

SDP number	SDP Performance Indicator	Service Area	CMT Member	Measure Interval	Assess by	Target figure 2021	2021/22 Q4 Performance	Q4 Commentary and reflection on past 4 years	Status at Q4	2020/21 Q4 Performance	2019/20 Q4 Performance	2018/19 Q4 Performance
SDP1	Major applications determined in 13 weeks	Planning	Karl Roberts - Director of Place	Quarterly	Higher is better	80%	91%	The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 51 out of 56 or 91%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 26 out of 56 or 46% determined in 13 weeks. For Q4, the performance was 60%. The Department are trying to cease using EoT's unless there is good reason why an application is not determined in time. The aim is to get a lot closer to the target without using EoT's. Overall performance for the year is at 91% with the use of EoT's. We have been trying to move away from using these as they can mask the raw performance data. We still have some way to go on using these more appropriately. Performance without EoT's was 46% for the year. This is not as high as it should be and the figure should be much closer to the raw target of 80% without EoT's. The Group Head is looking at finding some resources to dedicate to performance management to support the Team Leaders.	Achieved target	93%	89%	100%
SDP2	Minor applications determined in 8 weeks	Planning	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	80%	The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 188 out of 234 or 80%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 117 out of 234 or 50% determined in 8 weeks. This performance is below the target set. The Group Head of Planning carried out a full performance management review exercise in mid 2020 and the aim is to get much closer to 90% without using EoT's. For Q4, the performance was 55%. The Department are trying to cease using EoT's unless there is good reason why an application is not determined in time. The aim is to get alot closer to the target without using EoT's. Overall performance for the year is at 80% with the use of EoT's. We have been trying to move away from using these as they can mask the raw performance data. We still have some way to go on using these more appropriately. Performance without EoT's was 50% for the year. This is not as high as it should be and the figure should be much closer to the raw target of 80% without EoT's. This is an area of performance we have really struggled with over the past year due to both long term sickness absence, agency staff and some staff productivity issues. It is proving difficult to address. The Group Head is looking at finding some resources to dedicate to performance management to support the Team Leaders.	Target not achieved but within 15% range	97%	91%	87.30%
SDP3	Other applications determined in 8 weeks	Planning	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	91%	The Council uses 'extensions of time' agreements with applicants to ensure that decisions are made within agreed time limits. In reporting performance, government guidance allows for these agreements to be used so that decisions are issued within time. When taking the use of these agreements into consideration the Council's performance was 818 out of 897 or 91%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 721 out of 897 or 80% determined in 8 weeks. This performance is below the target set. For Q4, the performance was 90%. Overall performance for the year is at 91% with the use of EoT's. We have been trying to move away from using these as they can mask the raw performance data. We still have some way to go on using these more appropriately. Performance without EoT's was 80% for the year. This should ideally be higher but this is an area of performance where we have is not as high as it should be and the figure should ideally be much closer to the raw target of 90% without EoT's but the performance is good. This is an area where we have always performed well with a number of very good junior members of staff.	Achieved target	98%	92%	91.67%
SDP4	Occupied retail units in Littlehampton	Economy	Karl Roberts - Director of Place	6 Monthly	Higher is better	90%	86%	The public realm works were underway on the day of the audit. Several long-term businesses have closed since the last audit, notably The Dolphin pub, Movie Mania, Baby Days and Dean Carpets. Prominent shops along High Street remain vacant since the closure of Bon Marché, Barclays, and TUI. The Arcade suffers low occupancy rates due to businesses relocating to other units in the town, however, the pigeon infestation has been dealt with by the new owner. Signs of improvement were seen in the refurbishment of The Crown pub, and the conversion of the long-standing vacant commercial unit on the old market site development into residential use. They were also encouraging 'Sold' signs seen on some empty shops. Flats have also since been built on the Locomotive Inn site on Terminus Road. Occupancy rates are high compared to the national average. Littlehampton town centre is still performing well in comparison to many other town centres. There have been some recent shop closures but properties are usually re-let quickly and rarely remain vacant for long periods. We continue to see new investment in the town centre and it is expected that after completion of the town centre public realm improvements this will continue and be enhanced.	Target not achieved but within 15% range	92%	87%	90.43%

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SDP5	Occupied retail units in Bognor Regis	Economy	Karl Roberts - Director of Place	6 Monthly	Higher is better	90%	92%	Overall Bognor Regis appears to be faring well with occupancy rates high and consistent throughout the town. The closure of national chain Trespass on London Road is notable as it is a large unit in a prominent location. The recent opening of Bonito Lounge in the former Bon Marché building is an excellent new venue that has been developed to a high standard. Its opening will diversify and support the evening economy. The new POP! pop up shop run by Bognor Regis BID has also transformed a key unit and caters to new opportunities for businesses. Bognor Regis continues to fare well and occupancy rates are high throughout the town. It compares very favourably to other similar towns in terms of commercial performance. Any shop closures are quickly compensated by new openings and investment. The Bognor Regis BID has been crucial ensuring the vibrancy and vitality of the town, particularly post lockdown.	Achieved target	89%	87.80%	87.70%
SDP6	Vacant private sector dwellings returned to occupation	Technical Services	Karl Roberts - Director of Place	Annually	Higher is better	25	141	A significant achievement by the Empty Homes Officer, working both informally with property owners but in addition an increase in enforcement activity to bring a large number of properties back into use. By embedding good working procedures and close liaison with Council Tax, the Empty Homes Officer has been able to exceed the annual target over the past 4 years. Whilst this has been achieved in part by engagement and encouragement, it has also required a substantial increase in enforcement work.	Achieved target	75		82
SDP7	The total income received from general fund assets	Technical Services	Karl Roberts - Director of Place	Annually	Higher is better	£1,000,000	£1,122,000.00	The revenue received in 21/22 is above target because it includes some rent that was collected in 21/22 which was originally due to the Council in the financial year 20/21 (which was below target) due to the impact of the pandemic and the rent assistance programme that was introduced to support SMEs in the retail, leisure & hospitality sectors. The income from the Council's assets has been above target overall across the four years. The one year when it dipped below target was when many of the Council's commercial tenants, especially those in the retail, leisure, and hospitality sectors were badly affected by the pandemic trading restrictions.	Achieved target	£923,381.72	£1,061,805	£1,011,791.71
SDP8	The inspection of all Arun District Council coastal defence assets twice a year	Technical Services	Karl Roberts - Director of Place	Annually	2 is better	2	2	Inspections undertaken: 17 - 26 June 2021 and 11 - 29 November 2021. Target achieved in all 4 years and available budget spent. With little/no growth in budget, the assets have started to show a decline in the level of maintenance achievable.	Achieved target	2	2	2
SDP9	Licence applications determined within the various statutory or service time limits	Technical Services	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	99.42%	All applications within our control have been determined. Two outstanding matters are 1 x applicant taxi driver that has not passed the knowledge test (so we are unable to grant) and 1 x dog boarding franchise application where outstanding documentation is still required from the applicant. Subsequent inspections will then be required. Application processing is prioritised in order to assist businesses. There are circumstances when we are unable to deliver within the timeframes set due to requiring cooperation from applicants. This year there were some failures due to us being unable to gain access to closed businesses (pandemic related). The team has performed to a consistently high standard throughout the year. Due to the nature of application processes, the success of timely processing very much depends on good team working and officers communicating between each other as well as to customers.	Achieved target	99.01%	99.50%	91.80%
SDP10	Number of stage 2 corporate complaints found to be justified or partially justified	Law & Governance	James Hassett - Interim Chief Executive	Quarterly	Lower is better	10	7	6 x Stage 2 complaints determined in Q4 21/22:- 5 x Not Justified (2 x Housing, 1 x Planning, 2 x Technical Services) 1 x Partially Justified (Planning). Whilst the figures demonstrate a reduction in Stage 2 investigations being found 'Partially Justified' or 'Justified', this needs to be balanced with the understanding that we have seen an increase in the number of complaints being presented to the Housing Ombudsman and Local Government & Social Care Ombudsman (19 approaches for 21/22). It is recommended that the information required from these reports is reviewed so that more effective data can be provided to enable a 'clearer picture' to be seen. Improvements have been made to recording complaints, which will in future provide us with comparative data that was not available prior to 21/22. Additionally this year has seen the implementation of the Feedback and Complaints Policy, along with the Unreasonable Behaviour Policy. Challenges faced by the team this year have primarily been resourcing Investigating Officers, Reviewing Officers and our own resourcing issues. The recruitment process is currently underway for a full-time Resolution Manager, which will not only address the above but support ADC further in taking a more pro-active approach to complaints management and effectively implementing learning outcomes.	Achieved target	14	13	18

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SDP11	Residual household waste per household	Neighbourhood Services	Philippa Dart - Director of Services	Annually	Lower is better	450kg	474.57 * This figure is not verified by WSCC's final process - it is therefore indicative at this stage.	Figure can fluctuate due to socio/economic factors although the volume has remained relatively consistent within Arun over the past few years. The Environment Committee on 19 May 2022 considered future options for the Combined Cleansing Contract. The recommendation passed will award a modified, three-year contract extension to current contractors, Biffa. Weekly 'black sack' residual waste collections will continue, as is the case now. The award will include a provisional annual sum for a food waste service, should it be mandated by government, to be rolled out within the life of the extension. If food waste collection is mandated to be rolled out as anticipated within the three year extension, the council must switch to an alternate weekly collection service for residual collections. At this point, 240 litre bins will be provided where suitable. Provision of food caddies will also be provided at this point.	Target not achieved but within 15% range	475.35kg	422.80kg	445.87kg
SDP12	Number of missed refuse and recycling collections per 100,000 within contractual target	Neighbourhood Services	Philippa Dart - Director of Services	6 Monthly	Lower is better	80	131	This figure is a direct result of the disruption to workforce caused by the national HGV driver shortage. The figure has improved since Q2 as staffing and services settle down but this still impacts on the overall figure for the year. This figure is still a very low percentage (0.13% against a target of 0.08%)for missed collections per 100,000 properties. As crews become accustomed to rounds we would expect this figure to reduce back to per 2021/22 figures.	Didn't achieve target by more than 15%	41	48.42	40.57
SDP13	Contractor achieving performance target for all green space management operations following monitoring	Neighbourhood Services	Philippa Dart - Director of Services	Annually	Higher is better	>61%	66.00%	The overall performance score identifies that Tivoli meet the contractual minimum (raised from 61% to 66%). However there was too often disparity between sites. Some were maintained to an excellent standard and others sometimes didn't quite meet the mark. This was often down to Covid safe working which was unavoidable.	Achieved target	68.00%	75.35%	71.40%
SDP14	Achieve Green Flag awards for Council Parks, 4 by 18/19 5 by 19/20 and maintain at 5 thereafter	Neighbourhood Services	Philippa Dart - Director of Services	Annually	Higher is better	5	6	Retained 6 green flag awards. This is an excellent result for the Council and testament to the hard work of the Greenspace Service and its contractor Tivoli. Well managed spaces provide a vital opportunity for the local community to improve their wellbeing, and this was highlighted during the Covid pandemic.	Achieved target	6	5	4
SDP15	Increase grass regimes managed specifically for biodiversity purposes	Neighbourhood Services	Philippa Dart - Director of Services	Annually	Higher is better	157,700	Total now is 190715 (+9650) 5.06%	The public perception concerning the maintenance of our greenspaces is shifting and probably has never been so prominent in the public's mindset. Increasingly people are recognising the important practice of rewilding and simply leaving areas of long grass does help to enhance biodiversity. We are asked regularly to do more. However, there are very loud and vocal voices against long grass areas in residential/urban situations. The perception is that this is neglectful and unsightly, sometimes also challenged as being unsafe. There is more to do to provide comms to the public stating what we are doing and why. The balance between maintaining our open spaces for recreation and amenity use whilst also ensuring we are maximising the opportunities for wildlife is one of constant adjustment.	Achieved target	181,065	171,900	157,700
SDP16	Business rates collected	Residential Services	Philippa Dart - Director of Services	Quarterly	Higher is better	99%	97.20%	Post pandemic economic conditions in Q4 have made trading difficult for a number of companies affecting their ability to pay. The government has made numerous changes to the collection of business rates including reducing retail relief from 100% to 66% from 01/07/21. This resulted us rebilling in June, and since then economic conditions have deteriorated.	Target not achieved but within 15% range	94.00%	97.30%	98.60%
SDP17	Housing Benefit overpayments recovered	Residential Services	Philippa Dart - Director of Services	Quarterly	Higher is better	110%	207.61%	Continue to collect Housing Benefit overpayments while amount raised to continues to fall due to Universal Credit migration. Housing Benefit overpayment collection remains stable while the value of new Housing Benefit overpayments raised continues to fall due to Universal Credit migration. Continue to collect Housing Benefit overpayments while amount raised to continues to fall due to Universal Credit migration. Housing Benefit overpayment collection remains stable while the value of new Housing Benefit overpayments raised continues to fall due to Universal Credit migration. The indicator measures the amount of money we collect in relation to the value of Housing Benefit Overpayments created in year. ie. If we raise £100k then we need to collect £110k in year to achieve target. Due to our working age customers migrating to Universal Credit we are no longer raising the same value of debt as in previous years, this then skews the collection figure as we continue to collect old debt but raise far fewer new overpayments .	Achieved target	-4391.00%	191.53%	121.35%
SDP18	Cost of emergency accommodation per annum (net)	Residential Services	Philippa Dart - Director of Services	6 Monthly	Lower is better	£533,000	£723,350	Placements into emergency accommodation are significantly higher than the same time last year. This is mainly as a result of the loss of assured shorthold tenancies in the private rented sector and parental/family exclusions both of which have been caused by the lifting of the ban on evictions and the impact of Covid and lockdown. Work is continuing to try and prevent homelessness where possible however, the housing market has become so unaffordable for people on low incomes or benefits, that accessing other accommodation has become almost impossible, People affected by homelessness and placed into emergency accommodation are remaining there for longer periods because of the lack of move on options. Any gains with moving people are negated by more people making an approach to the Council for help.	Didn't achieve target by more than 15%	£1,266,000	£1,136,000	£1,271,243.79

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SDP19	Rent collected on Council housing	Residential Services	Philippa Dart - Director of Services	6 Monthly	Higher is better	94%	94.63%	Early intervention continues to be a consistent approach and the provision of support and advice regarding maximising income to resolve debt remains a priority. All restrictions imposed by the government have now been lifted. The performance reflects our robust approach to income recovery. The team continue to work closely with tenants and support those who need extra support and advice.	Achieved target	95.70%	96%	96.66%
SDP20	Number of Council housing fraud cases prevented or properties recovered	Residential Services	Philippa Dart - Director of Services	Annually	Higher is better	10	9	Fraud referrals come from the housing officer and some anon referrals from the general public. All referrals are thoroughly investigated. There are currently 19 open fraud cases. Court action is pending on one case. 2 properties recovered and 7 proven fraud cases.	Target not achieved but within 15% range	No data	21	14
SDP21	Average time from property vacated to property re let (days)	Residential Services	Philippa Dart - Director of Services	Annually	Lower is better	24	114.19	Average time has been impacted by having let 25 properties that were previously considered hard to let, and 18 major voids. Contractor performance deteriorated from mid-October, and 2 additional contractors were taken on board to assist. The situation is being monitored during weekly contractor meetings. Weekly meetings involving Options and Neighbourhoods has streamlined the allocations and sign-up process. We have 38 fewer voids at 31/3/22 than we had at 1/4/21.	Didn't achieve target by more than 15%	82	38 days	32 days
SDP22	Number of Council properties with a valid gas safety certificate	Residential Services	Philippa Dart - Director of Services	6 Monthly	Higher is better	100%	99.92%	Two properties have expired LGSRs. We have been granted an injunction for one property and have it capped off so it is completely safe. We have applied for an injunction for a second property. One of the properties is safe and the second involves a vulnerable resident so we need to act with sensitivity.	Target not achieved but within 15% range	100%	100%	100%
SDP23	Wellbeing clients reporting that one or more of their lifestyle goals has been achieved (3 months after the conclusion of an intervention)	Community Wellbeing	Philippa Dart - Director of Services	Annually	Higher is better	80%	89%	114 people responded to contact by the Wellbeing team. 102 had maintained the improvements sought. Interventions included - home energy advice and support, weight management, alcohol, smoking, prediabetes and becoming more active.	Achieved target	76%	84%	84%