

Report to: Scrutiny

Date: 28 June 2018

Title: Portfolio Progress and Performance Report 2017/18 - Quarter 4 (January- March 2018) and Year end

Report of: Ian Fitzpatrick, Director of Regeneration and Planning

Ward(s): All

Purpose of report: To note the Council's progress and performance in respect of key projects and targets for the fourth quarter of the year (January to March 2018) and the overall year performance as shown in Appendix 1.

Officer recommendation(s): Note progress and performance for Quarter 4/ end of year.

Reasons for recommendations: To enable Scrutiny to consider specific aspects of the Council's progress and performance.

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Background

1. The Council has an annual cycle for the preparation, implementation and monitoring of its business plans and budgets. This cycle enables us regularly to review the Council's work, and the targets it sets for performance, to ensure these continue to reflect customer needs and Council aspirations.
2. 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.
3. 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 fourth quarter of 2017/18 (the period running from 1st January to 31st March 2018) as well as the performance for the year.

Performance in the fourth quarter of 2017/18/ Year end

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

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

Portfolio Progress and Performance – Quarter 4/ Year end

- An overview of the Council's performance for the year as at the end of the fourth quarter is set out below:
 - 14 of the Council's 18 key projects were on track at the year end. There are no serious project delays which constitute a serious risk to the Council.
 - 72% of the Council's performance targets were either met, exceeded or within acceptable levels.
 - 6 performance indicators did not meet their targets (see paragraph 24 below).

The Good News for Quarter 4/ year-end –  Notable project milestones or service performance achieved.

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

Regeneration and Business portfolio

- Key milestones achieved in the **Newhaven Enterprise Zone** include refurbishing 5,000m² of existing floorspace. This is around 1/3 of our target for the whole 25-year lifespan! £8m-plus of new private sector investment was attracted and 2,000m²-plus of new commercial floorspace was opened and a further 5,000m² is under construction.
- The **LEAP** business programme also had a number of highlights: 23 candidates attended business start-up training, 7 of whom have started up a business in the district with more expected to follow shortly.
- Value of tourism to the local economy.** The monetary value on the impact of tourism is only reported annually. Due to the complexity of background data required

to generate this measure, the most recent figure available for this report relates to 2016. It is estimated that the value of tourism to the Lewes District in 2016 was £178 million. This is based on 314,000 total overnight trips, resulting in 1.2million visitor nights in the district.

People and Performance

11. As part of the **Joint Transformation Programme**, in 2017/18 the Customer First; Homes First and Neighbourhood First brands were launched. A new joint website and intranet were also delivered. Report It Lewes & Eastbourne - an app to facilitate and speed up the reporting of environmental issues such as littering and dog fouling - launched across both the borough and district in February 2018.

Environmental Impact

12. **Clear Ventures (the Joint Venture for Energy and Sustainability)** was set up in 2017/18 and has started its first LDC project: Springman House.

13. **Co-mingled recycling** was introduced and is having a positive effect on recycling rates in the district.

Finance

14. The collection of both **Council Tax and Business Rates** exceeded their year targets with their total combined figures exceeding £90 million.

Housing

15. 22 new homes were delivered under the **Local Growth Fund** and research into **rural housing** options was undertaken.

Planning

16. **Neighbourhood Plans:** The Plumpton neighbourhood plan and the Ditchling, Streat & Westmeston plan was adopted in 2017/18.

Waste and Recycling Transformation

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

Customer and Partners

18. In 2017/18 more people signed up for **email service and to our social media channels** than anticipated.

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

19. One performance indicators was in this category during the fourth quarter/ year end:

Percentage % of invoices paid on time: Performance for Q4 of 93% is below the target of 98%. We fell just short of our annual target but we hope to avoid this next year as a new financial system (CAFI) will have successfully been rolled out across the Council, resolving previous issues.

20. Four projects are being reported as amber at the end of the year and are reported more fully in the appendix:

**North Street Quarter;
Joint Transformation Programme;
Local Plan (Part 2) and
Devolution of Open Spaces**

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.

21. There were five indicators where this was the case in the third quarter.

22. Average working days lost due to sickness per FTE equivalent staff: Sickness absence rates in Q4 were the highest so far this year. This was anticipated as our HR Business Partners and managers were advising us, particularly in January and February, of large numbers of staff suffering from flu and stomach bugs. This was confirmed by the most frequent reasons for short term absence in Q4 being recorded as colds, flu and viruses. As a result the total for the year 2017/18 was 10.12 days per full time equivalent employee which is slightly over the target of 10 days. That said, Q4 rates were lower than in 2016/17 and 10.12 is the lowest figure we have had for many years (the overall level of absence has decreased continuously every year for the last 7 years).

A survey of our neighbouring authorities with an in house waste survey indicates that an average of between 9 and 11 days is usual. Bearing in mind the absence totals of Lewes and Eastbourne over recent years and those of our neighbouring authorities we are suggesting a combined target for Lewes and Eastbourne of 9 days per FTE for the financial year 2018/19. This feels like a sufficiently challenging yet realistic target. It will be our aim to reduce this to 8 days over the next two years.

23. Number of households living in temporary accommodation: The pressure on housing continues to reflect the national and regional position. This figure covers all forms of temporary accommodation. Emergency and nightly paid accommodation did not increase significantly either. The effect of the Homeless Reduction Act (HRA), introduced on 2 April will be noted in the next quarter's figures. The team will continue to develop the local leasing incentive scheme and offer larger prevention payments to keep clients in existing accommodation for longer.

24. Overall tenants' satisfaction: Overall tenant satisfaction is below target. Out of the figures supplied, 20 respondents said they were neither satisfied nor dissatisfied. If these neutral comments were discarded, the actual satisfaction figures would increase to 88%. In response to this, in April 2018 a question was added to enable tenants to advise why they are dissatisfied. Service Managers are being sent details of any

dissatisfied reports provided by tenants and asked to analyse and investigate. Common areas of dissatisfaction will be looked at and service improvements instigated. There were 22 reports received 3 of which related to current anti-social behaviour and noise cases, 11 of the reports related to maintenance issues. These reports are being sent to the Head of property Services to analyse to see if there are any trends. However it is anticipated the new repairs contractor will improve performance and increase satisfaction levels.

25. Percentage of all planning appeals allowed (officer/committee decisions): In 2017/18, 22 appeals were submitted, 11 of which were allowed.

26. Average time taken to answer telephone calls: Higher than normal call volumes have resulted in lower than expected average speed of answer. New starters have continued to be trained and are in the early stages of their training and development. We continue to implement improvements to achieve the targets. In the short term while the team manages the peak in contacts it has been expanded to help answer emails more quickly, a message has been put on the phone line to advise customers that missed bin requests will not be processed (and if they could wait until next time, advising of the long wait for calls to be answered and encouraging them to go online) and a call-back system has been implemented. In the longer term there has now been a greater emphasis given to promote other methods of contact and self-service, the likely busiest call times are advertised, and mail-outs from services around the organisation will be more carefully synchronised.

Financial Appraisal

27. 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

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

Risk Management Implications

29. 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

30. 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 4 2017/18)

Appendix 2 - Performance measures 2018/19