

SDP number	SDP Performance Indicator	Cabinet Member	CMT Member	Measure Interval	Assess by	Target figure 2020	Q2 data	Q2 Commentary	Q2 status	Q4 data	% of 2020/21 target achieved	Q4 Commentary	Status at Q4
SDP20	Number of Council housing fraud cases prevented or properties recovered	Councillor Pauline Gregory	Philippa Dart - Director of Services	Annually	Higher is better	10	No data required	No info required		No data		This work has been suspended for 2020/21 due to recruitment to phase 2 of the housing restructure being delayed and subsequently phased as a result of Covid 19. New officer to start in post mid-May 2021	No data
SDP1	Major applications determined in 13 weeks	Councillor Martin Lury	Karl Roberts - Director of Place	Quarterly	Higher is better	80%	93%	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 28 out of 30 or 93%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 11 out of 30 or 37% determined in 13 weeks. This performance is above the targets set. The Group Head has been through a process of Performance Management with all staff over a three month period and new systems have been set up to ensure performance is improved. The first stage of this was to clear all of the old applications that were slowing all performance and these have now all but gone. Performance in this quarter was a significant improvement on Q1 (+11% of applications determined within the statutory time).	Over achieving	93%	116%	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 66 out of 71 or 93%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 28 out of 71 or 39% determined in 13 weeks. This performance is above the targets set. The Group Head of Planning carried out a full performance management review exercise in mid 2020. Q2 and Q3 data showed a big improvement in performance. However, Q4 performance was significantly worse at only 18%. After all of the hard work and measures put in place, it is disappointing that performance has decreased again. The Group Head of Planning will monitor this in case further interventions are required again.	Over achieved target
SDP2	Minor applications determined in 8 weeks	Councillor Martin Lury	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	97%	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 126 out of 130 or 97%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 65 out of 130 or 50% determined in 8 weeks. This performance is above the targets set. The Group Head has been through a process of Performance Management with all staff over a three month period and new systems have been set up to ensure performance is improved. The first stage of this was to clear all of the old applications that were slowing all performance and these have now all but gone. Performance in this quarter was a significant improvement on Q1 (+14% of applications determined within the statutory time).	Over achieving	97%	108%	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 224 out of 231 or 97%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 135 out of 231 or 58% determined in 8 weeks. This performance is above the targets set. The Group Head of Planning carried out a full performance management review exercise in mid 2020. Q2 data showed an 14% improvement and Q3 a further 14% increase. However, Q4 data has shown a decrease to 63%. The Group Head of Planning will monitor this in case further interventions are required again.	Over achieved target
SDP3	Other applications determined in 8 weeks	Councillor Martin Lury	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	96%	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 350 out of 365 or 96%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 278 out of 365 or 76% determined in 8 weeks. This performance is above the targets set. The Group Head has been through a process of Performance Management with all staff over a three month period and new systems have been set up to ensure performance is improved. The first stage of this was to clear all of the old applications that were slowing all performance and these have now all but gone. Performance in this quarter was a significant improvement on Q1 (+31% on applications determined within the statutory times).	Over achieving	98%	109%	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 759 out of 777 or 98%. When not taking these agreements into consideration and just providing raw data on timescales, the Council's performance on these applications was 665 out of 777 or 86% determined in 8 weeks. This performance is above the targets set. The Group Head of Planning carried out a full performance management review exercise in mid 2020. Q2 data showed a 31% improvement and Q3 performance was 96% (a further 6% increase). Q4 performance is 91%, which is still above target.	Over achieved target
SDP4	Occupied retail units in Littlehampton	Councillor Dr Walsh	Karl Roberts - Director of Place	6 Monthly	Higher is better	90%	89%	Whilst Littlehampton is facing challenges set by the Covid-19 pandemic, a few new smaller units have opened bringing the vacancy rate down by number. Some of the leases for new ventures are more flexible, with short leases/ pop-up shops now a consideration. The larger units as previously occupied by Bon Marche and Hartleys remain closed, whilst the former Natwest Bank is now operating as restaurant bar Bar Saint and the former Bunces is now occupied by Casino.	Behind Target	92%	102%	The presence of national chains continues to decline with the closure of TUI and Leaders. Added to this WHSmith and Barclays have publicised their intentions to close branches in Littlehampton in June. The large units formerly occupied by Bon Marché and Hartleys continue to be vacant. Peacocks has reopened despite earlier indication the store was to close. Although High Street is faring poorly, this is overcompensated by the increase in independently owned businesses in other shopping streets outnumbering closures. This has resulted in a net gain of tenancies and raised the town's occupancy rate	Over achieved target
SDP6	Vacant private sector dwellings returned to occupation	Councillor Matt Stanley	Karl Roberts - Director of Place	Annually	Higher is better	25	No data required	No commentary required		75	300%	Due to Covid pandemic there has been an increase in the number of empty property owners who have engaged with the Council. However, the most significant impact has been the temporary provision of Admin support to enable the Empty Property Officer focus on the technical aspects of the role. A more sustainable and long term solution to this is being investigated going forward.	Over achieved target

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SDP9	Licence applications determined within the various statutory or service time limits	Councillor Matt Stanley	Karl Roberts - Director of Place	Quarterly	Higher is better	90%	97.30%	Exceeding target. Current applications outstanding we have been unable to process due to Covid. Skin Piercing and Tattooing inspections have now recommenced, however we now have a backlog and 3 remain outstanding. We also have one street trading application which will be held until policy review is undertaken and a number of taxi matters require us to have face to face meetings with applicant drivers before we deem them to be fit and proper to drive.	Over achieving	99.01%	110%	Out of the 202 applications received, 2 applications were not granted within the timescale. Both animal applications where we have been unable to inspect home settings due to Covid restrictions and shielding.	Over achieved target
SDP12	Number of missed refuse and recycling collections per 100,000 within contractual target	Cllr Samantha Staniforth	Philippa Dart - Director of Services	6 Monthly	Lower is better	80	59	There has been a slight increase in the number of missed bins due to operational issues as a result of the pandemic and some disruption to rounds due to staffing changes. An action plan is being put in place by Biffa to improve supervision and drive service improvement.	Over achieving	41	51%	There were a total of 41 missed refuse and recycling bins per 100,000, the target was 80 , we were under this target figure so have therefore over achieved on this target. The overall figure for 2020/21 is slightly improved over the previous year, despite challenges affecting the service.	Over achieved target
SDP13	Contractor achieving performance target for all green space management operations following monitoring	Cllr Samantha Staniforth	Philippa Dart - Director of Services	Annually	Higher is better	>61%	No data required	No info required		68.00%	111%	Whilst the overall performance score exceeds the minimum contractual performance requirements, it is less than the scores achieved in 2019/20. The pandemic has not impacted on how sites have been scored. Resourcing litter collection has been a significant challenge throughout 2020 and has impacted on other areas of grounds maintenance operations which is reflected in the reduced score. Additionally, ensuring a Covid19 safe working environment has seen the teams having to significantly adapt, with a concentrated focus on priority areas.	Over achieved target
SDP14	Achieve Green Flag awards for Council Parks, 4 by 18/19 5 by 19/20 and maintain at 5 thereafter	Cllr Samantha Staniforth	Philippa Dart - Director of Services	Annually	Higher is better	5	No data required	No info required		6	120%	Retained existing 5 awards at Hotham Park, Mewsbrook Park, Norfolk Gardens, Old Rectory Gardens and Marine Park Gardens and added a 6th award at Brookfield Park	Over achieved target
SDP15	Increase grass regimes managed specifically for biodiversity purposes	Cllr Samantha Staniforth	Philippa Dart - Director of Services	Annually	Higher is better	157,700	No data required	No info required		181,065	114%	Total now is 181065 (+9165) 5.06% Chalcraft Cemetery - 1650, Brookfield Park - 1500, Hotham - 250, West Park - 420 The Nurseries - 100, Felpham Rec - 300, Larksfield - 350, Bersted Park - 1400, Rowan Way- 650, East Green bunds - 350, Linden rec - 200, Middlemead - 150, The Whapple - 100, The paddocks - 100, The Faroes - 80, Brickfields - 365, Langmeads - 600, Herrington's field - 450, Ford rd POS - 150  The regime change continues to be challenging to communicate to the public where the perception is sometimes one of neglect. Officers and contracted staff have had to act quickly when long grass areas haven't been popular, at the same time as having to answer challenging calls to leave more grass to grow long. Balancing the two perspectives is difficult.  Messaging on Social Media and in other communications around the 'No Mow May' national campaign supported by many third sector organisations is planned, together with an information package for the public to understand the biodiversity benefits where there can be a perception of neglect.	Over achieved target
SDP19	Rent collected on Council housing	Councillor Pauline Gregory	Philippa Dart - Director of Services	6 Monthly	Higher is better	94%	95.40%	Robust and consistent management of rent accounts continues to be applied during these unprecedented times as a result of Covid 19. Added focus has been given to low level arrears, as early intervention is key.	Over achieving	95.70%	101%	Above target: Robust and consistent management of rent accounts continues to be applied during these unprecedented times as a result of Covid 19. Added focus has been given to low level arrears, as early intervention is key.	Over achieved target
SDP8	The inspection of all Arun District Council coastal defence assets twice a year	Councillor Matt Stanley	Karl Roberts - Director of Place	Annually	2 is better	2	No data required	No commentary required		2	100%	Target Achieved	Achieved target
SDP22	Number of Council properties with a valid gas safety certificate	Councillor Pauline Gregory	Philippa Dart - Director of Services	6 Monthly	Higher is better	100%	100%	On target	Achieving target	100%	100%	Target Achieved	Achieved target

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SDP5	Occupied retail units in Bognor Regis	Councillor Dr Walsh	Karl Roberts - Director of Place	6 Monthly	Higher is better	90%	86.50%	Vacancy rates audited in September 2020 showed a small rise in vacant units since the pandemic started from 9.4% (25/266) in March to 10.9% (29 vacancies) for the core town centre and from 12.2% (49/402) in March to 13.5% (54 vacant) for the wider BID area. The closures have been predominantly national chains (Trespass, Carphone Warehouse), however there are signs that new independent service-related businesses like barbers are taking up vacant space. Less optimistically other independent outlets are known to be struggling and are likely to close. In the near future it is likely that the downturn caused by the pandemic, the cessation of furlough and the well-publicised continued demise of national chains will have a negative impact on these figures. During lockdown it was estimated by retail organisations that around 25% of retail outlets nationally may not reopen once lockdown is fully eased. Footfall has held up during the pandemic better than other similar towns but is still down on last year by 20-30%.	Behind Target	89%	99%	The audit was conducted on the first day non-essential retail could reopen following lockdown. Four of the five national chains in the core area previously noted as "at risk" have reopened – these being Mountain Warehouse, Edinburgh Woollen Mill, Peacocks and Bonmarche. Sadly Trespass did close. There were five new independent shop openings: a pet grooming service; beauty parlour; Mexican takeaway; café; and a travel agent. There are also signs of refurbishment in currently vacant units where builders have confirmed new commercial tenants, and signs of life in places that have been closed for a long time. Plus plentiful rumours that currently empty properties have new tenants lined up. Footfall figures compared to 2019 indicate a 28% decrease, however at the time of audit there was encouragement that people were returning to town centres with an increase in footfall of 159% from the previous week (in lockdown).	Behind target
SDP7	The total income received from general fund assets	Councillor Matt Stanley	Karl Roberts - Director of Place	Annually	Higher is better	£1,000,000	No data required	No commentary required		£923,381.72	92%	Property & Estates end of year income forecast is significantly lower than target. This is principally because of the impact on tenants of the pandemic. Various schemes have been agreed by the Council within the past year to make facilities available to defer/write-off elements of rental income in order to alleviate the impact of some of those tenants adversely affected by the pandemic. This 20/21 shortfall includes rents which could still be collected over a longer period of time. However, future rental income could also be impaired by the anticipated economic downturn. As trading conditions return to something more akin to normal, the Property & Estates team and its agents will seek to recover unauthorised rent arrears. Adherence to agreed rent repayment plans will also be carefully monitored. The 20/21 shortfall will not be fully recovered as some tenant businesses are not expected to survive the financial impact of the pandemic. Vacant units will be advertised promptly, but the pandemic has accelerated some structural changes, in particular to the retail sector. Covid is therefore likely to have a continuing adverse effect on the income from the Council's General Fund estate in 21/22. Other opportunities to derive income from the Council's General Fund assets will be investigated and brought forward in due course. Rents do not qualify for the governments Sales, Fees and Charges income compensation scheme compensation scheme.	Didn't achieve target
SDP10	Number of stage 2 corporate complaints found to be justified or partially justified	Council Advice and Monitoring	Councillor Francis Oppler	Nigel Lynn - Chief Executive	Lower is better	£10	5	6 x Stage 2 complaints determined in Q2 20/21: - 4 x Not Justified 2 x Partially Justified (Housing - same complainant) Complaint levels are being monitored during an interim period by the Group Head of Corporate Support with both the Corporate Management Team and Group Heads. This includes reviewing trends in individual service areas and lessons learnt from both justified complaints and where the Ombudsman has found fault in the Councils actions.	Achieving target	14	140%	6 x Stage 2 complaints determined in Q4 20/21:- 1 x Not Justified 4 x Partially Justified - 2 x Planning (same complainant), 1 x Environmental Health, 1 x Housing Repairs 1 x Justified - Planning We continue to monitor complaints both through the Reviewing Officer signing off any complaint investigation and lessons learnt being flagged with the relevant Group Head.	Didn't achieve target
SDP11	Residual household waste per household	Cllr Samantha Staniforth	Philippa Dart - Director of Services	Annually	Lower is better	450kg	No data required	No info required		475.35kg	105%	The amount of waste collected across the District per household has gone up due to changed habits due lockdown and the effects of the pandemic. An Adept survey of local authorities showed that 82% across the UK had reported higher an increase in residual waste with 70% of these being an increase between 1-20% higher and 10% of authorities reporting increases in excess of 20%. The verified figures across the Country have yet to be released, however the increases we have seen are broadly in line with those across neighbouring West Sussex Authorities.	Didn't achieve target
SDP16	Business rates collected	Councillor Pauline Gregory	Philippa Dart - Director of Services	Quarterly	Higher is better	99%	60.50%	As the billing is spread over 10 months and scheduled to be collected by the end of January, the target for the end of September is 59.41%. Currently we are on target. This is due to the collectable debt being almost halved as a result of numerous reliefs introduced by central government.	Achieving target	94.00%	95%	The collectable debt for 20/21 has almost halved as a result of numerous reliefs introduced by central government. The recovery of the remaining collectable debt has been impacted by closure of the courts due to Covid, restricting our ability to pursue the outstanding debt. Businesses have also been impacted by the three lockdowns over the past year which has affected their ability to trade profitably.	Didn't achieve target
SDP17	Housing Benefit overpayments recovered	Councillor Pauline Gregory	Philippa Dart - Director of Services	Quarterly	Higher is better	110%	-255.00%	All recovery action suspended due to Covid until end of August when all invoices raised between March - August raised. O/S @ 01.04.20 £1,764,000 O/S @ 30.11.20 £1,448,635	Not achieving	N/A		All recovery action was suspended until September 2020. Invoices for April to August 2020 were issued in September. Although the courts reopened in November 2020, they closed again soon after due to lockdown three, impacting on our ability to pursue debt. Expected to resume June 2021. Furthermore, the ability to do an attachment of earnings to DWP benefits is suspended until late April 2021. It should be noted that all West Sussex authorities are experiencing a similar situation.	Didn't achieve target

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SDP18	Cost of emergency accommodation per annum (net)	Councillor Pauline Gregory	Philippa Dart - Director of Services	6 Monthly	Lower is better	£533,000	£485,000	Based on the 6 month outturn, we are profiling a overspend of £120k. This is due to placements being accommodated for a longer period as a result of government directive that local authorities do not ask people to leave during the first three months of Covid lockdown (April-June).	Not achieving	£1,266,000	237%	This target has been heavily impacted by Covid. Additional placements have been made this year as a result of Covid. This has resulted in additional expenditure of £481,000 (£312,000 of which has been offset by successful in year funding bids). Further additional expenditure has been incurred due to existing placements at the start of the year being accommodated for a longer period as a result of a government directive that households not be asked to leave when our duty has ended during the first quarter of the year.	Didn't achieve target
SDP21	Average time from property vacated to property re let (days)	Councillor Pauline Gregory	Philippa Dart - Director of Services	Annually	Lower is better	24	No data required	No info required		82	342%	This target has been significantly impacted by Covid. National lockdown #1 resulted in work being suspended for 8 weeks. Once work restarted, there were supply chain issues impacted by Covid and we were simultaneously mobilising the new responsive repairs and voids contract.	Didn't achieve target
SDP23	Wellbeing clients reporting that one or more of their lifestyle goals has been achieved (3 months after the conclusion of an intervention)	Councillor Gill Yeates	Philippa Dart - Director of Services	Annually	Higher is better	80%	No data required	No info required		76%	95%	A high number of clients did not respond to our follow up contact.	Didn't achieve target