portfolio: People and Performance

Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Joint Transformation Programme (previously known as the Shared Services Project) <i>- in partnership with Eastbourne Borough Council</i>	March 2019		Joint Transformation Programme workshops were undertaken during the period from November to January, involving staff from both Councils, to inform the detailed business case. Appointment of a Shared Chief Executive was agreed by both Councils and commenced in mid-January. The detailed business case and implementation plan are due for consideration by both Cabinets in April/May 2016.
Workforce Planning	March 2016		The HR team is continuing to consider correlation of policies and procedures and identify opportunities for alignment between Eastbourne and Lewes District Council.
Workforce Equality Profile	September 2015		Complete: Relevant workforce data has been collated and analysed.
Equal Pay Audit	September 2015 (Revised to March 2016)		Relevant workforce data has been collated and analysed but is considered to be too far out of date to be useful. Further data collection/cleansing is underway. Following agreement with the Portfolio Holder, the timetable for completion of this work has been extended. Work is now expected to be completed by end of March 2016 and will be published thereafter.
Records Management	December 2015		Complete: The review of the Records Management Policy and retention schedule has been carried out and is currently being implemented. This included an opportunity to start to align policies and procedures with Eastbourne Borough Council. A new post of Information Governance Officer started in February 2016. Work to ensure old records are disposed of or archived, in accordance with the Data Retention Policy, also continues and a new project to focus on this will commence shortly.





Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Average working days lost to sickness per FTE equivalent staff	9.0 days	2.51 days	2.98 days	3.57 days		A further increase for Q3 means we have not met our annual target of 9 days for 2015/16 (currently standing at 9.06). Historically Q3 tends to be a high month with an increase in absences for cold and flu type illnesses. Short term absence makes up 36% of the total (up from 32% in Quarter 2) and long term makes up 64% (down from 68% in Quarter 2). Approximately 50% of the long term absence is in Waste and Recycling. 37% of the short term absence is in Waste and Recycling with the rest being evenly split across the Council. A comparatively higher level of sickness in the waste service is not unusual given the physical nature of the work, hazardous environments and challenging weather conditions.
Performance Improvement Plan	All long and short term absences across the Council are closely monitored. The Sickness Absence Management Procedure continues to be applied by line managers in consultation with HR. Managers in waste and recycling have received specific training on monitoring and managing sickness. Work is currently being undertaken to review the Council's Sickness Absence Policy.					

CUSTOMERS – IMPROVED CUSTOMER SERVICE


Portfolio: Customers and Partners




Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Devolution (Parks and Open Spaces)	March 2017		A report on the formal transfer of sites from 1 st April 2016 was considered by the Devolution Committee on 2 nd February 2016 and is also reported for consideration by Cabinet in March 2016. Subject to this decision, the first phases of transfers will take effect, with the remainder being transferred by the end of March 2017.
Flood Defences (Coastal)	March 2016		The first draft of the Coastal Implementation Plan was completed in September and presented to key stakeholders for their feedback. The Council's consultants are preparing a report which is expected to be considered by Cabinet in April/May 2016. At the time of report writing, application for the release of Environment Agency funding of more than £20,000 for monitoring coastal erosion is awaiting approval. The monitoring equipment and works will be purchased and carried out soon after.
Tourism Strategy	March 2018		The Tourism Strategy and Action Plan is now in its second year of implementation. Preparations are underway for Artwave 2016, which will take place in August/September. A refreshed, mobile enabled and user friendly visitor website (www.staylewes.org) has been launched. Twitter followers of @enjoylewes have now reached just under 5000. An application has been made to the European Agricultural Fund for Rural Development for the development of a rural tourism destination partnership, together with Brighton and Lewes Biosphere.
Event Management Plan	Feb 2016		An events calendar is included as part of the refreshed Stay Lewes website. An events policy has been drafted and a programme of events is being encouraged. The Enchanted Park event in Lewes at Christmas was well received.

Project / Initiative	Target Completion	Current Status	Update
Dementia Friends	March 2017		3VA has been funded to work with the Council to assist with supporting existing Dementia Action Groups in the District and setting these up in areas where they do not yet exist. Staff training and other internal awareness activities continue. Further Member training sessions are planned for early 2016, and the invitation to attend will be extended to local community groups.
Resident/Customer Engagement	November 2015 (Revised to March 2016)		The Engagement Strategy is due for adoption by the Cabinet Portfolio Holder for Customers and Partners in March 2016, informed by the Residents' Survey. The target completion date for this project has been extended to allow sufficient time for full engagement with the new Portfolio Holder for this area.

Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Total number of customer feedback received; a) complaints; b) compliments	Data Only	a) 306 b) 6	a) 297 b) 19	a) 233 b) 16	Data Only	This data represents those complaints received and recorded through the Customer Hub.
Average time taken to answer telephone calls	30 seconds	25 seconds	19 seconds	29 seconds		Performance remains on track. Following comments made by members of Scrutiny Committee, officers have confirmed that action is being taken to (wherever possible and appropriate) enable the Council's telephone number to be displayed when customers are contacted by us. Further improvements to the telephony service will be made as the customer contact centre and telephony system is developed, as part of the Joint Transformation Programme.

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Current Status	Explanatory Note
Overall satisfaction with how the Council runs things	Baseline	-	63%	-	Data Only	The data was derived from a one-off Residents' Survey carried out in summer 2015.
Percentage of abandoned vehicles removed within 24 hours	90%	100%	92%	100%		
The average number of days taken to remove reported fly-tips	Less than 2 days	2.2 days	1.8 days	2.0 days		Fly tip removal performance continues to be maintained.
Number of people receiving Dementia Awareness training	150 by 2017	40	0	5		The training aspect of this project has continued, with Dementia Friends information sessions delivered to councillors in October 2015. Further staff and councillor training sessions are planned in Spring 2016, and the invitation will also be extended to local community groups.