

























## Appendix 1









# Lewes District Council Portfolio Progress and Performance Report Quarter 2 2023-2024 (July to September 2023)

Key			
	Performance that is at or above target Project is on track		Performance that is below target Projects that are not expected to be completed in time or within requirements
	Project has been completed, been discontinued or is on hold		Performance that is slightly below target but is within an acceptable tolerance Projects : where there are issues causing significant delay, changes to planned activities, scale, cost pressures or risks
	Direction of travel on performance indicator : improving performance		Direction of travel on performance indicator : declining performance
	Direction of travel on performance indicator : no change		Data with no performance target







## Key Performance Indicators

















KPI Description	Annual Target 2023/24	Q1 2023/24	Q2 2023/24				Latest Note
		Value	Value	Target	Status	Short Trend	
<b>1.(Finance)</b> Maximise amount of Council Tax collected during the year	97.8%	29.10%	56.04%	56.90%			<p><b>Q2 2022/23 for comparison:</b> 56.82%</p> <p><b>What happened:</b> The new Revenue &amp; Benefits system migration has begun and we have started to see the an impact collection rates for the first time this year. The legacy systems were originally due to shut down in July but this was deferred until October in order to complete the work required to complete the live migration</p> <p><b>What was learned/changed:</b> Recovery was re-instated in early August and Reminder and Final Notices were issued. A new Liability Order Hearing date was scheduled for the end of August and Liability Orders were subsequently granted. A further Court Hearing has been scheduled for September before the legacy systems are closed. As the legacy systems will be closed between October and December it won't be possible to undertake any further recovery action as it is not possible to make any updates on the system until the migration has been completed. The expected downturn in collection could continue through this period which was an accepted risk in the original business case to change systems. The benefits of migrating to a new system will provide more automation and self-service options to enhance the services we offer residents which outweigh the potential temporary losses in collection this year.</p>
<b>2.(Finance)</b> Maximise amount of Business Rates collected during the year	98%	32.82%	56.74%	54.64%			<p><b>Q2 2022/23 for comparison:</b> 61.89%</p> <p>Collection is 2.1% above target this quarter and remains on track</p>
<b>3.(Community and Customers)</b> Average number of days to process new claims for housing/council tax benefit	17.0	23.8	17.1	17.0			<p><b>What happened:</b> We have seen significant improvement (6.7 days) from Q1 and our greatest performing quarter since Q4 2021/22. During the Quarter efforts have been focused on system migration, which did affect the team's ability to work on cases and will have an effect on Q3 performance.</p> <p><b>What was learned/changed:</b> We are investigating common trends in cases that are taking longer to process, as well as using other forms of communication (instead of mail) when chasing residents for further documentation.</p>
<b>4.(Community and Customers)</b>	6	7.2	5.6	6.0			Please see the above comment for further information





KPI Description	Annual Target 2023/24	Q1 2023/24	Q2 2023/24				Latest Note
		Value	Value	Target	Status	Short Trend	
Average days to process change of circumstances (Housing/Council Tax Benefit)							
<b>5.(Community and Customers)</b> Increase the percentage of calls to the contact centre answered within 60 seconds	80%	27.67%	37.16%	80%			<p><b>What happened:</b> Customer contact saw an improvement of 9.49% from Q1. Although every month within Q2 saw improved performance when compared to Quarter one, we still experience high contact volumes and calls continuing to remain of a complex nature with Customer Advisors spending long periods of time assisting with enquires, endeavouring to resolve at first contact. August and September also saw the Council entering its yearly Annual Canvass period when 100,000 emails, letters and text messages are sent to residents requesting a response over a few weeks, with reminders and chasing contact following.</p> <p><b>What was learned/changed:</b> Following 9 staff departures, we have had 4 new staff members join the team. We continue to recruit - 4 new starters join us next Quarter. We have 7 more vacancies to fill. In Q3, ELLIS will operate across more of our phone lines. Straight forward questions and contact to the council will be handled this way, allowing staff to handle more complex enquiries</p>
6. <b>Customers:</b> Average time taken to answer calls	Data Only	6m42s	4m29s	Data Only			See KPI5 Commentary
7. <b>Customers:</b> Telephone calls graded as high quality under the call monitoring scheme	90%	83%	84%	90%			<p><b>What happened:</b> Q2 saw the team reaching an overall score of 84% - classed as 'Great' – which was a 1% positive increase when compared to Q1 (83%).</p> <p><b>What was learned/changed:</b> Through meetings (both individual and team) training has been given to improve both system and background knowledge to further improve service. In addition to this we have had our more experienced members of the team sit with our recent new starters to give on-the-spot feedback and guidance.</p> <p>We continue to use monitoring as a mechanism to review common call trends and areas that require further training.</p>
8. <b>Customers:</b> Customer complaints logged at stage 1 resolved within 10 working days	100%	59%	59%	100%			<p><b>What happened:</b> A comparison and analysis of complaints, which has not previously been conducted or monitored, over the last two years has been completed. The evidence suggests we have seen a 64% increase in complaints since Q2 2021/22. This work will now provide us with much needed baseline numbers, as well as analysis of key areas of improvement.</p>

KPI Description	Annual Target 2023/24	Q1 2023/24	Q2 2023/24				Latest Note
		Value	Value	Target	Status	Short Trend	
							Our two areas of high-volume complaints are: Environment First (including waste/recycling) and Housing Repairs.  <b>What was learned/changed:</b> Training over Q2 has been given to staff on our complaint's software, as well as training around the stages and outcomes of complaints. We are also in the process of drafting a new complaints policy, to ensure a consistent approach to complaints across our organisation. Communications and distribution have been enhanced, with our complaints system now notifying departments that a complaint has been raised in their service area. Work with our two high volume complaint areas (mentioned above) is continuing take place; we have seen EF have an increased number of complaints in Q2 and improve the percentage of complaints closed on time
9. <b>Customers:</b> Customer complaints logged at stage 2 resolved within 20 working days	100%	32%	71%	100%			Please see above commentary
10. <b>Customers:</b> The number of corporate complaints upheld at stage 1 and stage 2	Data Only	46	39	Data Only			Stage 1 Upheld complaints: Total Complaints 176 Upheld 19, Partially Upheld 25 Stage 2 Upheld Complaints: Total Complaints 24 Upheld 4 , Partially Upheld 8
11. <b>Customers:</b> The number of corporate complaints received at stage 1 and stage 2	Data Only	194	200	Data Only			Please see above commentary
12. <b>(Housing)</b> Decrease total number of households living in emergency (nightly paid) accommodation	Data Only	49	45	Data only			We have continued a positive trend for 3 consecutive quarters, bringing down the number of households in Emergency accommodation. This increased performance is due to the team continued efforts to move households into temporary accommodation and Direct Lets via the housing register.

## Other Performance Indicators

KPI Description	Annual Target 2022/23	Q1 2023/24	Q2 2023/24			Latest Note	
		Value	Value	Quarterly Target	Status		Short Trend
13. <b>Housing:</b> Decrease average number of days to re-let Council homes (excluding temporary lets)	20 (annual)	44.2	30.0	20			<p><b>What happened:</b> We have seen significant improvement (14.2 days) from Q1.</p> <p><b>What was learned/changed:</b> We have implemented a new internal process which gives Management clear oversight of each stage of the void process to identify gaps/delays/challenges. This has led to the revision of our approach to pre-void inspections and a marketing campaign to promote hard to let retirement housing.</p> <p>In addition, to reduce the pressures on emergency nightly paid accommodation we are prioritising direct lets which impacts positively on the efficiency of allocations.</p> <p>Budget constraints have led to a number of voids requiring more extensive works being delayed. This will have an impact when they are re-let in the future.</p> <p>We are working with TOLD to investigate alternative methods of service delivery in parallel with the re-procurement of maintenance contracts.</p>
14. <b>Housing:</b> DFGs - Time taken from council receiving a fully complete application to the council approving the grant	14 days	4 days	5 days	14 days			Performance remains above target, continuing a positive trend from 2022/23.
15. <b>Housing:</b> Rent arrears of current tenants (expressed as a percentage of rent debit) (L)	3.5% (quarterly)	3.94%	3.74%	3.5%			<p><b>What happened:</b> Although the collection is 0.23% below target, the arrears over annual has reduced by 0.2% on last financial year and is at its lowest level since June 2022 (second lowest level ever recorded). The overall collectable arrears balance reduced by £37,659.20 since April 2023 (reduction by 0.27%).</p> <p><b>What was learned/changed:</b> Recruitment and retention were the key impacts on collection throughout the year. We are now fully staffed, and new starters completed their training at the end of September. The officers' individual performance is monitored closely to provide prompt support in reducing rent arrears.</p>

KPI Description	Annual Target 2022/23	Q1 2023/24	Q2 2023/24			Latest Note	
		Value	Value	Quarterly Target	Status		Short Trend
16. <b>People and performance:</b> Number of new sign-ups to the Councils' social media channels	650	<b>204</b>	<b>242</b>	<b>162.5</b>			PI remains ahead of target.
17. <b>People and performance:</b> Number of people registering for our email service	Data Only	<b>1,268</b>	<b>846</b>	<b>Data Only</b>			PI remains consistent
18. <b>People and performance:</b> Average days lost per FTE employee due to sickness (J)	8.0 days	1.52 days	<b>1.99 days</b>	2.0 days			This is the second quarter of reporting average days lost due to sickness for 2023/24. Sickness levels have increased for this quarter but remain below target in Q2 where we recorded an average of 1.99 days absence which is an increase from Q1 (1.52 days).  HR Business Partners continue to support managers in managing any attendance issues that arise.
19. <b>Planning:</b> % of appeals allowed against the authority's decision not to grant planning permission (2 year rolling government figures)	<10%	<b>Major – 0.0% Minor – 0.5%</b>	<b>Major – 0.0% Minor – 0.4%</b>	10%			Both Minor and Major appeal PIs continue to achieve the 10% National target.
20. <b>Planning:</b> Exceed government targets for the % of major applications determined within 13 weeks - LDC	60%	<b>100%</b>	<b>60%</b>	60%			Modest drop in performance this quarter but remaining above the annual National PI level.  Members should be aware that given the very low volume of major applications received/determined then this PI can be subject to significant variance.
21. <b>Planning:</b> Exceed government targets for the % of minor applications determined within 8 weeks- LDC	70%	<b>82.14%</b>	<b>88.89%</b>	<b>70%</b>			Remains above National PI
22. <b>Recycling &amp; Waste:</b> KG waste collected per household	Data Only	<b>104.6</b>	<b>104.6</b>	Data only			Holding figure from Q1 until data from ESCC is available. Short trend shown from Q4 to Q1.  <b>Q1 2022/23 for comparison: 104.2</b>
23. <b>Recycling &amp; Waste:</b> Percentage of household waste sent for reuse, recycling and composting	46%	<b>44.30%</b>	<b>44.30%</b>	46%			Holding figure from Q1 until data from ESCC is available. Short trend shown from Q4 to Q1.  <b>Q1 2022/23 for comparison: 40.48%</b>

KPI Description	Annual Target 2022/23	Q1 2023/24	Q2 2023/24			Latest Note	
		Value	Value	Quarterly Target	Status		Short Trend
							<b>What was learned/changed:</b> Recycling rates fluctuate across the quarterly reports, we are anticipating increases in Q2 due to an increase in Garden waste and Q3 due to Christmas. We are continuing with our comms plan and we continue to roll out the new electric food waste vehicles that will collect separately from the refuse, which will drive residents confidence that there food recycling will be composted.
24. <b>Recycling &amp; Waste:</b> Total number of reported fly-tipping incidents	Data Only	110	<b>86</b>	Data Only			Reported incidents breakdown: July 26, Aug 29 and Sep 31.  Hotspots: Ditchling & Westmeston, Newhaven North and Newhaven South
25. <b>Air Quality:</b> Nitrogen Dioxide levels within Local Authority statutory management and monitoring of air pollution	20%	4.5%	4.5%	20%			All quarterly figures presented in the KPIs use raw data. Bias correction takes place annually and the complete data is presented in the Annual Status Report exclusively. Quarter on quarter comparison is not possible, due to varying atmospheric conditions which allow for greater/lesser pollution dispersal and/or chemical reactions in air. There may also be specific local variables such as roadworks/traffic diversions.  <u>Q1 Data</u>  Tubes contained NO2 above the Air Quality Standard (40 ug/m3):  April: 2 / 53  May: 2 / 51  June: 3 / 50