

Agenda Item No: 7 **Report No:** 159/17

Report Title: Portfolio Progress and Performance Report 2017/18 - Quarter 2 (July - September 2017)

Report To: Scrutiny **Date:** 9th November 2017
Cabinet **Date:** 13th November 2017

Cabinet Member: Councillor Elayne Merry, Portfolio Holder

Ward(s) Affected: All

Report By: Nazeya Hussain, Director of Regeneration and Planning

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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 second quarter of the year (July to September 2017 (Quarter 2)) as shown in Appendix 1.

The Scrutiny Committee is recommended to;

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

The Cabinet is recommended to;

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

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

Background

5. The Council has an annual cycle for the preparation, implementation and monitoring of its business plans and budgets. This cycle enables us to review regularly the Council's work and the targets it sets for performance, to ensure these continue to reflect customer needs and Council aspirations.
6. It is important to monitor and assess progress and performance on a regular basis, to ensure the Council continues to deliver priority outcomes and excellent services to its

customers and communities. These priorities are set out in the Council Plan that was adopted by the Council in February 2016 and refreshed by the Cabinet in July 2017.

7. The Scrutiny Committee has a key role in terms of oversight of the Council's progress and performance and challenging areas of under-performance. This report sets out the Council's performance against its targets and projects for the second quarter of 2017/18 (the period running from 1st July to 30th September 2017).

Performance in the Second Quarter of 2017/18

8. Appendix 1 provides a high level summary of progress and performance arranged by Cabinet portfolio. The summary shows where performance and projects are 'on track/on target' and where there are areas of risk, concern or under-performance. Where performance or projects are 'off track/below target', an explanation of the management action being taken to address this is also provided.
9. Detailed project/performance tracking information is recorded in the Council's performance management information system (Pentana- formerly known as Covalent). The system uses the following symbols to indicate the current status of projects and performance targets:

-  = Performance that is at or above target;
-  = Project is on track;
-  = Performance that is slightly below target but is within an acceptable tolerance/projects where there are issues causing significant delay or change to planned activities;
-  = Performance that is below target/projects that are not expected to be completed in time or within requirements;
-  = Project has changed or been discontinued;
-  = Data with no performance target.

Portfolio Progress and Performance – Quarter 2

10. An overview of the Council's performance as at the end of the 2nd quarter is set out below:
 - 90% of the Council's key projects were either completed or on track at the end of the 2nd quarter. There are no project delays which constitute any serious risk to the Council.
 - 65% of the Council's performance targets were either met, exceeded or within acceptable levels during the 2nd quarter. This is a reduction from quarter 1.
 - Seven indicators did not meet their planned targets during the 2nd quarter (see paragraph 25 below).

The Good News for Quarter 2 –  Notable project milestones or service performance achieved.

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

Regeneration and Business

12. The **Newhaven Enterprise Zone** project has made good progress in quarter two, including on the Town Centre redevelopment plans and potential investment for Eastside North. The new EZ Programme Manager starts on 30th October.

13. East Sussex County Council is close to submitting a business case for the **Newhaven Port Access Road** with a decision expected from the Department for Transport by the end of the year.

People and Performance

14. An implementation report for the **Lewes Lottery** project is elsewhere on the agenda for the Cabinet meeting. The **Number of new self-serve accounts on our website** continues to increase.

Environmental Impact

15. Work on the delivery of the priority projects for Lewes through the **Joint Venture for Energy & Sustainability** has commenced.

Finance

16. All finance targets were met in quarter two: **Percentage of Invoices paid on time**, **Percentage of Council Tax collected during the year** and **Percentage of Business Rates collected during the year**.

Housing

17. The indicator for **Total number of days that families need to stay in emergency/B&B accommodation** has achieved zero for the sixth continuous quarter.

Planning

18. The **Local Plan (Part 2)** project is now ready to proceed with a period of consultation between late November and late January.

Waste and Recycling Transformation

19. The roll-out of the **Green Waste** service project has completed ahead of schedule.

Customer and Partners

20. The performance for **Number of people registering for our email service** continues to out-perform expectations, delivering five times the target for the quarter (2,723 against a target of 501).

Areas for Improvement – 🟡 Project/performance is slightly off track (but within acceptable/5% tolerance). The 'amber' warning flags up performance that has fallen very slightly below target or projects that are slipping behind schedule or going slightly off-track.

20. There were two performance indicators which fell into this category during the second quarter:

- **Percentage of rent collected during the year (cumulative):** Quarter two achieved 94% against a 95% target. This data is subject to final verification.
- **Overall tenants' satisfaction:** Quarter two achieved 86% against a 90% target. The survey is carried out quarterly with a random sample of tenants, so there is a small margin of accuracy. All specific comments returned are acted upon. Officers will continue to monitor this PI closely.

21. Two projects are being reported as amber at the end of the second quarter.

22. **Joint Transformation Project:** Progress has been made on the challenges around network migration that led to the higher risk rating recorded last month. Migration to the CX system is on track, with network migration back on schedule for Q3. The Assistant Director for Transformation left at the end of September. A new Programme Manager has been secured and is due to start in November.

23. **Devolution of Open Spaces:** The devolution process is taking longer than anticipated which is why the status has changed to amber.

- Lewes Town Council Devolution: Documentation in relation to Landport Bottom agreed and expected to be completed shortly.
- Newhaven Town Council Devolution: It is proposed that the first "wave" of sites to be devolved consists of Valley Road, Eastside Rec, Drove Park, Avis Road Rec and Lewes Road Rec.

Areas for Improvement – 🟠 Performance well below target and/or project significantly off-schedule or revised. Where service performance falls well below target levels, or a project is significantly off track or has been significantly revised or cancelled, priority is given to addressing these issues.

24. There were seven areas where this was the case in the second quarter.

25. **Average working days lost due to sickness per FTE equivalent staff:** The annual target for this indicator is 9 days. The first two quarters of this year have totalled 5.6 days which is above the target of 4.5 days at this point of the year. Sickness absence continues to be a priority within the organisation with line managers and HR closely monitoring sickness absences.

26. **Total number of households living in emergency accommodation:** Pressures on housing reflect the national and regional situation. In the second quarter there were 19 households living in emergency accommodation. This was higher than the target of 15 households. This number has increased because one of our temporary accommodation blocks was temporarily closed for health and safety works. This has

meant moving the residents into emergency accommodation until the works are complete.

27. **Total number of households living in other temporary accommodation:** At the end of Quarter 2 the number of people in emergency accommodation was 62. This is higher than the last quarter and higher than the target of 50. Work is continuing to revise the staffing structure through the JTP programme. This will focus on finding housing solutions to move people on from emergency accommodation and reduce reliance on Council accommodation to discharge a housing duty.
28. **Percentage of major planning applications determined within 13 weeks (LDC only):** The performance in quarter two is at 67% against a target of 80%. It is currently on target for the year as a whole. The low number of applications is skewing the figures – in real terms there were only three major applications and two of them did meet the deadlines. There are no immediate issues and the team is constantly monitoring applications and securing time extensions.
29. **Percentage of minor planning applications determined within 8 weeks (LDC/SDNP combined):** The performance in quarter two is at 70% compared to a target of 75%. The team is monitoring applications and securing time extensions as appropriate.
30. **Percentage of all planning appeals allowed (officer/committee decisions):** The performance in quarter two is at 66% against a target of 33%. Appeal decisions are being reviewed to assess any implications for policy or how it is applied, and how the Committee is advised of sound reasons for refusal.
31. **Wave Leisure: Visitors to leisure centres:** 208,757 people participated in wet and dry side activities across the four Wave Leisure sites. In Lewes, Pells Pool is open during the summer months and along the coast, the Saltdean Lido has opened for their first summer after the restoration work. Although the Quarter Two performance falls below target, the visitor numbers are still higher than for the same quarter in 2016/2017. The current target has been carried over from 2016/17. A meeting to discuss and finalise the 2017/18 KPI's with Wave Leisure was held on the 26th October and will be reflected in the next Portfolio Performance Report.

Financial Appraisal

32. Project and performance monitoring and reporting arrangements are contained within existing estimates. Corporate performance information should also be considered alongside the Council's financial update reports (also reported to Cabinet each quarter) as there is a clear link between performance and budgets/resources.

Legal Implications

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

Risk Management Implications

34. It is important that corporate performance is monitored regularly otherwise there is a risk that reductions in service levels, or projects falling behind schedule, are not addressed in a timely way.

Equality Analysis

35. The equality implications of individual decisions relating to the projects/services covered in this report are addressed within other relevant Council reports or as part of programmed equality analysis. The equality implications of projects that form part of the Joint Transformation Programme are addressed through separate Equality and Fairness assessments.

Background Papers

[Council Plan 2016 to 2020](#)

Appendices

Appendix 1 – Portfolio Progress and Performance Report (Quarter Two 2017/18)