Appendix 1

Lewes District Council Portfolio Progress and Performance Report
Quarter 3 2023-2024 (October to December 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	Q2 2023/24	Q3 2023/24				Latest Note
		Value	Value	Target	Status	Short Trend	
1.(Finance) Maximise amount of Council Tax collected during the year	97.8%	56.04%	**83.61%**	85%			**Q3 2022/23 for comparison:** 83.72% **What happened**: Q3 performance is slightly below the target due to the system migration, as the system was closed down for a short period of time. **What was learned/changed**: Recovery action was suspended in Q3 for this reason but has now restarted. The new revenues and benefits system also went live during Q3.
2.(Finance) Maximise amount of Business Rates collected during the year	98%	56.74%	**83.01%**	84.07%			**Q3 2022/23 for comparison:** 85.50% **What happened**: Q3 performance is slightly below the target due to the system migration, as the system was closed down for a short period of time. **What was learned/changed**: Recovery action was suspended in Q3 due to the system migration but has now restarted. The new revenues and benefits system also went live during Q3.
3.(Community and Customers) Average number of days to process new claims for housing/council tax benefit	17.0	17.1	**43.04**	17.0			**What happened**: During Q3 the migration and implementation of the new revenues and benefits system was undertaken. During this time the team prioritised the daily review of new claims being received and prepared them for the system when it became available. **What was learned/changed**: The team continue to investigate trends into claims that have taken longer than anticipated to process. New claims are a priority activity and continue to be prioritised to bring the number of days to process down.
4.(Community and Customers) Average days to process change of circumstances (Housing/Council Tax Benefit)	6	5.6	**18.94**	6.0			**What happened**: During Q3 the migration and implementation of the new revenues and benefits system was undertaken. During this time the team prioritised the daily review of changes in circumstances being received and prepared them for the system when it became available. **What was learned/changed**: Changes in circumstance alongside new claims are a priority activity and continue to be prioritised to bring the number of days to process down.
5.(Community and Customers)	80%	37.16%	**54.68%**	80%			**What happened**: Customer contact saw a significant improvement of 17.52% from Q2. We have seen month on month progress throughout Q3. Although

KPI Description	Annual Target 2023/24	Q2 2023/24	Q3 2023/24				Latest Note
		Value	Value	Target	Status	Short Trend	
Increase the percentage of calls to the contact centre answered within 60 seconds							the overall call volume was slightly down for the quarter, we did continue to receive calls of a complex nature especially due to the Revenue and Benefits IT system migration. **What was learned/changed**: During Q3 we saw 2 leavers and had 7 new starters join the team who are all progressing well with their training and likely to be handling contact independently come the end of January. Further recruitment has taken place, we have seen an additional 2 advisors join the team in January and an additional interview round taking place in early February to fill out remaining 2.5FTE vacancies. The expansion of our Artificial Intelligence, ELLIS, on our phones has progressed well during Q3. During the start of Q4 we will be completing some final user acceptance testing before ELLIS is deployed onto our live environment and phones. This will also see an overall time-reduction and improvement of our telephony system which will enable our residents and customers to reach the correct team seamlessly should ELLIS find the enquiry too complex to assist.
6. **Customers**: Average time taken to answer calls	Data Only	4m29s	**2mins36s**	Data Only			See KPI5 Commentary
7. **Customers**: Telephone calls graded as high quality under the call monitoring scheme	90%	84%	**86%**	90%			**What happened**: Q3 saw the team reaching an overall score of 86% - classed as 'Great' – which was a 2% positive increase when compared to Q2 **What was learned/changed:** During the Q3 all advisors who had joined us since March 2023 had a training review to check their understanding and ensure there were no gaps in their knowledge – this resulted in a series of 1-2-1 and classroom-based training sessions, Team meetings were also held in order to re-cap some of the areas requiring improvement. Our future focus will be on ensuring that all team members, both new and experienced, are fully confident with our garden waste renewal process and Annual Council Tax Billing. We anticipate high levels of contact coming in Q4.
8. **Customers**: Customer complaints logged at stage 1 resolved within 10 working days	100%	59%	**57%**	100%			**What happened**: Q3 saw a reduction in overall complaints, which is in line with the yearly trends, however an increase in Q4 in likely, as in previous years. The top 3 service areas for complaints remains to be Homes First repairs Council Tax and Waste and Recycling. Homes First had a challenging period with unavoidable periods of sickness, staff changes and contractor delays which increased complaints. **What was learned/changed**: Some service areas performed particularly well, making good use of monitoring systems to track complaint deadlines and taking on board the ombudsman guidance of closing complaints on time. We

KPI Description	Annual Target 2023/24	Q2 2023/24	Q3 2023/24				Latest Note
		Value	Value	Target	Status	Short Trend	
							are working to see other areas follow this good practice. The recent reporting of KPIs has given teams a clear indication of their performance. The highest performing teams have increased their complaints closed on time by 35%, to achieve 100% closed on time in Q3.
9. **Customers**: Customer complaints logged at stage 2 resolved within 20 working days	100%	71%	**46%**	100%			Please see KPI8 commentary
10. **Customers**: The number of corporate complaints upheld at stage 1 and stage 2	Data Only	39	**32**	Data Only			Stage 1 Upheld complaints: Total Complaints 127 Upheld 14, Partially Upheld 12 Stage 2 Upheld Complaints: Total Complaints 24 Upheld 2, Partially Upheld 4
11. **Customers**: The number of corporate complaints received at stage 1 and stage 2	Data Only	200	**151**	Data Only			Please see KPI10 commentary
12.(Housing) Decrease total number of households living in emergency (nightly paid) accommodation	Data Only	45	**46**	Data only			Numbers of households in emergency accommodation remain stable. This is due to the teams continued efforts to move households into temporary accommodation and direct lets via the housing register.

Other Performance Indicators

KPI Description	Annual Target 2022/23	Q2 2023/24	Q3 2023/24				Latest Note
		Value	Value	Quarterly Target	Status	Short Trend	
13. **Housing**: Decrease average number of days to re-let Council homes (excluding temporary lets)	20 (annual)	30.0	**45.0**	20			**What happened**: Budget constraints have put significant pressure on performance, as major repairs are generally undertaken when properties are empty and resources to undertake such repairs have been limited. **What was learned/changed**: We will use recommendations from the Tenant Security Review and our Internal Auditors to look to improve performance.

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		Value	Value	Quarterly Target	Status	Short Trend	
							We will also be taking a constant management review of tenant and property processes, to ensure for timely solutions.
14. Housing: DFGs - Time taken from council receiving a fully complete application to the council approving the grant	14 days	5 days	**4 days**	14 days			Performance remains above target, continuing a positive trend from 2022/23.
15. **Housing**: Rent arrears of current tenants (expressed as a percentage of rent debit) (L)	3.5% (quarterly)	3.74%	**4.05%**	3.5%			The collection is 0.55% above the target; however the arrears over annual rent has decreased by 0.12% on last financial year. The overall collectable arrears balance increased by £19,428.40 since April 2023 (increase by 0.05%).
16. **People and performance**: Number of new sign-ups to the Councils' social media channels	650	242	**291**	**162.5**			PI remains above target.
17. **People and performance**: Number of people registering for our email service	Data Only	846	**1,190**	**Data Only**			PI remains consistent.
18. **People and performance:** Average days lost per FTE employee due to sickness (J)	8.0 days	1.99 days	**2.32 days**	2.0 days			Sickness levels have increased for this quarter, but we do remain on track for our 8.0 day target for the full year. HR Business Partners continue to support managers in managing any attendance issues that arise.
19.**Planning**: % of appeals allowed against the authority's decision not to grant planning permission (2 year rolling government figures)	<10%	Major – 0.0% Minor – 0.4%	Major– 0.0% Minor– 0.4%	10%			We have seen no change from Q2, continuing to achieve target, with the latest government data published (October 2020-September 2022). Due to the significant lag in the government data, we are exploring the options with the planning portfolio holder to give more up to date data.
20. **Planning:** Exceed government targets for the % of major applications determined within 13 weeks - LDC	60%	60%	100%	60%			PI continues to perform above target.

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21. **Planning**: Exceed government targets for the % of minor applications determined within 8 weeks- LDC	70%	88.89%	**58%**	**70%**			**What happened**: We continue to perform well against the annual government target. We have experienced a few challenges regarding extensions of time. **What was learned/changed**: We continue to work with the new statutory regulations set up by government and endeavour to use extensions of time wherever possible.
22. **Recycling & Waste**: KG waste collected per household	Data Only	104	**104**	Data only			Holding figure from Q2 until data from ESCC is available. Short trend shown from Q1 to Q2. **Q1 2022/23 for comparison:** 104.8
23. **Recycling & Waste**: Percentage of household waste sent for reuse, recycling and composting	46%	42.39%	**42.39%**	46%			Holding figure from Q2 until data from ESCC is available. Short trend shown from Q1 to Q2. **Q2 2022/23 for comparison:** 44.01%
24.**Recycling & Waste**: Total number of reported fly-tipping incidents	Data Only	86	**90**	Data Only			Reported incidents breakdown: Oct 40, Nov 30 and Dec 20. Hotspot: Lewes Castle
25. **Air Quality**: Nitrogen Dioxide levels within Local Authority statutory management and monitoring of air pollution	20%	4.5%	4%	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. Q2 Data Tubes contained NO_2 above the Air Quality Standard (40 ug/m3): July: 1 / 50 Aug: 2 / 50 Sep: 3 / 50