

## PERFORMANCE MONITORING FOR THE SECOND QUARTER OF 2018/19

REPORT OF: HEAD OF CORPORATE RESOURCES  
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Wards Affected: All  
Key Decision: No  
Report to: Cabinet  
14<sup>th</sup> January 2019

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### Purpose of Report

1. This report provides the Cabinet with information about the Council's performance for the second quarter of 2018/19 from July to September 2018. It uses the bundle of performance indicators previously agreed for monitoring in 2018/19. The report also updates on progress with the Council's flagship activities, identified in the 2018/19 Corporate Plan.

### Summary





2. Performance in the second quarter of 2018/19 has been good overall, no indicators at red (10% or more off target) and most services are performing at or close to target. Particular improvements have been achieved since the last quarter in the speed of processing new benefit claims and changes of circumstances. In the small number of cases where service targets are not being fully met, the reasons for this are clearly understood and appropriate action is being taken

### Recommendations

3. **Cabinet is recommended to note the Council's performance and progress with flagship activities in the second quarter of the year and identify any areas where further reporting or information is required.**
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### Introduction





4. This report has previously been considered by the Scrutiny Committee for Leader, Resources and Economic Growth on 14<sup>th</sup> November 2018. Issues raised by the Committee are set out in paragraphs 75 to 82.
5. One of the functions of the Scrutiny Committee for Leader, Resources and Economic Growth is to regularly monitor the performance of the Council's services, with a view to determining whether any additional scrutiny is required of services, particularly if performance is not of a satisfactory level. To do this, the Committee is provided with performance information on a quarterly basis.
6. Performance information is presented in a standard format across all services using the bundle of performance indicators agreed by the Committee for 2018/19. Performance measures have been developed to capture the core areas of each service. Where possible a target is set for the year against which performance is measured. Some performance measures do not have targets as these measures are "health checks" and for monitoring purposes only.
7. Performance information for the second quarter is provided at Appendix A. This is set out in tabular form using a traffic light system as explained below:

-  red – 10 percent or more off target
-  amber – slightly off target (less than 10 percent)
-  green – on or exceeding target
-  health check - indicator for information only

8. The Committee also has responsibility for monitoring progress with the flagship activities in the Corporate Plan for 2018/19. Progress in the second quarter is reported at Appendix B.

### Overall Performance

9. Performance has continued to be good across the Council in the second quarter, with a small number of exceptions of which more details are provided later in the report. None of the indicators are at red. The second quarter position in comparison with the previous financial year is summarised below:

Quarter 2	 Green	 Amber	 Red	 Health check	Total
2018/19	32 (78%)	9 (22%)	0	15	56
2017/18	31 (74%)	6 (14%)	5 (12%)	14	56

10. Not all aspects of the Council's work can be measured by formal indicators and in some cases the Council has little or no influence over performance. Therefore this work is measured using health check indicators which are outlined in Appendix A. These are intended to provide Members with a holistic view of the Council's work.

### Performance meeting or exceeding targets (green)

11. Of the 41 indicators with targets, 32 met or exceeded their target. This has been achieved despite increased volumes of work in key areas. This section of the report provides more information about some of these performance achievements.

#### Percentage of undisputed invoices paid within 10 days of receipt

12. Performance in the second quarter of 2018/19 was 97.6% paid within 10 days of receipt compared to the target of 95%, with 1,159 invoices received. Performance in the same quarter of last year was 98.6% out of the 1,255 invoices received paid within the target period. 100% of the undisputed invoices received in the second quarter of this year were paid within 30 days. Prompt payment of invoices continues to be a high priority for the Council in supporting small businesses and this is one of the indicators monitored as part of the Council's Economic Development Strategy.

#### Speed of processing new claims and change of circumstances for Housing and Council Tax Support Claims

13. At the end of September 2018, the total number of claimants was:

Housing Benefit Working Age	3,485
Housing Benefit Elderly	2,631
Total	6,116
Council Tax Support Working Age	3,024

Council Tax Support Elderly	2,480
Total	5,504

Universal Credit Claims (@June 2018 – the latest published data) 243

14. A great improvement in performance has been achieved by the Benefits Team over the quarter, with three out of four of the Benefits processing indicators on target in quarter 2. This compares to all four indicators having a status of red in quarter 1.
15. As reported previously to the Committee, with the dissolution of the CenSus Partnership, the Council has a new management team and 15 new members of staff in a short space of time, with recruitment and training of the new team undertaken during July and August. This makes the improvements in performance even more noteworthy.
16. For new Housing Benefit Claims the average speed of processing in quarter two was at the target level of 22 days, with 193 claims processed. For Council Tax Support claims the average was 24 days just outside of the target of 22 days and with 314 claims processed.
17. For Housing Benefit changes of circumstances the average speed of processing was 8 days compared to the target of 9 days, with 4,085 changes processed. The number of Housing Benefit new claims has reduced by about 30 per month since the roll out of the new service of Universal Credit on 6<sup>th</sup> June 2018. For Council Tax Support change of circumstances, performance was also 8 days compared to the target of 9 days with 3,659 changes processed.
18. A further issue facing the service has been the roll out of Universal Credit, which went live in Mid Sussex on 6<sup>th</sup> June 2018. This has significant implications for Benefits administration, with fewer new claims and a significant increase in changes of circumstances, and provides for a single monthly payment to replace a number of other benefits and tax credits. The Department for Works and Pensions (DWP) locally reported that at the end of September and fourteen weeks into implementation, 86% of payments have been made on time. We are trying to get more up to date statistics locally for Members, but the DWP centrally have put an embargo on such information, although locally we have not received the negative publicity seen nationally.
19. As reported to the Committee previously, the Council's Benefits Team is being proactive in working with partner organisations to provide the necessary financial support and advice for people who are awarded Universal Credit. The Council is using DWP Grant to provide Personal Budgeting Support and Assisted Digital Support for those vulnerable people in receipt of Universal Credit. This has been allocated to Citizens Advice, with whom the Council has a partnership agreement for 2018/19, in order to provide extra training for their volunteers and to appoint specialist financial advisers. As at the end of September, there had been 50 referrals to the Personal Budgeting/Assisted Digital Support Service of which 32 were taken up. 16 were for Personal Budgeting Support and 16 for Assisted Digital Support.
20. The DWP have entered into an agreement directly to provide the Universal Support Service in 2019/20 with Citizens Advice. While this surprise announcement will have an impact on other local authorities, the Council already use Citizens Advice so there are no current issues in Mid Sussex.

21. Nationally the implementation of Universal Credit is progressing. One of the biggest future tasks is “managed migration”, which is scheduled to commence in 2019 and finish in 2023. This will involve starting to move claimants in receipt at that time of one or more of the working age benefits over to Universal Credit. This will have major implications as customers will need to make a Universal Credit application and the legacy benefit will cease. If they fail to make the application within the permitted calendar month they will lose protection and may be worse off, although there is the ability to extend for some vulnerable people, although this is as yet not defined. As such for customers who have not claimed or completed forms for a number of years this could provide a challenge. Officers will continue to keep Members fully updated on the roll out of Universal Credit, including the impact on our own services.

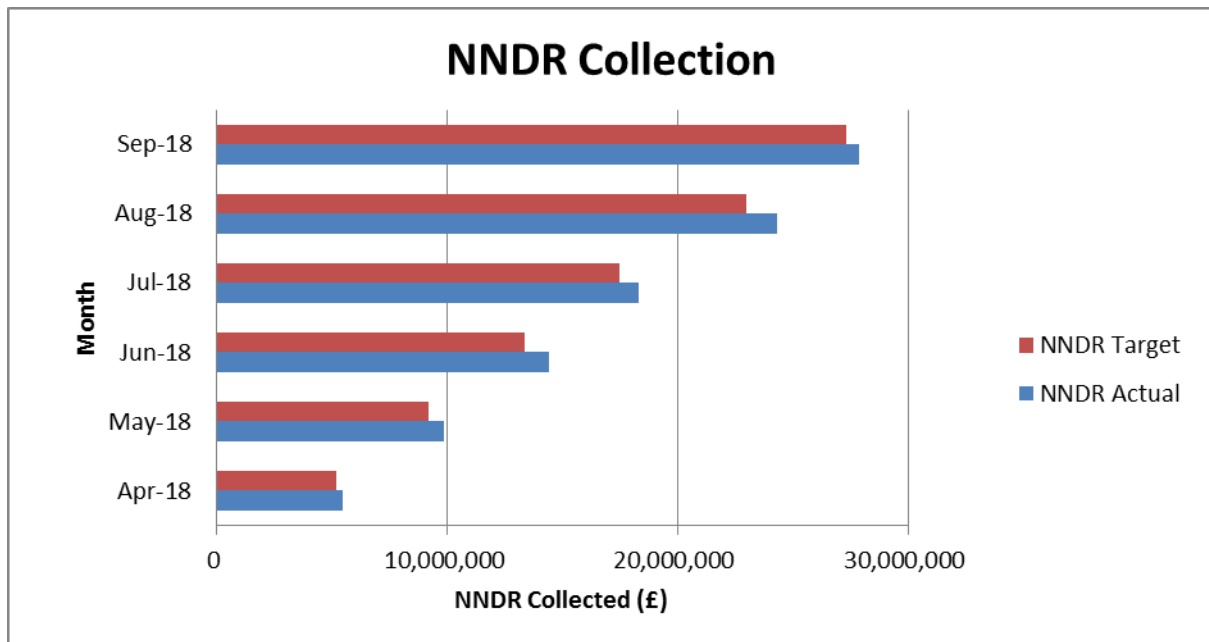
#### Overpayment Error and Accuracy in Benefit Assessments

22. The move away from the CenSus Partnership and the establishment of the Council's own Revenues and Benefits service has seen a greater emphasis on the accuracy of assessment. This aims to get the right benefit to the right person at the right time, which is key to minimising the level of overpayment error and preventing the Council losing Housing Benefit Subsidy from the Department of Works and Pensions. At the end of the second quarter overpayment error for the 2018/19 Subsidy Claim was well below the threshold of £76,000 at £47,418. The 2017/18 Subsidy Claim has now been signed off by the external auditor and the Council expects that the DWP will quickly sign off the claim. As it stands Mid Sussex District Council is set to receive an additional £760. This means that we will not lose any Housing Benefit Subsidy due to overpayment error for the second year running. The service is keen to ensure that this is also achieved in the current financial year and all steps are being taken for this to be the case.
23. For the accuracy of assessment of benefit claims, performance in the second quarter was at 93% against the target of 97%. This is a very challenging target and accuracy of processing is being monitored against all benefit cases processed rather than just the ones selected for accuracy testing. Accuracy in processing has been an emphasis for the training provided to the new Benefits Team. Please note that any errors that we correct ourselves, if done before the external audit process, count then as a pass for Housing Benefit Subsidy purposes.

#### Percentage of Non-Domestic Rates Collected

24. Collection of Non-Domestic Rates at the end of the second quarter had reached 59%, which was above the target of 57.7% and with £27,870,369 collected. This is an improvement on last year's collection rate at quarter 2 of 56%, when the amount collected was £25,847,413. Increased collection has been achieved through a continued focus on more proactive engagement with Business Ratepayers in enforcement and greater flexibility in making payment arrangements. The figures are not directly comparable for the 2 years as more Business Ratepayers have elected to pay over 12 months rather than 10 in 2018/19 and we will not get a true comparison until the financial year end. Please see paragraph 54 - 55 for information on Council Tax collection.

Figure 2 below shows monthly collection against targets for the second quarter



#### Monthly customer satisfaction scores and number of compliments received

25. Customer satisfaction is being measured by calling back a sample of customers who had previously called the Contact Centre to gain their feedback. Feedback from those surveyed in quarter 2 has been 100% positive. The customers surveyed had contacted the Council in connection to a wide range of services including waste, travellers, benefits, elections, switchboard, concessionary fares, parking, pest control, building control, taxi licensing and revenues.
26. In addition to surveys of customers, the number of compliments received is also an indicator of customer satisfaction. There were 142 compliments received in the first quarter. The main services in receipt of compliments were
- Development Management - 47
  - Customer Services and Communications - 39
  - Waste and Outdoor Services - 26
  - Landscapes - 8
  - Democratic Services - 6
  - Corporate Estates and Facilities - 4
  - Community Services, Policy and Performance – 3
  - Parking - 2

#### Percentage of enquiries resolved at first point of contact and submission of e-forms

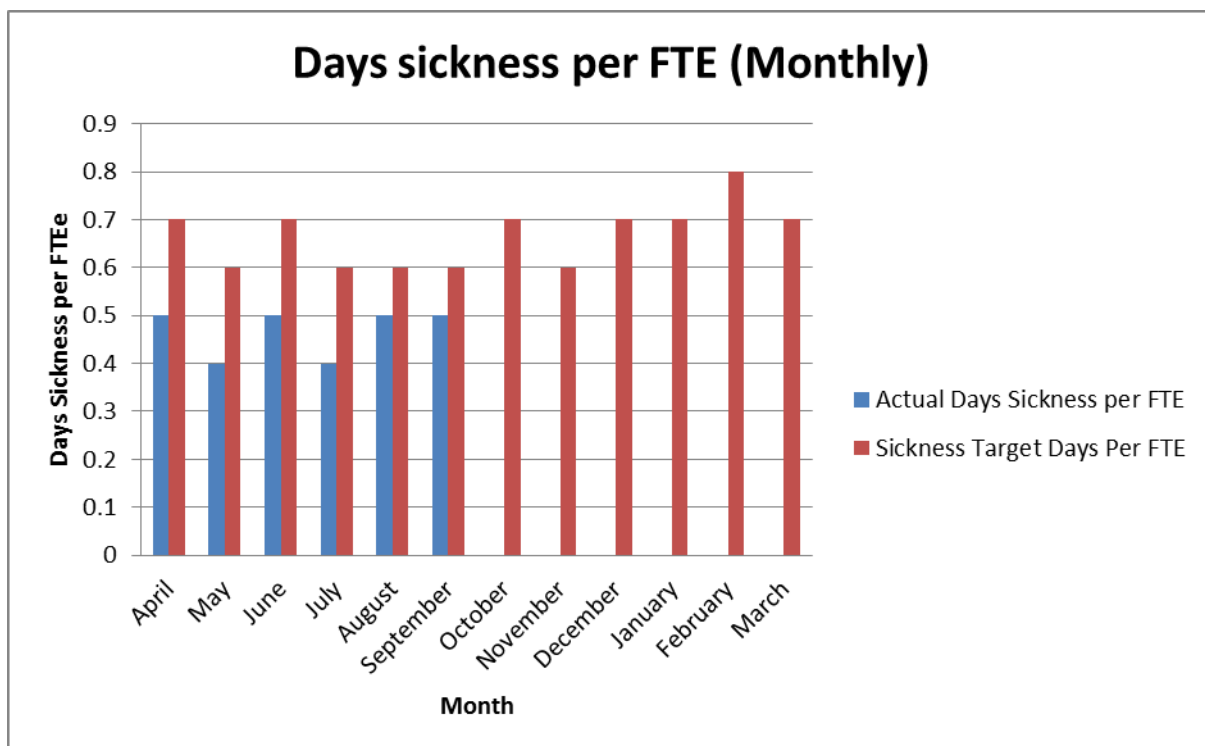
27. The percentage of enquiries resolved at first point of contact is measured through the proportion of the automatic forms available on our website successfully submitted and telephone enquiries resolved first time. Performance in the second quarter was 92% against the target of 75% and relates to analysis of forms only. Work is still progressing to establish data to monitor telephone calls and resolution at first point of contact.

28. The number of e-forms submitted in the second quarter was 6,776 compared to 6,999 last year. This is a reflection of more requests for services being dealt with directly through the Customer Relation Management System, rather than using an e-form. Widening the range of the Council's digital services is one of the Council's flagship activities for 2018/19 and further information is included at Appendix B.

Staff sickness absence rate

29. This was 2.8 days per full-time equivalent (FTE) member of staff in the second quarter compared to a target of 3.8 days. The Council's staff establishment is 277 FTE's, so to be one day ahead of target at this stage represents an extra 277 days of staff productivity in the year to date. This is an improvement on sickness absence in quarter 2 2017/18, which was 3.3 days per full-time equivalent member of staff. There is currently one long-term absence, with whom the Council is in regular communication. Improved performance is the result of back to work interviews and promoting the availability of support to staff through measures such as the Employee Assistance Programme. Comparative information has been obtained from three neighbour councils and their levels of sickness absence per FTE for quarter 2 were 3.11, 3.37 and 5.44 days per FTE respectively. It is worth noting that with the Council's staff establishment of 277 FTEs, to be one day ahead of target for this indicator represents

Figure 1 below shows the monthly figures for sickness rates against the target.



Staff turnover

30. Staff turnover in the second quarter of the year was 1.66% compared to the target of 3.7%. This is an improvement on the second quarter of 2017/18 when the turnover rate was 6.35%. Staff turnover can be affected by a number of factors, many of which are out of the control of the Council such as the local economy and job market. The 1.66% turnover rate refers to 5 voluntary leavers in the second quarter. Reasons for departure were career opportunities (2), retirement (1), end of temporary appointment (1) and personal (1).

#### The number of visits made to the Leisure Centres and Civic Hall

31. The number of visits to the Council's Leisure Centres and civic hall exceeded the target for the quarter, with 436,059 visits compared to the target of 417,258. Attendance figures have been boosted by the completion of the first phase of improvements to the Triangle Leisure Pools. This is one of the Council's flagship activities for 2018/19, with further information included at Appendix B.

#### Amount of waste per household which is disposed of in landfill sites (kilos)

32. This was 102 kgs of waste disposed in landfill in the second quarter of 2018/19 compared to the target of 107 kgs and a reduction on the figure for the second quarter of last year, which was 109 kgs per household. Waste minimisation is closely linked to the Council's efforts to increase the levels of recycling, which are referred to in paragraph 62 – 64.

#### Parking Services performance

33. Performance in repairing car parking machines within the target time of 2 days was at 98% against the target of 97%. One of the Council's flagship activities for 2018/19 is to introduce cashless payment options for parking, with further information included at appendix B.
34. With regard to the cancellation rate of penalty charge notices, this was 8% for the second quarter of 2018/19. There is an Enforcement Service Level Agreement in place with West Sussex County Council that sets a 9% cancellation rate target for mitigating circumstances. Please see paragraph 61 for further information on parking performance.

#### Proportion of Environmental Health service requests which are actioned and resolved within 3 months of receipt

35. Performance in the second quarter of 2018/19 was 98% compared to the target of 96%. This represents 667 out of 684 service requests and is an improvement on the performance in the second quarter of last year, which was 93%, with 600 out of 644 service requests resolved within 3 months. The number of service requests has increased by 6%.

#### Environmental Health service requests that are responded to within five working days

36. Service requests responded to within 5 working days was 99% in the second quarter of 2018/19, compared to the target of 97% and relating to 1,169 service requests. This compares to performance of 99% in the second quarter of last year when 1,153 service requests were received. This is a challenging target, especially in busy periods. Requests for service cover the range of Environmental Health activities, including licensing, housing standards, environmental protection and food hygiene.

#### Number of households accepted as homeless

37. At 15, the number accepted as homeless by the Council is better than the target for the second quarter of the year of 20. The long term expectation is that the numbers approaching the Council for advice and assistance will increase due to demand for affordable housing and the implications of welfare reforms. 217 households approached the Council with a housing enquiry in the second quarter of 2018/19, compared to 247 in the same quarter of 2017/18.
38. The Homelessness Reduction Act came into effect from April 2018. This is increasing the workload of the Housing Needs Team because of increased requirements on Councils to provide a written Personalised Housing Plan (PHP) to those presenting as homeless. The Act also introduced from 1<sup>st</sup> October 2018 the "Duty to Refer" on certain public bodies to refer to the Council people they think may be homeless or threatened with homelessness. This is being actively raised with the Council's partners and was covered at a meeting of the Health and Wellbeing Network on 3<sup>rd</sup> October with the theme of Housing Support. The Duty to Refer does not cover Housing Associations, but the Council has asked all local Housing Association providers to sign up to a Homelessness Prevention Protocol.
39. A Member Training event on the implementation of the Homelessness Reduction Act will take place on 22<sup>nd</sup> January 2019.

#### Number of households living in temporary accommodation

40. The number of households in temporary accommodation was 54 at the end of September 2018. This compares to 53 at the end of the second quarter of 2017/18. Overall, we are anticipating an increased need for the Council to make use of temporary accommodation. This is a reflection of factors previously reported to the Cabinet including increased demand, difficulties in accessing properties in the private rented sector and a lack of available Housing Association properties. The Homelessness Reduction Act has also led to an increase in the length of time that the Council has a duty to provide temporary accommodation for households in priority need.
41. Where the Council makes use of temporary accommodation, the aim is to ensure that households are supported in their efforts to secure longer term housing to minimise the time they spend in temporary accommodation. However, the average time that households are spending in temporary accommodation in quarter 2 was 33 weeks, which is the same as quarter 2 of 2017/18.
42. As reported previously, the Council has agreed to provide its own temporary accommodation in Mid Sussex, thereby minimising the reliance on bed and breakfast and guest house accommodation often provided outside of the District. Funding has been provided for the purchase of up to 20 properties and the lease of up to 10 properties. As at 5<sup>th</sup> November 2018, purchases of 14 properties are being progressed and the necessary legal work is being undertaken to complete the purchases. These will provide a mix of 1 and 2 bed houses and flats in East Grinstead, Haywards Heath and Burgess Hill. Further properties are being sought to bring the acquisitions up to 20 units.

#### Number of households assisted to access the private rented sector



43. Since April 2018, the Council has a Private Tenancy Negotiation and Sustainment Officer in post, who works with landlords to increase the supply of private rented properties available to households that the Council are assisting. Twenty four households were assisted to access the private rented sector in the second quarter of 2018/19 compared to the target of 19. The Housing Needs Team provides assistance to access private rented accommodation through initiatives such as the Rent in Advance and Deposit Guarantee Scheme, which helps those without sufficient funds to rent privately.

#### Building Control site inspections carried out within 24 hours of the date requested

44. The Building Control Team achieved the target of 98% of site inspections carried out within 24 hours of the date requested in quarter two of 2018/19. This related to 2,118 site inspections, an increase of 7% on the figure for the previous year of 1,988 inspections.

#### The percentage of plans received by Building Control which are checked within 15 working days

45. Performance was at 94% for quarter two of 2018/19 compared to the target of 87%. This relates to 310 plans checked. This is a great improvement on the second quarter of 2017/18, when performance was 64% with 337 plans checked. A new Senior Building Control Officer started in September, which has contributed to this improvement.

#### Processing of planning applications

46. The speed of determining planning applications remains good, with targets exceeded for majors, minors and other planning applications. The number of applications processed in quarter 2 was 661, compared to 680 in the same period of 2017/18.
47. During the second quarter of the year, 90% of major planning applications were processed within the target of 13 weeks (or within an agreed extension of time). This is above the target of 80% and relates to 21 majors processed. This compares to quarter two of 2017/18, when performance was at 92% with 13 major applications processed.
48. For processing of minor applications, performance was at 97% compared to the target of 85%. This relates to 92 out of 95 minor applications processed within 8 weeks. This compares to quarter two of 2017/18, when there were 136 minor applications processed.
49. 320 out of 324 "other" applications were processed within 8 weeks, which represents performance of 99% compared to the target of 94%. "Other" planning applications refers mainly to residential development by householders. This compares to quarter 2 of 2017/18, when there were 290 minor applications processed.
50. One of the indicators that the Committee started to monitor in 2017/18 is the level of appeals allowed against the refusal of planning permission. Performance in the second quarter of this year was 20% against the target of 33%. This compares to 25% in 2017/18. The adoption of the District Plan and the identification of the 5 year land supply are changing the way planning applications are determined and reducing the number of planning appeals allowed. The award of costs against the Council of £4,000 in July 2018 relates to a partial award of costs for not producing sufficient evidence to support a refusal at Lower Brook, Sayers Common. The appeal was dismissed.

51. One of the Council's flagship indicators for 2018/19 is to use increased planning fees to further improve the efficiency and effectiveness of the planning service to support economic growth and financial independence. Progress is reported at Appendix B.

#### Validation of planning applications within 5 working days

52. In order to support Development Management in meeting their targets for processing planning applications, the Council aims to validate planning applications within 5 working days of submission in 98% of cases. Performance in the second quarter of 2018/19 was at the 98% target level and with 661 applications received.

#### The percentage of Local Authority Searches replied to within 5 working days

53. Performance in the second quarter of 2018/19 was at 100% compared to the target of 96%. This relates to 613 searches. Performance in the second quarter of 2017/18 was 99%, with 585 searches received. The Council's Local Land Charges Team operates in a competitive market, with Personal Search Companies delivering an alternative search product to solicitors. Speed of processing is a major factor in marketing the Council's service and contributing to the achievement of fast and efficient property transactions. The role of the Council's Local Land Charges Team and the speed of processing that they are achieving was the subject of a report to the Scrutiny Committee for Customer Services and Service Delivery on 19<sup>th</sup> September 2019.

#### **Performance slightly below target (amber)**

54. Nine of the indicators fell only slightly below (within 10%) their targets in the second quarter of 2018/19. Information about these is set out in this section of the report.

#### Percentage of Council Tax collected

55. The Council Tax collection rate was 57.5% in the second quarter of the year, just below the target of 57.7% and with £59,786,794 collected. This compares to the second quarter of 2017/18 when the collection rate was 57.7% and £56,441,263 collected, although the figures are not directly comparable for the 2 years as more Council Taxpayers have elected to pay over 12 months rather than 10 in 2018/19 and we will not get a true comparison until the financial year end. In cash terms the amount of Council Tax collected has increased by over £3.3 million from the previous year.
56. The Revenues Team are undertaking a review of those currently in receipt of Single Person Discount. This involves targeted correspondence to relevant Council Taxpayers to confirm their continued eligibility.

#### The percentage of rent due collected

57. In the first quarter of 2018/19, 96% of the rent due was collected, which was just below the target level of 97% and with £361,546 received. The shortfall came primarily from two overdue accounts, which are actively being pursued, one of which relates to back-dated rent. Payment of these accounts on time would have resulted in a 98% collection rate. The total rent collected includes income from the Orchards Shopping Centre. One of the Council's flagship activities for 2018/19 is to introduce new management arrangements and improved facilities at the shopping centre and further information is included at Appendix B.

#### Average waiting time to speak to customer services officer

58. This refers to the average waiting time in seconds to speak to a customer services officer for all services in the Customer Contact Centre, including the switchboard. Calls are answered in the Contact Centre for nine Council services direct lines, including Building Control, Electoral Services, Parking Services and Waste Management. The Customer Contact Centre has also provided vital support to the Revenues service as they sought to build a team following the dissolution of the CenSus Partnership. Performance in the second quarter of 2018/19 was 31 seconds, just outside of the target level of an average of 30 seconds. 23,244 calls were answered. The average waiting time in the same quarter of last year was 22 seconds, with 22,932 calls answered. In addition to telephone callers, the Customer Contact Centre dealt with 8,864 visitors to reception in quarter 2 of 2018/19.

#### Percentage of complaints responded to within published deadlines

59. 97% of complaints were dealt with within the published deadlines. Generally the deadline is to acknowledge complaints within 5 working days and deal with them within a further 10 working days. There were 46 complaints received in the second quarter, compared to 67 in the same quarter of the previous year. One complaint was acknowledged outside of the 5 working day period. A breakdown of the main services in receipt of complaints is shown below. The Committee requested at the last meeting an indication of the nature of the complaints received, which is also provided:
- Waste Services – 20 (misplaced bins following collection; alleged poor driving of SERCO vehicles; problems with green waste collection; non-collection of dog bin)
  - Landscapes – 8 (traveller incursions, tree maintenance, dissatisfaction with bins at public spaces)
  - Leisure Partnerships – 5 (closure of Triangle Leisure Pool; poor condition of toddler/seating area outside Triangle café; Gym membership machines and supervision at Kings Centre, closure of Martlets Hall)
  - Parking – 2 (new parking machine in East Grinstead and refusal of challenge to a parking charge)
  - Benefits – 2 (assistance received with Council Tax Support application and delay in responding to Housing Benefit Overpayment query)
  - Revenues – 2 (disagreements with Valuation Office's valuation decisions)
  - Environmental Health – 2 (handling of caravan site licence application and refusal of house to house collection licence).
60. The Council has received the letter for 2017/18 from the Local Government and Social Care Ombudsman regarding complaints. This shows 19 complaints considered by the Ombudsman, only one of which was upheld. The Annual Complaints Report will be considered by the Scrutiny Committee for Customer Services and Service Delivery on 7<sup>th</sup> November 2018.

#### The percentage of enquiries relating to enforcements within Parking Services which are dealt with within 10 days

61. Performance in the second quarter of 2018/19 was 98% compared to the 100% target. This relates to 944 out of 973 items of correspondence dealt with within 10 days. The number of enquiries has increased by 14% from 832 items of correspondence received in the same quarter last year. Performance has been affected by a staff vacancy over the summer and implementation of cashless parking. The vacancy has been filled and it is anticipated that the 100% target will be achieved over the coming months.

### Percentage of household waste sent for reuse, recycling and composting

62. Performance was 43.2% compared to the target level for the second quarter of 45.5%. This is an improvement on the figure for the second quarter of 2017/18, which was 42.7%. The target has been profiled to take account of the seasonal variation in the amount of green waste collected, with a higher figure for the summer months. The extreme hot weather over the summer this year has adversely affected the amount and weight of green waste collected.
63. The number of subscriptions to the green waste service has increased by 548 over the second quarter to 18,768, with continued marketing of the service. Surveys of those taking on new subscriptions suggest that 50% are from existing user "word of mouth" recommendations.
64. The recycling pilot with the British Heart Foundation for the kerbside collection of textiles and small electrical equipment commenced in November 2017 and the final wave of collections took place in October 2018. This is one of the Council's flagship activities, with progress reported at Appendix B.

### Number of health and wellbeing interventions

65. The wellbeing service supports and advises people who wish to make improvement to their lifestyle, such as losing weight, taking more exercise, improving their diet, reducing alcohol consumption or stopping smoking. The service delivered 422 interventions in the second quarter of 2018/19 against the target of 463, partly due to a Wellbeing Advisor staff vacancy, which has now been filled. The number of interventions is still well above the target for the year to date at 1,052 against the target of 926. The Wellbeing Team has launched a new GP practice based outreach service for 2018/19, which is one of the Council's flagship activities. Please see Appendix B for further information.
66. Of the people who responded to requests for feedback in quarter two, 94% of those assisted by the Wellbeing service reported a health improvement against a target of 80%. These calls are made 3 months after the intervention to monitor whether the intervention has led to a sustained improvement.

### **Other Performance Information**

#### Resolved anti-social behaviour cases as a percentage of those referred

67. For the second quarter of 2018/19 9% of the cases referred to the Council's Anti-Social Behaviour Officer were resolved. This relates to 1 out of 11 cases raised in the quarter resolved or closed. The indicator currently only monitors ongoing cases dealt with by the Anti-Social Behaviour Officer, which often require a high level of multi-agency work interventions. This excludes the "one-off" calls, which can be resolved at the point of contact or redirected to the correct department or agency. This is a new indicator for 2018/19 and will be reviewed to provide a better reflection of activity.

#### Closed cases of families worked with by the Early Intervention Family project where outcomes are met or partially met

68. This is another new indicator this year and also seeks to provide a measure of the effectiveness of the actions taken, rather than just the number of cases. The Council has an Early Intervention Officer, funded by the Police and Crime Commissioner's Office, who works with troubled families. For the second quarter of the year the Early Intervention Officer closed 3 cases, two of which involved escalation to Social Services, so in only one case was the planned outcomes of the intervention met or partially met. The Early Intervention Officer is currently working with a further 8 families across the District.

#### Legal Services

69. The Council's Legal Services Team makes a significant contribution to the Council's overall performance. Information about the numerical caseload of the Council's Legal Services is included as one of the suite of indicators monitored by the Scrutiny Committee and stood at 257 legal cases at the end of quarter 2.
70. The Legal Team provides essential support to business units across the Council including the Development Management Business Unit and in quarter 2 completed 18 Planning Obligations. These included:
- a Section 106 agreement securing infrastructure and 39 affordable housing units relating to a development for 129 units in Hassocks,
  - a Section 106 agreement securing infrastructure and which provides for a 100% extra care sheltered scheme in East Grinstead; and
  - a Section 106 agreement securing infrastructure and 30% affordable housing in relation to a scheme for 145 residential units and 1,209 m<sup>2</sup> of commercial floorspace in Haywards Heath.
71. A further example of the Legal Team's recent activity has included the completion of the requisite legal work to enable the Council to become the direct landlord of 11 commercial units at Burrell Road in Haywards Heath. This complex legal work provides the Council with greater control.
72. The Legal Team has successfully retained "Lexcel" accreditation and received a highly positive report following a full re-assessment in September 2018. Lexcel' is the Law Society's legal practice quality mark for excellence in legal practice management and client care. It sets the required Standard in seven different areas: structure and strategy, financial management, information management, people management, risk management, client care, file and case management. Assessments are conducted by independent assessors licensed by the Law Society. The assessor identified 41 areas of good practice and no non-compliances, described by the assessor as a 'commendable achievement'.
73. The provision of an effective legal service is dependent upon the Council having the requisite staff. The Council's trainee solicitor has successfully completed the 2 year period of recognised training and has been admitted to the roll of solicitors.

#### **Progress to Flagship Activities for 2018/19**

74. Progress with the Council's flagship activities for 2018/19 is reported at Appendix B. All of the flagship activities are progressing well and two of the activities have been completed. These are the installation of cashless parking machines across the three towns and the achievement of the Green Flag award for St John's Park, Burgess Hill.

#### **Consideration of the Performance Report by the Scrutiny Committee for Leader, Resources and Economic Growth at its meeting on 14<sup>th</sup> November 2018**

75. The Committee commented positively on the Council's performance overall in quarter 2 and that none of the indicators monitored by the Committee were showing a "red" status of 10% or more off target.
76. Particular achievements were noted in the improved performance of the Revenues and Benefits Service, especially with regard to the reduced time taken to process Benefit applications. The service was also dealing with the implications of the introduction of Universal Credit. Updated information from the Department of Works and Pensions was provided to the meeting, which showed that as at the end of October 2018, there were 1,005 claimants in Mid Sussex in receipt of Universal Credit.
77. Members commented on the help being provided through Citizens Advice to those in need of assistance in organising their finances. The Committee expressed a wish for more information and scrutiny of the help being provided by the service. It was suggested that Citizens Advice should be invited to attend a future meeting or provide a report on the issues coming up with migration to Universal Credit and the practical assistance that they are providing. The Deputy Leader and Cabinet Member for Economic Growth stated that the partnership agreements are subject to significant ongoing monitoring and scrutiny.
78. Progress with the CCTV project to upgrade existing cameras and provide additional ones was welcomed, but the need for proper surveillance and viewing of the camera images was identified. The Head of Corporate Resources emphasised the quality of the images available from the new cameras. He mentioned that a Members visit to the CCTV control centre at Sussex Police Headquarters in Lewes would be arranged once the upgrades have been completed.
79. Members commented on the importance of monitoring the Council's work to tackle anti-social behaviour. It was noted that the current indicator, which measures the proportion of ongoing cases resolved is being reviewed to provide a better indication of activity.
80. The Committee discussed recycling performance. The Leader outlined the current system for the Council to receive recycling credits from West Sussex County Council and stated that this is an area with an anticipated budget pressure from next year, as the County Council are looking to make savings.
81. The Committee asked about the contribution of the Economy and Inward Investment Team in attracting external investment to the District. The Deputy Leader and Cabinet Member for Economic Growth confirmed that the Team had added significant capacity to enable the Council to successfully bid to Government for funding and to deliver Economic Development projects that lever in private investment. The business community had commented on the Council's increased presence and private sector investment is strong. Investments had been secured from the Government for infrastructure developments such as the regeneration of Burgess Hill. A2300 corridor improvements and the Gigabite Full Fibre Network.
82. The Orchards shopping centre was discussed, including the occupation rate and progress with leases. The Leader welcomed the planned installation of a new changing places public toilet in the Centre and the aim to have at least one facility in each of the towns,

## **Conclusions**

83. The Council's services continue to perform well in the second quarter of 2018/19 despite increases in workload in many services areas. None of the performance indicators monitored were on red (10% or more off target). Where performance is below target, corrective action aimed at improvement has been planned and is being delivered. Good progress has also been made with the flagship activities for 2018/19.

#### **Risk Management Implications**

84. There are no risk management implications associated with this report. Performance across the Council was seen as a strategic risk in the past but the Council has a proven track record in performance management and it is no longer seen as a risk.

#### **Equalities Implications**

85. There are no direct equality implications contained within this report. Appropriate equality impact assessments are undertaken within individual services.

#### **Financial Implications**

86. There are no direct financial implications contained within this report.

#### **Background papers**

None.