

**Agenda Item No:** 8 **Report No:** 91/16

**Report Title:** Portfolio Progress and Performance Report 2015/16 and Quarter 4 (January to March 2016)

**Report To:** Scrutiny Committee **Date:** 1<sup>st</sup> July 2016  
Cabinet 4<sup>th</sup> July 2016

**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 fourth and final quarter of the year (January to March 2016 (Quarter 4)) as shown in Appendix 1;
2. To consider the Council's overall progress and performance for the whole of the financial year 2015/16 and notable comparisons with 2014/15 as set out in the report;
3. To consider and agree the projects and performance areas to be reported to Scrutiny Committee and Cabinet for quarterly monitoring during 2016/17 (Appendix 2); and
4. To note the programme of work undertaken by the Scrutiny Committee during 2015/16.

#### **Officers' Recommendation(s):**

1. That progress and performance for Quarter 4 (Appendix 1) and the year as a whole be considered and any relevant recommendations are made to Cabinet;
  2. That the projects and performance areas as shown in Appendix 2 be agreed for future reporting;
  3. That the programme of work undertaken by the Scrutiny Committee be noted.
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#### **Reasons for Recommendations**

1. 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

1. 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.
2. 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 fourth quarter of 2015/16 (the period running from 1<sup>st</sup> January to 31<sup>st</sup> March 2016) and also its position at year end, against the targets set for the full year 2015/16.
3. 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.

## Performance in the Fourth Quarter of 2015/16

4. Appendix 1 provides detailed information on progress and performance for Members' consideration, clearly setting out where performance and projects are 'on track/on target' and where there are areas of under-performance/concern. Where performance or projects have not achieved target, an explanation is provided, together with a summary of the management action that has been taken to address this. The Appendix is structured around the Cabinet Portfolios.
5. 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 4/Year End 2015/16

6. A summary of the Council's performance for the year as at the end of the 4<sup>th</sup> quarter is as set out below:
  - 85% of the Council's key projects were either completed or on track at the end of the 4<sup>th</sup> quarter.
  - 79% of the Council's performance targets were either met, exceeded or within a 5% variance during the year as a whole.
  - Only 5 indicators did not meet the planned targets for the year.

- With regard to customer feedback during Quarter 4, 306 complaints were received and responded to, and 133 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.

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

### Regeneration and Business Portfolio

8. The University Technical College in Newhaven (UTC@harbourside) opened its doors to its first tranche of 110 students in September 2015. The college specialises in marine engineering and environmental technology. It is aimed at 14-18 year olds and focusses on science, technology, maths and computing. The project was delivered in partnership with the Aldridge Foundation, the University of Brighton, University Technical Colleges and Veolia.
9. The Newhaven Growth Quarter project to introduce additional high quality business space and related services at the Newhaven Enterprise Centre is largely complete, making 60 offices and workshops available to local businesses. The project was delivered through £2.5m of Coastal Communities partnership funding, and also provides additional childcare places at Denton Island Community Centre as well as a new community kitchen and communal networking hub within Sussex Downs College campus. This project was delivered in partnership with Basepoint, Sussex Community Development Association, Sussex Downs College, East Sussex County Council and contractor, Morgan Sindall. The launch event took place on 21<sup>st</sup> April 2016.
10. An Enterprise Zone for Newhaven was given the go ahead in the Government's Spending Review last Autumn. The Enterprise Zone officially starts in April 2017 and will unlock 8 strategic sites for business development and expansion, leading to over 2,000 new jobs for the area. The identified sites will benefit from economic incentives and relaxed planning rules.
11. Business Support was further enhanced through the second, and another very successful, Lewes Business Awards event in July 2015. There were 64 entries from 39 individual companies. The winners were announced at a gala dinner attended by 150 people. The Lewes District Business Awards were launched to highlight excellence in the District's business community. The wide variety of awards ensure that a diverse range of businesses from all sectors can participate. The awards were delivered in partnership with a number of sponsors including Basepoint Business Centres, Cheesmur Building Contractors, Harvey & Son Ltd, Knill James, LEAP, Lewes District Council, Pelham House, Santon North Street, The Aldridge Foundation, Veolia, The Argus, and Viva Lewes.
12. A major joint venture between the Council and its development partner Santon, to provide new housing and commercial development at the North Street Quarter in Lewes, made significant progress during 2015/16. The scheme will provide much needed affordable housing, along with vital flood defences, public spaces, a health centre, doctors' surgeries and commercial and creative work space for local businesses. The scheme has generated significant local interest through the extensive consultation events and design workshops which took place during 2015. Planning

permission was granted by the South Downs National Park Authority in February 2016.

### Finance Portfolio

13. A shared facility in Newhaven (Saxon House) became operational in January 2016. The new 'one stop shop' community hub building offers greater access to Council and other services for residents in Newhaven and surrounding areas. The project brings together staff from the Council, fire and police service under one roof, saving money and enabling opportunities for better multi-agency working. The modern and energy efficient building includes a large open-plan shared office area with meeting rooms and also a large community, training and briefing room, with lift access. There is also a gym which can be jointly used by all staff in the building, which is important for both staff well-being and fitness levels. This project was delivered in partnership with Sussex Police, East Sussex Fire and Rescue Service and has meant savings of more than £450K across the partnership.

### Housing Portfolio

14. A new Housing Allocations Policy was updated and issued in April 2015 to reflect the new Right to Move provisions. Under this change, existing social housing tenants who have resided in a local authority area for 2 years or more have the right to move to another area and be included on the waiting list for that area.
15. A new Tenancy Agreement was introduced in April 2015 following consultation with tenants' groups.
16. 597 Council homes were fitted with photovoltaic (solar) panels during 2015/16. The potential benefits of this will be felt by both residents and the Council in terms of lower energy costs and reduced carbon footprint.
17. Plans to release 7 small Council owned sites for affordable housing, using Local Growth Fund funding of £2.3m were developed during 2015/16. A Development Manager and Employers Agent were appointed and site specific design briefs agreed. The project will enable the construction of 30 new Council homes for rent. Planning permission has been granted for 5 sites and a construction firm appointed to commence work on these sites during 2016.
18. The Council took an average 16 days to process new housing and council tax benefit claims during 2015/16, compared to 18 days in 2014/15. This improvement for customers has been due to streamlining of procedures and wider staff training across the benefits and council tax teams.
19. The Council aims to collect 95% of Council house rents during the year. At the end of March 2016, 96.4% of all rent owed had been collected. Although performance was above target for the year, it was slightly lower than in 2014/15.
20. Council housing tenants remain very satisfied with the repairs service they receive from the Council's contractors. 98% of tenants reported that they were satisfied with the service during 2015/16. This represents a slight improvement compared to 2014/15 (97% satisfied). Overall tenant satisfaction also remains high at 89% (above the target of 88%).

### Waste and Recycling Portfolio

21. Following a review of waste services early in 2015/16, a number of initiatives got underway to improve the Council's waste collection and recycling services. A trial of green waste collection was successfully completed in Seaford last summer. The take-up was very positive and resulted in over 30 tonnes of garden waste collected in its first 3 months. The success of the trial has led to an expansion of green waste collection across the District. This started in the coastal areas and has resulted in around 100 tonnes of green waste being collected since the service began. Further expansion will continue during 2016/17. Several new fleet vehicles were brought into operation during 2015/16 to improve service quality, safety and efficiency. A Project Manager has been appointed to draw up detailed proposals for the future development of the service including plans to build a new waste collection/recycling facility in Newhaven.
22. Although below the ambitious 30% target, the Council has seen a marked improvement in its recycling performance compared to 2014/15. During 2015/16, recycling rates averaged 27% each quarter, reaching 28% in Quarter 3. The average recycling rate for the year was 24%. The target for recycling in 2016/17 will be set later in the year following a report to Cabinet in September 2016.
23. The Council continues to collect 99.9% of all refuse collection and recycling bins on the planned day of collection.

#### Planning Portfolio

24. The Core Strategy, which has been a significant area of work for the Council over recent years, was adopted by Full Council in May 2016.
25. There has been good progress with the development of Neighbourhood Plans during 2015/16. The first Plan (Newick) was introduced in 16th July 2015, with the second Plan (for Ringmer) introduced in 25th February 2016. The adoption of the Neighbourhood Plan for Hamsey will take place in July 2016 and the Plan for Wivelsfield is expected to be adopted later in 2016.
26. For the third quarter in a row performance on determination of major planning applications within 13 weeks has been high: 80% during quarter 4. Performance for the year (74%) is well above target and in line with 2014/15. Performance on deciding minor planning applications within 8 weeks is also well above target for the year and has shown a marked improvement compared to 2014/15.
27. The number of new homes provided in the District in 2015/16 was 286. This was well above the target (227) and exceeds performance in 2014/15.


#### People and Performance Portfolio

28. Significant developments have been made in respect of the Council's transformation programme following the decision in September 2015 to commence a full programme of integration with Eastbourne Borough Council. The programme aims to deliver savings in the region of £2.9 million per year by March 2020. A new single Chief Executive was appointed in January 2016 and initial background work to inform the Joint Transformation Programme (JTP) Business Case has been completed. This involved a series of workshops with managers and staff of both councils during December 2015 and January 2016. The Business Case and next steps in the JTP process were considered by both Lewes and Eastbourne cabinets in May 2016.

29. The first Residents' Satisfaction survey since 2008 was carried out during 2015/16. The results provided important feedback from residents about the priorities for the District which have contributed to the production of the now adopted and published Council Plan 2016 to 2020. Notably, 63% of residents said they were satisfied with how the Council runs things compared to 45% in 2008.
30. A project to update the workforce data held by the Council has been completed. The data has been collated and analysed to provide an up to date profile of the workforce in terms of, for example, gender, age, disability and ethnicity. This forms part of the Council's equality strategy. We have also made good progress in reviewing a number of policies and procedures in consultation with staff side representatives. This will continue in line with the Joint Transformation Programme to ensure closer alignment of policies and procedures across Lewes and Eastbourne councils.
31. A review of the Council's records management arrangements was completed and a new records retention schedule adopted. A new post of Information Governance Officer was established to take forward this area of work and ensure appropriate alignment of policies and procedures as part of the Joint Transformation Programme with Eastbourne Borough Council.

#### Customers and Partners Portfolio

32. A new events calendar was launched as part of the refreshed Stay Lewes website. Notable events promoted and supported by the Council during 2015/16 include the Christmas 'Enchanted Park' event in Lewes which was well received.
33. A two year programme of work to promote greater awareness of dementia in the District is well underway. The initiative started during 2015/16 with 69 staff and councillors attending training sessions and workshops. The training has been well received and will continue in 2016/17. £3.5K was also awarded to 3VA to extend the Dementia Friends initiative into local communities. An action plan has been agreed for 3VA to develop and support local multi-agency alliances across the District.
34. The average time taken to answer telephone calls has been maintained well within the 30 seconds target during 2015/16. However, it is recognised that further improvements in telephony are needed and to this end a new telephony system will be procured in the coming year.
35. Following management action early in 2015/16, the average time taken to remove reported fly-tips has improved and is now back on target (2 days).


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

36. 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 were 4 performance areas and 2 projects which fell into this category during 2015/16. Information about management action to address underperformance (where appropriate) is set out in the appendix to this report. The 4 performance areas are:

- Collection of Council Tax

- Collection of Business Rates
- Households living in temporary accommodation.
- Urgent Council house repairs carried out within Government time limits

37. **Devolution Project:** The planned devolution of Council owned land and buildings to town and parish councils is underway but has been delayed due to unforeseen circumstances in respect of sites in Newhaven. The Devolution Committee received a detailed progress report at its meeting on 15th June and considered recommendations on how to speed up the process for future transactions.
38. **Equal Pay Audit:** This project was programmed for 2015/16. It will form a fundamental part of the ongoing work to align staff across Eastbourne and Lewes councils under the Joint Transformation Programme. The decision has been taken and agreed with the Cabinet Member for People and Performance that this project would be more valuable if it was completed once the majority of this work has been undertaken. A revised start date of December 2017 has therefore been agreed.

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

39. 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. 1 project (Equal Pay Audit) did not proceed as originally planned as the scope of the project changed during the year. There were 5 areas where performance for the year as a whole was significantly below target. The management actions to address these issues are set out below:
40. **Invoices:** Management action taken during 2015/16 included staff training and targeted intervention to reduce the overall number of invoices needing to be processed. This has seen an improvement in performance during the year. However, further action will continue to be taken. A review of authorised signatories is expected to be completed in Quarter 1 2016/17 which will increase the number of officers who can approve payment of invoices. Also, as shown in Appendix 2, it is proposed to monitor and report performance for housing and other invoices separately during 2016/17 which will take account of the substantially higher volume of invoices in housing. 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.
41. **Days to re-let Council homes:** Officers have already put in place measures to ensure improved performance. All three months in quarter 4 returned an output of well above target. Weekly void meetings have been introduced to ensure performance is tracked and can be corrected quickly. This will continue into 2016/17.
42. **Kilograms of household waste collected/household waste recycled:** Both of these KPIs are affected by the levels of household waste that can be removed from the waste stream for recycling. The Council is actively considering strategic options for the future recycling service as set out in Appendix 1.
43. **Staff sickness:** The overall level of absence reduced slightly in Q4 from those recorded in Q3, but remains high. The management of sickness absence continues to be a priority within the organisation with close scrutiny and management by line



managers and HR. A new Attendance Management policy launched following consideration by Employment Committee (Summer 2016) across Lewes and Eastbourne with training for all managers alongside a combined wellbeing offering across both Councils.

### Discontinued Projects

44. Occasionally it is necessary and appropriate for projects to be discontinued due to a change in circumstances, professional advice or to consider other opportunities to maximise the benefits. During 2015/16, only 2 projects were cancelled/discontinued.
45. The Council terminated its New Homes Project (relating to the provision of affordable and private sector housing) in accordance with the terms of the contract agreed between the Council and its Housing Association and private developer partners. It became apparent that certain title conditions and ground conditions had not been satisfied within the timescale specified in the contract and that title difficulties arising on key sites were significant. The contract envisaged this possibility and permitted termination on this basis. Council officers recommended that the Council serve notice triggering provisions in the contract for termination of the project.
46. A refreshed Regeneration Strategy is no longer considered necessary. The Council Plan 2016 to 2020 sets out the Council's strategic priorities and direction in terms regeneration projects and initiatives. These projects are actively monitored and reported to Cabinet. Other initiatives are reflected in the Regeneration and Investment Service Plan and managed as part of business as usual.

### **Monitoring of Council Plan Projects and Priorities – 2016/17**

47. Following adoption of the Council Plan at Full Council on 25 February 2016, the Council's priority projects and performance areas will be incorporated into these quarterly Progress and Performance reports, the first of which will be considered at the September 2016 cycle of meetings. A list of projects and proposed performance measures and targets for 2016/17 are set out in Appendix 2.
48. Members are advised that, in addition to these performance targets, additional contextual/operational data will be collected and monitored as necessary. This will be particularly important for the Joint Transformation Programme (JTP) and associated projects. Officers from both Lewes and Eastbourne councils are currently compiling a range of data sets that will be used to track service volumes and processes as they are developed through the JTP process.

### **Scrutiny Work Programme 2015/16**

49. 2015/16 was the first year that the Scrutiny Committee has reviewed Council performance on a quarterly basis, ahead of the Cabinet receiving the same quarterly performance reports. This has been helpful in providing Members with early information about any performance issues or concerns and assurance that such issues are being addressed by robust management action.
50. Along with thorough assessment of Council performance throughout the year, the Scrutiny Committee has also given consideration to various other issues as part of its overview and scrutiny function. These have included;



- Scoping of a potential review of the Living Wage. This did not subsequently result in a full review due to change in central government policy.
- Scoping of a potential review of village agents. This resulted in an informal meeting with Action in Rural Sussex to provide Members with a fuller understanding of this local project.
- Scrutiny of the Council's draft budget for 2016/17.
- Scrutiny of the financial support provided by the Council to the voluntary and community sector.
- Scoping of a potential review of New Homes Public Consultation. This review did not progress as it was superseded by other work commissioned by Full Council.
- Establishment of a scrutiny review to investigate the issue of housing supply and demand. This review is currently underway and will report back to the Committee in November 2016.
- Scrutiny of the work of the Lewes District Community Safety Partnership.

### **Financial Appraisal**

51. 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**

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

### **Risk Management Implications**

53. **Risks:-** The potential risks that have been identified in relation to issues covered by this report are:- That 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**

54. The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports.

### **Background Papers**

Council Plan 2015/16

## Council Plan 2016 to 2020

### **Appendices**

Appendix 1 – Portfolio Progress and Performance Report (Quarter 4)

Appendix 2 – Proposed projects and performance measures for monitoring during 2016/17.

## PORTFOLIO PROGRESS AND PERFORMANCE QUARTER 4 (January to March 2016) and FULL YEAR 2015/16

### 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: Councillor Andy Smith (Regeneration and Business)

#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Newhaven Growth Quarter	April 2016		Largely complete. Practical completion was achieved on 4 March 2016. Some planning conditions remain to be discharged and Building Control sign-off is awaited. The formal launch event took place on 21 April 2016.
Newhaven Enterprise Zone	March 2018		EZ Newhaven officially starts April 2017. Discussions are ongoing with Coast to Capital LEP in respect of governance. A report on progress was considered by Cabinet in April. The Council's Regeneration and Investment Team is currently working with individual landowners to prepare submissions for Local Growth Funding from Coast to Capital LEP and SELEP to enable quicker site delivery and ensure development viability.
Support for Business	March 2019		A European Regional Development Fund 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 – this is existing 'in-kind' activity or expenditure, not new spending. The full submission was sent to Government in early April and a decision is awaited (likely summer 2016).
Lewes Business Awards	July 2016		The 2016 Lewes District Business Awards has been launched. Sponsors have been found for all categories and applications for awards have now closed. The event will take place on 14th July 2016.

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 now signed. Having agreed the Heads of Terms, the partners are working on progressing towards a final Joint Venture Agreement. Cabinet has agreed the purchase of Springman House, to unlock the fire station site. The Council continues to work with the existing tenants on relocation options, prioritised by phase.
Refreshed Regeneration Strategy	March 2016		A refreshed Regeneration Strategy is no longer considered necessary. The Council Plan 2016 to 2020 sets out the Council's strategic priorities and direction in terms regeneration projects and initiatives. These projects are actively monitored and reported to Cabinet. Other initiatives are reflected in the Regeneration and Investment Service Plan and managed as part of its business as usual.
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 and has won an award as the best business case considered by the EA in 2015. The tender for the detailed design and construction phase was issued in November 2015. We are awaiting confirmation from the Environment Agency as to the selected tenderer. A planning application for the works is currently being considered by both the Council and the South Downs National Park Authority. A decision is expected in mid-Summer 2016.




# VALUE FOR MONEY


## Portfolio: Councillor Bill Giles (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.

### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
Percentage of overpayments recovered	70%	68%	71%	70%	70%	70%		Performance overall for the year is in line with the target and is at the same level compared to 2014/15.
Percentage of invoices paid on time	98%	93%	90%	92%	94%	92%		Performance improvement has been sustained over the last 3 quarters although remains below target for the year. Performance in 2015/16 has improved considerably compared to 2014/15 (88.6%).
Performance Improvement Plan	Management action taken during 2015/16 included staff training and targeted intervention to reduce the overall number of invoices needing to be processed. This has seen an improvement in performance during the year. However, further action will continue to be taken. A review of authorised signatories is expected to be completed in Quarter 1 2016/17 which will standardise authorisation levels and procedures across teams and, as a result, help to reduce bottlenecks which have been found to exist. Also, as shown in Appendix 2, it is proposed to monitor and report performance for housing and other invoices separately during 2016/17 which will take account of the substantially higher volume of invoices in housing.							
Percentage of Council Tax collected during the year	98.4%	30.3%	28.3%	27.9%	11.8%	98.3%		Although below target for the year, overall Council Tax collection was only down by 0.1%. This is at the same level compared to 2014/15.


KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
Percentage of Business Rates collected during the year	98.5%	33.2%	24.7%	28.5%	12.9%	98.3%		Performance is slightly below target for the year and is down compared to 2014/15 (98.9%).





# 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	March 2017		The Department for Communities and Local Government has granted £2.3m additional Housing Revenue Account (HRA) borrowing capacity to finance the building of 30 new affordable homes on 7 small sites owned by the Council. During Q4 planning permission was granted on 5 of the sites, which total 22 homes. Following a tendering process, construction firm Thakeham have been appointed to build out the 22 homes during the coming 12 months. Proposals on sites at Waldshut Road, Lewes and Valley Road, Newhaven will no longer be taken forward through the Local Growth Fund Project due to the time restrictions in terms of utilising the additional HRA borrowing. Options for the future financing and development of these sites will be considered by Cabinet later in the year.

### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End 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	27 days	16 days		Although performance dropped in quarter 4, performance for the year is well above target and shows a notable improvement compared to 2014/15 (18 days)
Percentage of rents collected during the year (cumulative)	95%	93%	97%	95%	96.4%	96.4%		Performance has exceeded target for 2015/16 but is


KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
								down compared to 2014/15 (98.2%)
Total number of days that families need to stay in temporary accommodation (B&B)	18 days	0 days	0 days	0 days	0 days	0 days		The Council has not had to make any use of bed and breakfast accommodation for families during 2015/16.
Total number of households living in bed and breakfast/emergency accommodation	50 or fewer	66	41	50	57	53		The Council aims to keep the number of households living in temporary accommodation at a minimum and below 50 at any one time. Performance during quarter 4 exceeded this target although overall performance during 2015/16 has improved compared to 2014/15 (57).
Average number of days to re-let Council homes (excluding temporary lets)	26 days	30 days	30 days	30 days	23 days	28 days		Performance in Q4 has improved and is now well above target. However, overall for 2015/16 performance has fallen short by 2 days. In 2014/15 re-let performance for the year was 25 days.
<b>Performance Improvement Plan</b>	Officers have already put in place measures to ensure improved performance. All three months in quarter 4 returned an output of well above target. Weekly void meetings have been introduced to ensure performance is tracked and can be corrected quickly. This will continue into 2016/17.							
Overall tenants satisfaction	88.5%	93%	89%	87%	92.6%	89.2%		Satisfaction improved during Q4 and is above target for the year overall. The survey data is provided

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
								by an independent researcher each quarter. Satisfaction reached 91.6% in 2014/15.
Percentage of urgent repairs carried out within Government time limits	98%	99%	95%	96%	97%	97%		Performance is slightly below target in Q4 and for the year as a whole. In 2014/15 98% of urgent repairs were carried out within Government time limits (5 working days).
Percentage of repairs noted as good or satisfactory by tenants	98%	97%	98%	98%	98%	98%		Tenant satisfaction is on target for the year. Performance has slightly improved compared to 2014/15 (97%).


## 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)	March 2018		Waste and Recycling Service - A new Project Manager is now in post. A detailed options appraisal has been commissioned and the first draft report is being evaluated in preparation for an early presentation to lead members in Quarter 1 2016/17. A formal options report is expected to be considered by cabinet later in the year. Garden Waste – The Green Waste Collection Service continues to grow, with the service now being offered to Seaford and the Newhaven area. The expansion continues across the Coastal area and will be offered to Peacehaven and Saltdean residents by August 2016. With an average signup of a dozen new contracts a week the Council hit the 10 tonne mark for a collection in early May. 100 tonnes of green waste has been collected since the start of the service. New Depot Site - A planning application for a new depot in Avis Way, Newhaven has now been submitted and will be considered by the Planning Committee in June 2016. A further update will be given at the meeting.
Seaford Iconic Leisure	March 2019		The Council is working to support Seaford Town Council on this project as the Town Council is the sole land owner. Soft market testing has taken place. The decision over whether to take the project forward rests with Seaford Town Council.

#### Key Performance Indicators



KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
KG of household waste collected per household	500kg or less	142Kg	143Kg	143Kg	148Kg	576Kg		Overall the Council has collected significantly more household waste

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
								during 2015/16 compared to 2014/15 (505Kg per household).
Percentage of household waste sent for reuse, recycling and composting	30%	27%	26%	27%	28%	27%		Although the Council's overall recycling rate remains below target for the year, performance in Q4 improved and overall is better than 2014/15 (24%).
<b>Performance Improvement Plan</b>	Both of these KPIs are affected by the levels of household waste that can be removed from the waste stream for recycling. The Council is actively considering strategic options for the future recycling service as set out above.							
Percentage of refuse bins/recycling boxes collected on time	99.9%	99.9%	99.7%	99.9%	99.9%	99.9%		Performance has been maintained throughout 2015/16 and is at the same level as 2014/15.



# PLACE - DELIVERING SUSTAINABLE NEW HOUSING AND INFRASTRUCTURE



## Portfolio: Councillor Tom Jones (Planning)

### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Adoption of the Core Strategy	February 2016		In March, the final report from the Planning Inspector was received following the examination of the Core Strategy. This concluded that the Core Strategy was 'sound', subject to the modifications previously put forward by the District Council and National Park Authority being made. The Core Strategy was adopted by Full Council on the 11 May 2016.
Neighbourhood Plans Target: to deliver at least 3 Neighbourhood Plans by 2017	March 2017		Good progress continues to be made. The Ringmer Neighbourhood Plan has now been adopted (bringing the total to 2 in the district). The referendum for the Hamsey Neighbourhood Plan took place on the 2nd June. The Plan is due to be adopted at Full Council on the 21st July. The examination for the Wivelsfield Neighbourhood Plan took place during April and May 2016.

### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
Percentage of major planning applications determined within 13 weeks (LDC only)	68%	75%	82%	100%	80%	74%		Overall performance for 2015/16 is well above target and in line with 2014/15 (also 74%).
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	73%	91%	84%	100%	69%	85%		There was a dip in performance during Q4 due to a backlog in planning application validation work. The backlog is being targeted and is expected to improve in the next quarter.




KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
								Overall performance for 2015/16 is well above target and has improved compared to 2014/15 (81%).
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)	29% (7 appeals, 2 allowed)	27% (33 appeals, 9 allowed)		Performance during 2015/16 has remained within target but has seen a notable increase compared to 2014/15 (23%).
Net additional homes provided in the District (cumulative)	227	10	16	36	224	286		The target for 2015/16 has been exceeded. This has been aided by a couple of the larger residential development schemes (Arundel Road and Keymer Avenue, Peacehaven) being delivered sooner than originally expected. 48 residential units were also completed through use of extended permitted development rights to convert former office buildings. The Q4 figure includes completions on small-sites which are only counted annually (82 completions in 2015/16). There has been an overall increase in the total number of new homes provided during the year compared to 2014/15 (277).




## VALUE FOR MONEY

### Portfolio: Councillor Elayne Merry (People and Performance)

#### Portfolio Projects and Initiatives

Project / Initiative	Target Completion	Current Status	Update
Joint Transformation Programme (Phase 1) – Business Case (previously known as the Shared Services Project) <i>- in partnership with Eastbourne Borough Council</i>	March 2019		The detailed business case and implementation plan was considered by both LDC and EBC Cabinets on 25 May 2016. Following this a number of project work streams are now being established to deliver the various different elements of the programme.
Workforce Planning	March 2016		The HR team has completed the planned policy reviews during 2015/16. The team is now considering further correlation of policies and procedures to identify opportunities for alignment between Eastbourne and Lewes District Council. An Attendance Management Policy is currently being written for use across both Councils and is expected to be introduced in June 2016; other HR policies will be aligned in due course.
Equal Pay Audit	September 2015 (Revised to March 2018)		Equal Pay Audit: This project was programmed for 2015/16. It will form a fundamental part of the ongoing work to align staff across Eastbourne and Lewes councils under the Joint Transformation Programme. The decision has been taken and agreed with the Cabinet Member for People and Performance that this project would be more valuable if it was completed once the majority of this work has been undertaken. A revised start date of December 2017 has therefore been agreed.





## Key Performance Indicators


KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End 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	3.46 days	12.52 days		Performance during Q4 improved slightly compared to the same period last year (3.56 days). However, overall performance remains well below target. In 2014/15 the average days lost due to sickness was 11.1 days.
Performance Improvement Plan	The overall level of absence reduced slightly in Q4 from those recorded in Q3, but remains high. The management of sickness absence continues to be a priority within the organisation with close scrutiny and management by line managers and HR. A new Attendance Management policy should be launched in June 2016 across Lewes and Eastbourne with training for all managers alongside a combined wellbeing offering across both Councils.							

## CUSTOMERS – IMPROVED CUSTOMER SERVICE


### Portfolio: Councillor Tony Nicholson (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 to Newhaven Town Council and Hamsey Parish Council from 1st April 2016 was considered and approved by Cabinet in March 2016. Work to devolve sites at Newhaven has been delayed due to unforeseen circumstances at Newhaven Town Council. At the time of report writing the transfer of the Malthouse play area at Hamsey is imminent. The Devolution Committee received a detailed progress report at its meeting on 15th June along with recommendations on how to speed up the process for future transactions.
Flood Defences (Coastal Erosion)	March 2016		The final draft Coastal Implementation Plan is now complete and will be reported to Cabinet in summer 2016. The Environment Agency has released funding of £17K for coastal monitoring work during 2016/17. The monitoring will involve monthly photographic records, annual high quality topographical surveys and a cliff top inspection by an expert.
Tourism Strategy	March 2018		The Tourism Strategy and Action Plan is now in its second year of implementation. The Artwave 2016 registration of artists and makers has increased from last year, with the programme and website in progress for festival in August/September ( <a href="http://www.artwavefestival.org">www.artwavefestival.org</a> ) A refreshed, mobile enabled and user friendly visitor website ( <a href="http://www.staylewes.org">www.staylewes.org</a> ) has been launched. Twitter followers of @enjoylewes are just under 5000. A mobile visitor information service, linked to the growing events calendar in the district, is being explored with partners and two new visitor information points are planned.
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

Project / Initiative	Target Completion	Current Status	Update
			setting these up in areas where they do not yet exist. Staff training and other internal awareness activities continue, with a series of Information Sessions booked for staff and Members throughout 2016. Activities for Dementia Awareness Week (May 2016) took place in conjunction with the Haven's Dementia Action Group.
Resident/Customer Engagement	November 2015 (Revised to March 2016)		This project is now complete. The Engagement Protocol and Social media Policy has been developed and agreed. This will inform the Council's future work in this area.

### Key Performance Indicators

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End 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	a) 390 b) 11	a) 1,226 b) 52	Data Only	Compared to 2014/15, the overall number of complaints and compliments received has reduced.
Average time taken to answer telephone calls	30 seconds	25 seconds	19 seconds	29 seconds	23 seconds	24 Seconds		Performance during the year has been maintained within target. There is no comparable data for 2014/15.
Overall satisfaction with how the Council runs things	Baseline	-	63%	-	-	63%	Data Only	This figure was derived from the 2015/16 Residents' Survey. There is no comparable data for 2014/15. The previous survey was carried out in 2008 (45% of residents were satisfied with how the Council ran things then).

KPI Description	2015-16 Target	Q1 Apr-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-Mar	Year End Total	Year End Status	Explanatory Note
Percentage of abandoned vehicles removed within 24 hours	90%	100%	92%	100%	100%	98%		Performance is well above target. There were 649 reported as abandoned in 2015/16. (473 in 2014/15) Only 21 were found to be legally abandoned and subsequently removed within 24 hours.
The average number of days taken to remove reported fly-tips	Less than 2 days	2.2 days	1.8 days	2.0 days	2.0 days	2.0 days		There were 152 reports of fly-tips during 2015/16. Management action during the year has improved overall performance which was running at over 3 days for most of 2014/15.
Number of people receiving Dementia Awareness training	150 by 2017	40	0	5	24	69		Performance is on track to reach the target by the end of March 2017. There is no comparable data for 2014/15.

### Council Plan 2016 to 2020: Projects and Performance Measures 2016/17

The following pages highlight those projects and key performance measures (and targets) that will be included in the quarterly portfolio progress and performance report for 2016/17.

#### Theme: Delivering sustainable new housing and infrastructure/Growth and prosperity

Portfolio Holder: Councillor Andy Smith (Regeneration and Business)

Project Title	Council Plan Description	Target Date
North Street Quarter	Working with our commercial partners (Santon) to implement the development of over 400 new homes (40% of which will be affordable) as part of the North Street Quarter Regeneration Scheme in Lewes. This project covers the period up until the commencement of onsite work.	<ul style="list-style-type: none"> <li>• May 2016: Phase 1a Units Vacant</li> <li>• Sep 2016: Demolition Phase 1a complete</li> <li>• Sep 2017: Construction Phase1 commences</li> </ul>
Newhaven Flood Alleviation Scheme (Environment Agency Project)	Enabling the delivery of key infrastructure projects in Newhaven.	31-Dec-2018
Newhaven Enterprise Zone	Commence the Enterprise Zone in Newhaven which has the potential to deliver 2,000 new jobs, as well as 140,000m <sup>2</sup> of commercial space, 300 public car parking spaces and a new 1,864m <sup>2</sup> health centre in Lewes.	01-Apr-2017
Tourism Strategy	In partnership with others, develop a clear arts and culture brand for the district and deliver visitor services across the district in line with the Tourism Strategy.	31-Mar-2018

Note: There are no quarterly performance indicators for this portfolio.

#### Theme: Value for Money/Improved Customer Service

Portfolio Holder: Councillor Elayne Merry (People and Performance)

Project Title	Council Plan Description	Target Date
Dementia Friends a) Staff and Councillors b) 3VA Partnership	Work with our voluntary sector partner 3VA to promote dementia awareness across the district	31-Mar-2018
Joint Transformation Programme (Implementation)	<p>The Business Case for the full integration of management and services with Eastbourne Borough Council was adopted by both councils in May 2016. This major organisational change programme will involve investment in and re-alignment of IT systems, networks and telephony, integration of staff and re-design of services into a new 'end to end' customer focussed model.</p> <p>The programme also includes projects aimed at combining property management (Corporate Landlord), Information Technology and financial services.</p> <p>A formal Project Initiation Document and implementation plan will need to be signed off by both councils through the Joint Transformation Programme Board.</p>	31-May-2020

KPI Title/Description	Target 16/17
Staff days lost due to sickness	9.0 days
Number of relevant staff/councillors receiving dementia awareness training	Data Only

### Theme: Communities – Resilient, healthy and engaged

Portfolio Holder: Councillor Tony Nicholson (Customers and Partners)

Project Title	Council Plan Description	Target Date
Devolution of Open Spaces	Work with new grounds maintenance contractor, Town and Parish Councils and local volunteers to maintain high quality public parks and community spaces	31-Mar-2017

KPI Title/Description	Target 16/17
Average time taken to answer calls to our switchboard	Less than 30 seconds
Proportion of complaints responded to within target (currently 2 working days)	99%
Number of new sign-ups to the Council's social media channels	Data Only
Number of people registering for our email service	1,500
Wave Leisure: Visitors to leisure centres	1.06m

### Theme: Value for Money

Portfolio Holder: Councillor Bill Giles (Finance)

No projects for this portfolio

KPI Title/Description	Target 16/17
Percentage of invoices paid on time a) Housing b) All other	a) 95+% b) 98%
Proportion of council tax collected	98%
Proportion of business rates collected	98%

### Theme: Place – Delivering sustainable new housing and infrastructure

Portfolio Holder: Councillor Ron Maskell (Housing)

Project Title	Council Plan Description	Target Date
Local Growth Fund	Deliver up to 25 new Council homes for rent on 6 sites owned by us.	30-Jun-2017
Housing Investment Company	We have established a range of public/private arrangements which will see the Council using its assets to stimulate growth in of both market and affordable the housing market at a local level. This project will explore and implement a mechanism by which the Council can deliver a number of housing and regeneration led delivery projects across the District.	31-Oct-2016
Extension of temporary accommodation	For the development of temporary accommodation provision in the Lewes District, including through the private sector leasing scheme.	31-Oct-2016

KPI Title/Description	Target 16/17
Proportion of rent collected	95%
Number of days in emergency/B&B accommodation	15 days
Number of households in a) emergency accommodation b) other temporary	a) Less than 15



accommodation	b) Less than 50
Average number of days to relet Council homes	25 days
Average number of days to process new benefits applications	20 days
Overall tenants' satisfaction with the housing service	90%

## Theme: Place - Delivering sustainable new housing and infrastructure

Portfolio Holder: Councillor Tom Jones (Planning)

Project Title	Council Plan Description	Target Date
The Local Plan (Part 2)	Use our planning framework (Including our policy to ensure 40% of new housing is affordable) to encourage and enable developers to deliver further, suitable and sustainable housing in the district. This project will cover the development of the policy framework which underpins the Core Strategy.	30-Mar-2018
Neighbourhood Planning	Work with local communities on neighbourhood Plans, to guide future land use and identify where housing can be built	28-Feb-2020
Newhaven Port Access Road (ESCC Project)	Enabling the delivery of key infrastructure projects in Newhaven.	31-Jul-2016
Upper Ouse Flood Protection and Water Prevention Project	To support the Upper Ouse flood protection and water retention project. A cross party Working Group has been established to oversee the scheme approvals and the ring-fenced flood alleviation budget.	30-Mar-2019

KPI Title/Description	Target 16/17
Percentage of major applications determined within 13 weeks (LDC only)	80%
Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined)	75%
Percentage of all planning appeals allowed (officer/committee decisions)	Less than 33%
Percentage of major planning applications allowed on appeal (as a percentage of all major applications made to LDC)	Less than 10%
Outcome of Planning Appeals (Costs)	Data Only
Number of major applications for new housing granted planning permission following appeal	0
Number of appeals where the Inspector has considered that there has been unreasonable behaviour by the Local Planning Authority (i.e. where costs have been awarded to the appellant)	0

## Theme: Place – Clean and Green District

Portfolio Holder: Councillor Paul Franklin (Waste and Recycling)

Project Title	Council Plan Description	Target Date
Waste Strategy - Relocation and service improvement (Including associated publicity campaigns)	Introduce a waste service that prioritises recycling and ensure services are easy to use and collected frequently; extend fortnightly green waste service to all homes in the District	30-Apr-2018

KPI Title/Description	Target 16/17
Household waste recycled	Data Only until target agreed by Cabinet

## **Appendix 2 - Council Plan Projects and Performance Measures 2016/17 – Annual Report**

In addition to quarterly reporting, there are a number of KPIs that members may wish to receive updates on, either because they form part of our 'business as usual' activities that are important to residents and/or they are only able to be collected annually. Many of these are new KPIs that will be measured for the first time. Targets will be set from April 2017. The following projects (in BOLD) are considered to be 'Business as Usual' projects which will be reported annually. The following KPIs (in italic) are 'slow moving' or survey based KPIs and will only be reported once, at the end of the year.

### **Portfolio Projects and Measures: Regeneration and Business**

- **Arts and culture brand**
- **Gatwick**
- **Superfast broadband**
- **Lewes Business Awards**
  
- *Value of tourism to the local economy – measured through the Annual Economic Impact Survey carried out in the summer.*

### **Portfolio Projects: Customers and Partners**

- **Wave Leisure – Service Delivery Plan**
- **Voluntary sector partnerships**
- **Working with town and parish councils**
  
- *Proportion of customers who are satisfied with the quality of service provided by the Council - measured through a GovDelivery survey*
- *Increased participation in leisure activities amongst (ai) older people and (aia) in rural areas – measured by Wave Leisure*
- *Mystery leisure centre visitor satisfaction score – measured by Wave Leisure (Target: 85% or more)*

### **Portfolio Project: Finance**

- *Proportion of benefits overpayments recovered in the year (Target: 70%)*

### **Portfolio Projects: Planning**

- **Road and rail infrastructure**
  
- *Net additional homes provided in the District (Target: 310)*
- *Number of new homes that are affordable (Target: 27)*
- *Percentage of housing trajectory completion figures achieved (Target: 100%)*
- *Percentage of planning permissions granted on schemes of 10 residential units or more that meet the 40% affordable housing target (Target: 80%)*

### **Portfolio Project: Waste and Recycling**

- **Environmental Crime**
  
- *Proportion of people asked who feel the Council is working to make the area cleaner – measured through a GovDelivery survey*