

# Public Document Pack



Date: 15 August 2016  
Our ref: Corporate Performance Review WP/Agenda  
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## CORPORATE PERFORMANCE REVIEW WORKING PARTY

23 AUGUST 2016

A meeting of the Corporate Performance Review Working Party will be held at **7.00 pm on Tuesday, 23 August 2016** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

### Membership:

Councillor Campbell (Chairman); Councillors: Connor, Curran, Dennis, Dexter and Jaye-Jones

## A G E N D A

Item  
No

Subject

1. **APOLOGIES FOR ABSENCE**

2. **DECLARATIONS OF INTEREST**

To receive any declarations of interest. Members are advised to consider the advice contained within the Declaration of Interest form attached at the back of this agenda. If a Member declares an interest, they should complete that form and hand it to the officer clerking the meeting and then take the prescribed course of action.

3. **MINUTES OF PREVIOUS MEETING** (Pages 1 - 2)

To approve the Minutes of the Corporate Performance Review Working Party meeting held on 18 July 2016, copy attached.

4. **CORPORATE PERFORMANCE REPORT QUARTER 1 2016-17** (Pages 3 - 38)

Tim Willis, Director of Corporate Resources & S151 Officer

5. **EK SERVICES Q1 PERFORMANCE REPORT FOR TDC 2016/17** (Pages 39 - 44)

Andrew Stevens, Assistant Director (Customer Services), EK Services

6. **EAST KENT HOUSING PERFORMANCE REPORT Q1 2016/17** (Pages 45 - 58)

Deborah Upton, Chief Executive (EK Housing)

**Declaration of Interest form - back of agenda**

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## CORPORATE PERFORMANCE REVIEW WORKING PARTY

Minutes of the meeting held on 18 July 2016 at 7.00 pm in Council Chamber, Council Offices, Cecil Street, Margate, Kent.

**Present:** Councillor Campbell (Chairman); Councillors Curran, Game and Jaye-Jones

### 181. ELECTION OF CHAIRMAN

Councillor Jaye-Jones proposed, Councillor Curran seconded and Members agreed that Councillor Campbell be the Chairman of the Corporate Performance Review Working Party.

Councillor Campbell in the Chair.

### 182. APOLOGIES FOR ABSENCE

Councillor Connor sent his apologies by email to Democratic Services. Further apologies were also received from the following Members:

Councillor Dennis;  
Councillor Dexter, substituted by Councillor Game.

### 183. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 184. MINUTES OF PREVIOUS MEETING

Councillor Jaye-Jones proposed, Councillor Curran seconded and Members agreed the minutes to be a correct record of the meeting of the Corporate Performance Review Working Party that was held on 08 February 2016.

### 185. AGREE THE WORK PROGRAMME FOR THE CORPORATE PERFORMANCE REVIEW WORKING PARTY FOR 2016/17

Madeline Homer, CEx introduced the report and suggested the need to amend terms of reference 3 and 6 which read as follows:

TOR 3: To evaluate major projects Council is involved in;  
and  
TOR 6: To review the Council's progress against the Corporate Improvement Plan.

After the amendments they would read as follows:

TOR 3: To maintain an overview of the major projects Council is involved in, using the project management tool kit.

Madeline Homer said that officers would bring back a report to the next meeting of the working party on how the report structure on maintaining an overview of major projects council is involved in would look like. Thereafter Members may wish to redefine TOR 3 if there is a need.

and

TOR 6: To review the Council's progress against the Corporate Improvement Plan produced and monitored by the Strategic Development Group.

Members requested that officers provide them with the criteria was used to define council projects as major. They also agreed that the current major projects management tool kit be included in the agenda for the next meeting of the working party.

Responding to a Member question regarding TOR 6, Tim Willis, Director of Corporate Resources explained that the Strategic Development Group was an informal Member/Officer group set up to monitor the corporate performance of the council through the Improvement Plan. The Group was picking on all the outstanding Peer Review action points as well as develop some points that they felt would improve the council's business processes.

Madeline Homer suggested and Members agreed that the Leader of Council, who is also the Chairman of the Strategic Development be invited to the next meeting of the working to share ideas on the work of the Group. She explained that the membership was made of UKIP, Conservative and Labour political group leaders, the Deputy Leader of Council and CMT.

Members also agreed that future meetings of the working party be held as proposed in the officer report at the following intervals:

2nd week of August;  
2nd week of November;  
2nd week of February;  
1st week of May (if possible).

Meeting concluded: 7.25 pm

## Corporate Performance Report – Quarter 1 2016-17

Corporate Performance Review Working Party	<b>23 August 2016</b>
Report Author	<b>Director of Corporate Resources</b>
Portfolio Holder	<b>Cllr Crow-Brown, Cabinet Member for Corporate Governance</b>
Status	<b>For Information</b>
Classification:	<b>Unrestricted</b>
Key Decision	<b>No</b>
Ward:	<b>All Wards</b>

**Executive Summary:**

To present the Corporate Performance Report for the period April 2016 to June 2016 setting out the performance of the Council against the Corporate Plan.

**Recommendation(s):**

To note the Council's performance and make any recommendations to Cabinet.

**CORPORATE IMPLICATIONS**

<b>Financial and Value for Money</b>	All activities listed have been planned within the Council's agreed budget. Remedial actions will usually be carried out within existing budgets, where this is not possible funding proposals will be taken through the appropriate channels in keeping with the Council's established financial controls.
<b>Legal</b>	There are no specific legal implications to this report.
<b>Corporate</b>	This is the monitoring report against the Corporate Priorities as agreed at Council on 15 October 2016 and details the performance against the targets set.
<b>Equalities Act 2010 &amp; Public Sector Equality Duty</b>	<p>Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.</p> <p>Protected characteristics: age, gender, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy &amp; maternity. Only aim (i) of the Duty applies to Marriage &amp; civil partnership.</p>

	Please indicate which aim is relevant to the report.	
	Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,	
	Advance equality of opportunity between people who share a protected characteristic and people who do not share it	X
	Foster good relations between people who share a protected characteristic and people who do not share it.	
<p>The report looks to monitor the performance of the Council across all the residents within the District.</p> <p><i>An Equalities Impact Assessment has been undertaken and there is no reason to state at this time that the content of the Corporate Priorities will negatively impact on any groups with protected characteristics. The priorities focus on improving the quality of life in Thanet for all. Opportunities to further the aims of the Duty will be investigated during equality impact analysis of individual projects, plans and strategies arising from the priorities.</i></p>		

<b>CORPORATE PRIORITIES (tick those relevant)✓</b>	
A clean and welcoming Environment	✓
Promoting inward investment and job creation	✓
Supporting neighbourhoods	✓

<b>CORPORATE VALUES (tick those relevant)✓</b>	
Delivering value for money	✓
Supporting the Workforce	✓
Promoting open communications	✓

## 1.0 Introduction and Background

- 1.1 The Council's Corporate Plan 2015-2019 was approved by Council in October 2015. It sets out three key priorities the Council will focus on over the next four years with three corporate values that identify the way the council will work in order to deliver its priorities.
- 1.2 The attached annex outlines the key achievements to date, trend information on Key Performance Indicators and contextual information to ascertain the progress of the District.

## 2.0 Current Performance

- 2.1 Targets have been revised from when they were set in the service plans in 2015 to be the most challenging of the following:

- Average performance of CIPFA family of similar districts;
- Actual performance for 2015-16;
- Performance target for 2015-16.

Before fixing this year's target, all departments and East Kent Services (EKS) were consulted to establish if there were any special circumstances that would justify an alternative target.

It is possible that services were originally planning a lower level of performance in 2016-17 than implied by the new targets. One consequence of the changes is that the RAG (red, amber, green) ratings show a more mixed picture than in the past. This

does not mean that performance has worsened; rather, it demonstrates a desire to set more challenging targets as one means of improving services.

The table below shows how the RAG ratings in this report would have been different if we had used the 2015-16 targets:

RAG rating	2015-16 Target	2016-17 Target
Red	6	10
Amber	1	3
Green	10	8
No previous target (new measure)	4	

One of the new features of this report is the time series charts which, subject to the data being available, will show the direction of travel of service performance.

- 2.2 The information attached in Annex 1 outlines the Council's performance for quarter 1 (April to June) of the new Corporate Plan. The following table summarises performance against targets:

Section of Report	R	A	G
Clean and Welcoming Environment	5		3
Supporting Neighbourhoods	1	2	3
Promoting Inward Investment and Job Creation	2		2
Statistical Information	2	1	
Partner Performance		2	11
<b>Total</b>	<b>10</b>	<b>5</b>	<b>19</b>

### 3.0 Options

- 3.1 Members note the content of the report.
- 3.2 Members make recommendations for Cabinet consideration.

### 4.0 Next Steps

- 4.1 The Corporate Performance Report Quarter 1 will go forward to Cabinet on the 8 September for information. Any recommendations from the Working Party will be noted for consideration by Cabinet.

Contact Officer:	Nicola Walker – Finance & Policy and Performance Manager
Reporting to:	Joanna Miller – Head of Finance

### Annex List

Annex 1	Corporate Performance Report Quarter 1
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### Background Papers

Title	Details of where to access copy
Corporate Priorities 2015-2019	<a href="http://tdc-mgapp-">http://tdc-mgapp-</a>

	<a href="01:9070/ieListDocuments.aspx?CId=141&amp;MId=4084&amp;Ver=4">01:9070/ieListDocuments.aspx?CId=141&amp;MId=4084&amp;Ver=4</a>
Corporate Priorities 2015-2019, Equalities Impact Assessment	Email: <a href="mailto:Carol.cook@thanet.gov.uk">Carol.cook@thanet.gov.uk</a>

**Corporate Consultation**

<b>Finance</b>	Matthew Sanham, Financial Services Manager
<b>Legal</b>	Tim Howes, Director of Corporate Governance & Monitoring Officer



# Corporate Priorities 2015 to 2019



**These corporate priorities identify the areas the council will focus on over the next four years**

## Update from the Chief Executive

The follow up Peer Review report, published on the 25 April 2016, commended the council for the significant progress it has made against its Improvement Plan.

In a coordinated move, the council's Improvement Board, which was set up following the original review, has decided to step down on the basis of the progress that has been made.

This is not the end of the council's journey to improve. The follow up report, whilst commenting on all the good progress made over such a short period of time has also made further recommendations: to improve the function of Scrutiny; focus on finalising the Local Plan; rationalising the council's assets; and reviewing project management.

All areas for improvement have been included in a refreshed Improvement Plan for the council to ensure progress continues.

## Corporate Performance Report: Annex 1

This report will present the measures of success to be used to monitor corporate performance against the 2015 to 2019 Corporate Priorities.

## A Clean and Welcoming Environment



**We want to encourage pride in our district by keeping Thanet clean. We are determined frontline services get it right.**

### **This will involve us:**

- Continuing to improve waste and recycling services, reducing waste and increasing recycling.
- Keeping streets, parks and open spaces clean for residents and visitors.
- Maintaining zero tolerance to encourage positive behaviour to help improve our environment.

### **How we will measure success:**

- Residents and visitors will see cleaner streets and improved parks and open spaces.
- Reduction in waste sent to landfill.
- Increased recycling levels.
- People find it easy to dispose of their waste and know how to dispose of their waste responsibly.
- Public awareness raised of the problems of littering and dog fouling on our streets, through increased work with local communities, volunteer groups and residents.
- Town and Parish councils engaged with pooling resources to improve local delivery of services.

### **How we will do this:**

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required.

# HIGHLIGHTS & KEY FOCUS - A Clean and Welcoming Environment

## Highlights

### 2016

#### Jun

- Ramsgate woman to pay £700 for fly-tipping in alley
- Thanet's beauty unveils in London

#### May

- Further fines for fly-tippers
- Thanet receives ten awards for its stunning sandy beaches!
- The Thanet Coast Project hosts 'Seaweed and their Secrets'
- War against dog waste
- Wildlife walks in Thanet

#### Apr

- Council crack-down on Fly-tippers

#### Mar

- Easter Eggcase Hunts!
- Thanet groups take part in national clean-up event

#### Feb

- Doggie Pit Stop events to be held in Ramsgate
- Thanet Council calls for volunteers to participate in anti-litter campaign
- Thanet District Council introduces new equipment for upcoming season
- WANTED: Budding scientists to capture our coast

#### Jan

- Bin it for Good anti-litter campaign celebrates success
- Lancashire recycling company prosecuted for unauthorised unit in Broadstairs car park

### 2015

#### Dec

- Dates for your diary - holiday opening times and waste and recycling collections
- Silver for Thanet Visitor Information Service at the Beautiful South Tourism Awards 2015!

#### Nov

- Council FIDO machine gets spotted!
- Recycle Now!

#### Oct

- Porchlight to benefit from Margate's 'Bin it for Good' anti-litter campaign

## Key Focus

### Refuse Collection

- Improve the efficiency and standards of the refuse collection service.
- Develop innovative recycling and waste solutions within high density urban areas.

### Recycling

- Explore all opportunities to increase participation.
- Implement robust measures to reduce contamination of dry recyclates.
- Increase the proportion of recycling to waste to meet both regional and national targets.
- Develop educational programmes for schools.
- Meeting the Environment Agency 'Technically Environmentally and Economically Practicable' (TEEP) Test in relation to the quality of recyclate collected.

### Street Cleaning

- Explore opportunities to innovate and improve street cleansing.

### Civil Enforcement (Parking)

- Strategic review of parking provision.

### Street Scene Enforcement

- Implementation of CCTV system upgrade.
- Review of the effectiveness of Cleansweep / Streetweek with recommendation for improvement.
- Update street scene enforcement protocols to support effective prioritisation of action.

### Open Spaces Coast & Minor Works

- Develop, with partners and stakeholders a green space strategy.
- Continue to work with local residents/ community groups and other agencies to assist with improving the quality and maintenance of facilities and features within public open spaces.
- Target the educational messages in areas where there is a recurrence of environmental damage and risk to local habitats and wildlife.
- Consider the wider use of low maintenance shrubs, as well as the use of weed suppression to reduce the use of weed killer.

### Technical Services

- Investment in maintenance and improvement of flood and coastal erosion defences including promenades.

### Built Environment

- Manage complaints using updated Enforcement Protocol. Ensure compliance of development with planning permissions in respect of Section 106 contributions.

- Preparation of Conservation Area Appraisals for existing conservation areas. Adoption of further conservations areas. Adoption of management plans for conservation areas and prioritise actions as resources.
- Preparation of Heritage Strategy



## Supporting Neighbourhoods



**We will work with partner agencies through the Thanet Health and Wellbeing Board to support people to make better lifestyle choices and operationally through our range of services provided directly to residents.**

**This will involve us:**

- Continuing our commitment to work with the public, private, voluntary and community sector to ensure the best outcomes for Thanet.
- Ensuring local residents have access to good quality housing, which meets people's changing needs and aspirations that is safe and affordable.
- Continuing to work with partners to improve community safety.
- Proactively enabling a collaborative partnership to reduce health inequalities.

**How we will measure success:**

- Co-ordinated partnership approach to the delivery of projects within the Thanet Community Safety Plan.
- Reduction in the number of empty properties in the district.
- Completion of the council's Housing Intervention Programmes.
- Local communities supported to help resolve local issues.
- High quality, cost effective landlord service, which invests in the council's homes.

**How we will do this:**

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

# HIGHLIGHTS & KEY FOCUS

## Highlights

### 2016

#### June

- Thanet District Council cracks down on rogue landlords
- Thanet Landlords' Event – 29 June 2016

#### May

- Fine for Margate shop owner selling alcohol without licence
- Thanet Crematorium to host Public Open Day to mark 50th year

#### April

- Action to tackle anti-social behaviour in Thanet
- It's playtime as Cliffsend's new community play area opens
- Summer is coming! Lifeguards prepare for busy seafront in run-up to warmer months

#### March

- Update on Homeless issue at Marine Drive, Margate

#### January

- Council receives £90k to tackle rogue landlords
- Selective Licensing Scheme in Margate Extended
- Thanet Community Safety Partnership consultation 2016

### 2015

#### December

- Awards for Outstanding Contribution to Community Safety presented at Thanet Community Safety Partnership Conference 2015

#### November

- Guest speakers for the 2015 Thanet Sports Awards are announced!
- Margate man convicted and Fined for breaching abatement notice

## Key Focus

### Safer Neighbourhood Service

- Deliver the annual Community Safety Plan.
- Delivery of sport and active recreation strategy and maximising external funding income.
- Review events provision and policy.
- Develop a community development framework.
- Implement the Legislative changes to taxi/private hire licensing.
- Facilitate Internal Audits of public health funerals, licensing, land charges, community safety, pollution, sports, food and health and safety.

### Housing Services

- Deliver the Margate Intervention Programme and work with Partners to co-ordinate the Live Margate project.
- Review and implement the East Kent Homelessness Strategy.
- Develop a new Empty Homes Strategy.
- Implement the proposed new selective licensing designation in Cliftonville West and Margate Central.
- To increase or improve the Council's housing stock through new build and bringing empty properties back into use.



## Promoting Inward Investment and Job Creation



**Our vision is to accelerate growth and achieve greater economic prosperity for our district. We will seek opportunities for inward investment, high quality job creation and work with partners to ensure we have the right skills, infrastructure and plans in place.**

**This will involve us:**

- Actively seeking inward investment, exploring the potential for using Enterprise Zones; encouraging new and existing businesses which support growth in the local and visitor economy.
- Working with partners to make the most of the buildings and land we own. Maximising commercial opportunities for key assets.
- Writing a Local Plan which sets planning strategies and policies that support growth of the economy.
- Working with education and training providers to develop the skills agenda for the benefit of residents and local businesses.

**How we will measure success:**

- The council has managed its property portfolio effectively to support its priorities.
- Finalised and implemented Local Plan.
- Local employer's needs matched with further and higher education.
- Growth in existing and new business in the district increasing the employment choice.

**How we will do this:**

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

# HIGHLIGHTS & KEY FOCUS

## Highlights

### 2016

#### June

- A big thank you to our Thanet Visitor Information Volunteers!

#### May

- £4.5 m scheme to redevelop Royal Pavilion building in Ramsgate step closer!
- 2nd phase of Dreamland underway – call out for contractors

#### April

- Calling all landlords
- Margate Masters to host the National Beach Volleyball Finals for fourth successive year

#### March

- Thanet District Council introduces £20,000 fund for Cliftonville community projects
- Thanet wins Visitor Information Provider of the year!

#### February

- Thanet District Council assists BBC programme set in Margate

#### January

- First car transporter ship at Port of Ramsgate
- Thanet receptionist recognised in national Tourism Superstar shortlist

### 2015

#### December

- LEADER programme funding available for rural Thanet businesses and communities

#### November

- Broadstairs stars in Lady in the Van
- Recognising Thanet's Sporting Stars

#### October

- Activity at the Port of Ramsgate is set to increase

## Key Focus

### Public Conveniences

- Complete a comprehensive condition report for the 32 public conveniences currently provided by the Council.

### Crematorium & Cemeteries

- Deliver the crematorium office extension project.

- Implement a programme of memorial inspection and maintenance across cemeteries and closed church yards.

### **Maritime Operations**

- Actively work to increase the port's visibility within the sector.
- Continue working to attract and retain new roll-on/roll-off (RoRo) services and port related business to Port of Ramsgate.
- Maintain engagement with the offshore renewable sector to benefit the district through job creation associated with the emerging blue energy sector, as well as the existing wind renewables and their supply chain.
- To work towards achieving 5 stars in the Gold Anchor scheme.

### **Technical Services**

- Widen the scope of routine engineering inspections on the coastline to include more assets to reduce risk in public areas and better inform planned maintenance.
- Invest in port/harbour infrastructure to maintain quality of customer offering in Royal Harbour and commercial opportunity at the Port.

### **Economic Development & Asset Management**

- Refresh the Council's approach to asset management and develop a new Asset Management Plan.
- Improve support for businesses wishing to start up, expand or move into the area and develop databases to support marketing and other campaigns.
- Review the Economic Growth and Regeneration Strategy and Action Plan.
- Support East Kent Opportunities to accelerate delivery to strategically important sites.

## Delivering Value for Money



### **This will involve us:**

- Transforming and targeting resources to deliver the right services, in the right way, to improve customer experience; whether delivered directly, in partnership or commissioned externally.
- Ensuring that we operate in an open, honest and accountable manner - expecting the same standards of partners and stakeholders.
- Delivering services in the most cost effective and efficient way.
- Ensuring we achieve a stable and sustainable budget, capable of withstanding economic pressures.

### **How we will measure success:**

- Council achieves a balanced, sustainable budget.
- Services commissioned and designed to meet customer needs.
- Opportunities explored for further shared work with partners and agencies to a make better use of public funds to achieve positive outcome for residents.
- The delivery of efficiency reviews to help deliver the Medium Term Financial Strategy.

### **How we will do this:**

- Monitor budgets and key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required.

# HIGHLIGHTS & KEY FOCUS

## Highlights

### 2016

#### January

- Cabinet approved 2016-17 Budget

#### February

- Council approved 2016-17 Budget and Council Tax

## Key Focus

### Financial Services

- Deliver a balanced budget for 2016-2020.
- Produce the 2015-16 Financial Statements on time, with an unqualified audit opinion.
- Ensure the HRA and other strategic Business Plans are on a sound financial basis.
- Implement improvements to the General Ledger, supplier payments and income processes.
- Deliver the agreed 2016-2020 procurement programme.
- Deliver the savings identified in the Medium Term Financial Strategy.

### Democratic Services

- Deliver the Police and Crime Commissioner Election in 2016, Kent County Council election in 2017, European, District and Parish Council elections in 2019 and Parliamentary and Police and Crime Commissioner Elections in 2020.
- Undertake the EU referendum which is expected to take place before the end of 2017.
- Develop a timetable for undertaking a review of electoral arrangements within the District (a periodic electoral review) and implement the Kent Electoral Division Review once finalised.
- Polling Places and Polling District Review.
- Review the Standards Process.

### Policy & Business Planning

- Review of Performance Indicators across the organisation and their monitoring.

### Housing

- Improve the governance and working arrangements with East Kent Housing to ensure the efficient delivery of a high quality, cost effective service to residents.

### Refuse Collection

- Obtain maximum benefit from procurement programmes to reduce capital outlay in fleet (and other) purchasing.
- Optimise the waste collection rounds to realise efficiencies.

### **Council Assets**

- Undertake a fundamental review of all assets.

### **Civil Enforcement (parking)**

- Review of parking strategy and fee income methodology.
- Examine investment in solar pay and display machines across the district.
- A bid has been placed for government funding to upgrade the current lighting to LED tubes at both multi-storey car parks.

### **Open Spaces Coast & Minor Works**

- Establish an up to date schedule of works for Grounds Maintenance. Re-measure and categorise all maintenance areas i.e. grass cutting, shrub beds, hedges etc
- Complete a value for money service review and work with all key stakeholders including Leisure, Housing, Parks and Foreshores in establishing ambitious credible Service Level Agreements.

## Supporting the Workforce



### **This will involve us:**

- Recruiting and retaining skilled, committed and motivated people.
- Setting high performance standards and actively supporting staff to reach them.
- Being a forward thinking, innovative employer, encouraging new ways of working.
- Encouraging staff to propose new ideas.
- Treating our customers fairly and professionally in the delivery of good quality customer service.

### **How we will measure success:**

- A skilled and committed workforce is maintained.
- High quality customer services delivered throughout the council.
- A programme of staff development and training delivered.
- Effective appraisal process which supports and recognises staff performance.
- The council is recognised for the services its staff deliver.

### **How we will do this:**

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required



# HIGHLIGHTS & KEY FOCUS

## Highlights

2016

April

Thanet District Council commended for significant progress

## Key Focus

### Democratic Services

- Gaining the South East Employers Charter for Elected Member Development.
- Developing the new Member Support Role.
- Inducting Councillors following the May 2019 District election.

### Policy & Business Planning

- Annual review of the Business Continuity Plan.
- Agreeing and monitoring and prioritising of the ICT Work plan.
- Review of In-phase performance management system.

### Safer Neighbourhoods Service

- Review of professional recruitment across the service.
- Review of health and safety at work provision.
- Transition of land charges from Local Authority to Land Registry.

### Civil Enforcement (parking)

- Investigating new handheld technology equipment for the Civil Enforcement Officers.
- Investigating a live tracking system providing back office data to support the quality of service provision and the safety of the Civil Enforcement Officers.

### Open Spaces Coast Minor Works

- Create a management structure which is fit for purpose.
- Continue to address matters of health and safety/occupational health. Ensure appropriate training is available to all levels of management and supervision in health and safety.

### Technical Services

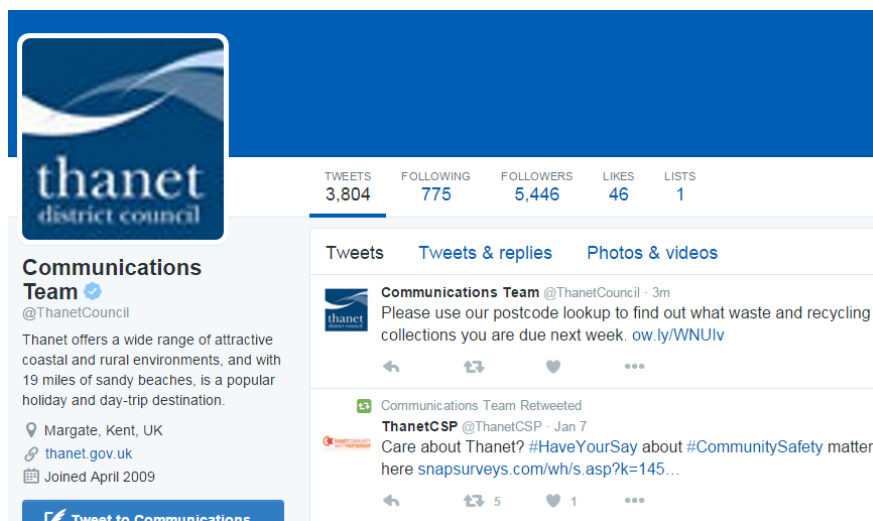
- Maintain emergency planning preparedness, and regularly update plan documents. Seek to improve resilience through staff training and exercising.

### Built Environment

- Ensure new database and application system is implemented effectively



## Promoting Open Communications



### This will involve us:

- Listening to the needs of the community and using this information to continue improving our services.
- Providing clear, meaningful and timely communication.
- Using the most effective method of communication for the intended audience.
- Keeping residents and stakeholders informed about plans and work programmes in a way which is easy to access and understand.

### How we will measure success:

- E-marketing and digital communications developed.
- Re-designed website that is based on customer needs.
- Council reports reviewed to provide clarity in the way the council runs its business.

### How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

# Highlights & Key Focus

## Highlights

### 2016

#### June

- Council Tax Support – your views sought

#### April

- Make sure you know how to have your say on the 5 May

#### March

- Get ready for important elections in 2016

#### January

- Consolation on Cliftonville Conservation Area proposals gets underway
- Election Results - By Election Newington, Ramsgate

### 2015

#### October

- Cabinet to consider report which recommends no further action on Manston CPO at the present time
- Residents asked for their views as budget consultation begins
- Selective licensing consultation closes Monday 26 October

## Key Focus

### Democratic Services

- Ensuring that the Democratic Process is open and accessible to those using it; including reviewing the way Council reports are written.

### Communications

- Develop a refreshed Communications Strategy.
- Enhance media /communications monitoring.
- Develop a comprehensive media training programme for key council spokespeople.
- Develop e-marketing and digital communications.
- Re-design the corporate website – basing any changes on customer needs.
- Develop and deliver an annual communications/marketing plan which supports the council's priorities.

### Policy & Business Planning

- Collection and analysis of Customer Feedback information – to ensure that learning from complaints is actively used to inform service development and improvement.

### Street Cleaning

- Develop links with Parish Councils; resident groups and other stakeholders.

## **Built Environment**

- Provide clear and consistent pre-application advice to add value to planning proposals and provide certainty to attract inward investment.
- Increase customer and stakeholder engagement and improve electronic working through Public Access and Document Management Systems.

# Performance Measures for the Corporate Priorities 2015-2019

The targets will be RAG rated



Red: below target



Amber: if actuals are within 5% of the target

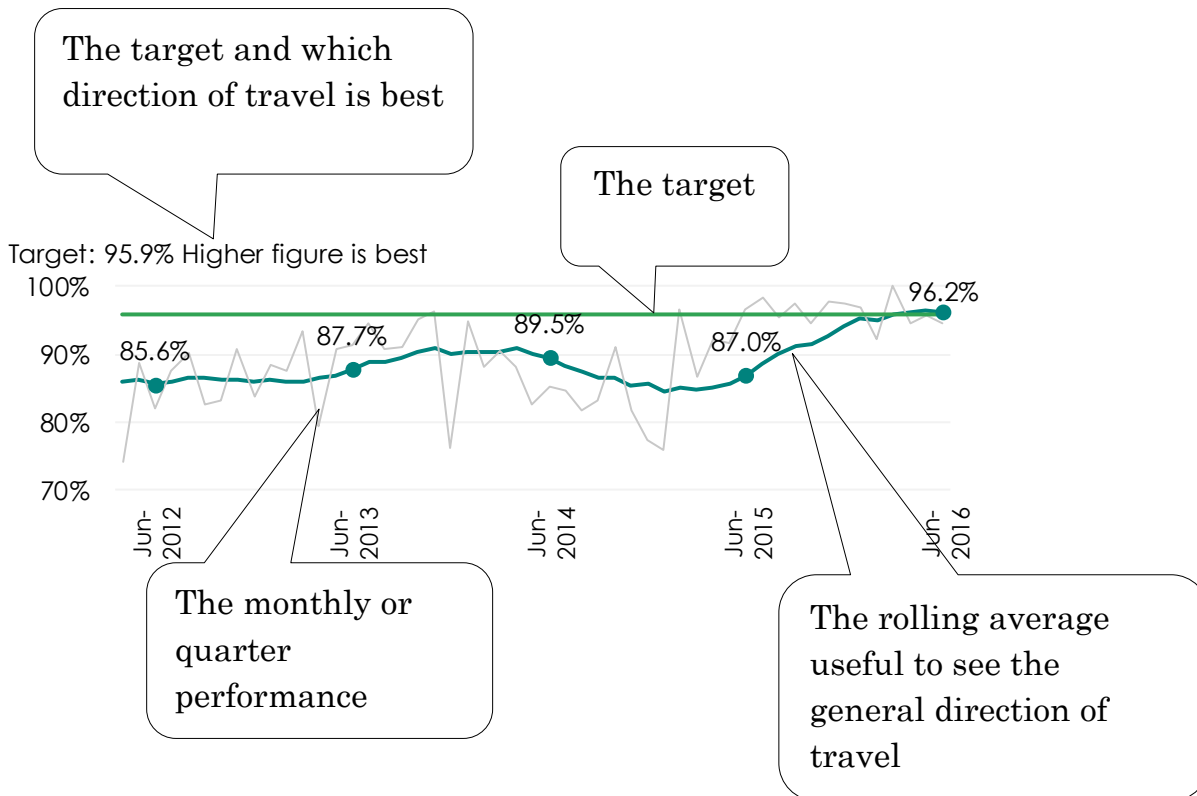


Green: at target or above target



Does not have a target for information.

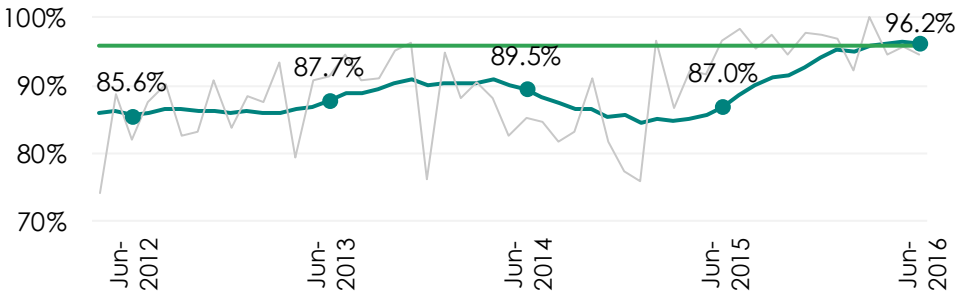
## How to read the charts:



# A Clean and Welcoming Environment

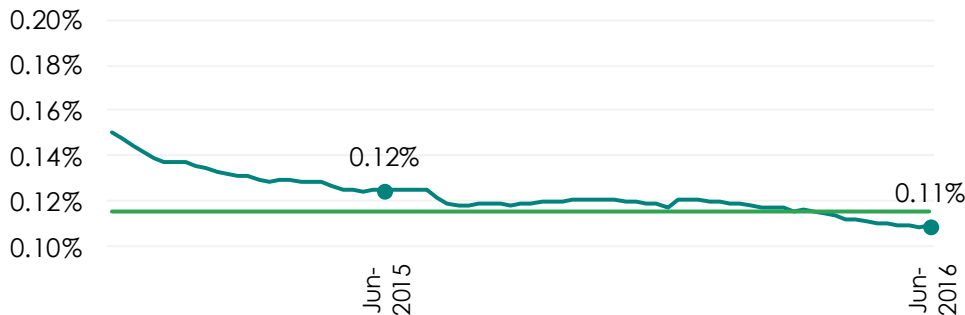
**G** % of Environmental Health service requests responded to in the service standard response time (LI369) (rolling 12 months)

Target: 95.9% Higher figure is best



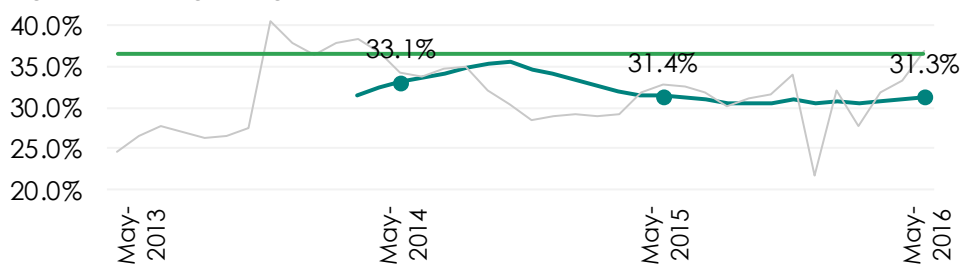
**G** Missed Bins as % of bins collected (rolling 12 months)

Target: 0.12% Lower figure is better



**R** % of household waste sent for reuse, recycling and composting (NI192) (rolling 12 months)

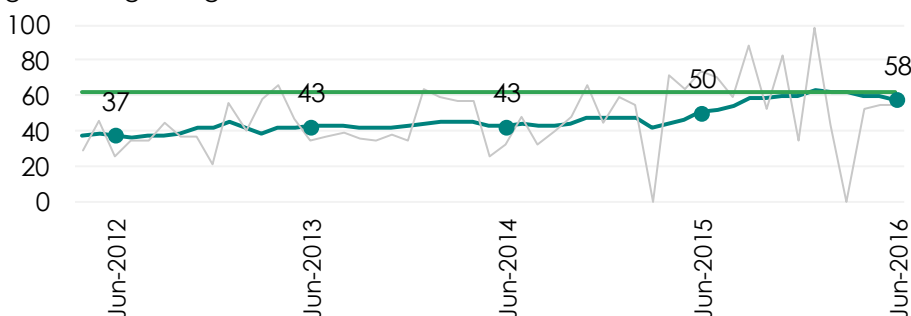
Target: 36.6% Higher figure is better



A plan is currently under development for the inclusion of some 8,500 residential properties to be added to the recycling rounds.

**R** Number of street scene enforcement actions (LI362) (rolling 12 months)

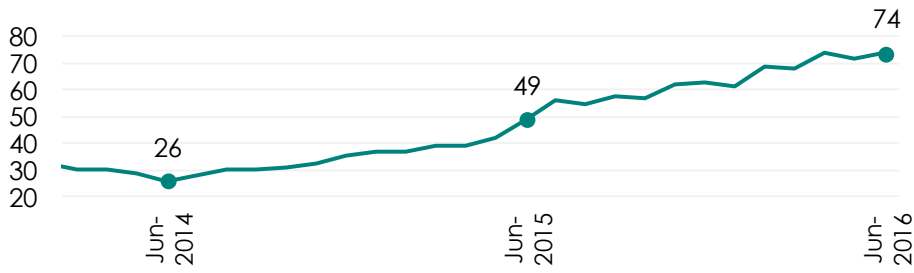
Target: 62 Higher figure is best



693 street scene enforcement actions were carried out in the last year.

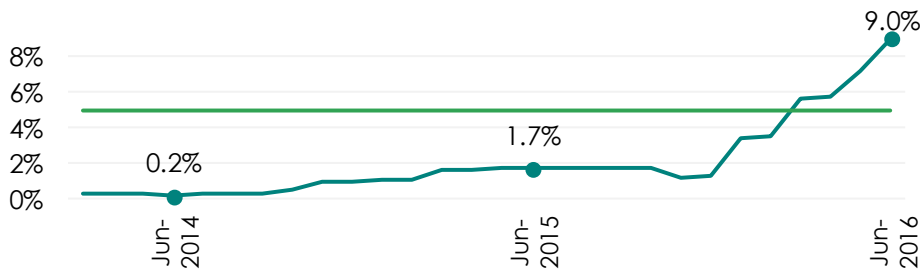
## Number of dumped rubbish incidents reported on council-owned land

Target: Lower figure is better



## R % streets with litter below acceptable levels (NI195a) (rolling 12 months)

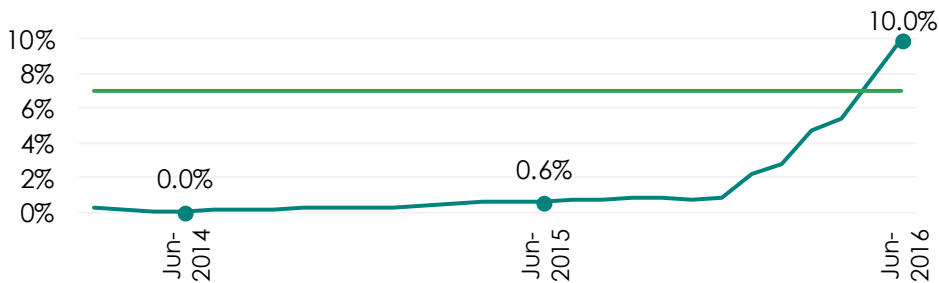
Target: 5.0% Lower figure is better



More stringent inspections now under way, and results are used to inform the focal points for cleansing resources

## R % streets with detritus below acceptable levels (NI195b) (rolling 12 months)

Target: 7.0% Lower figure is better

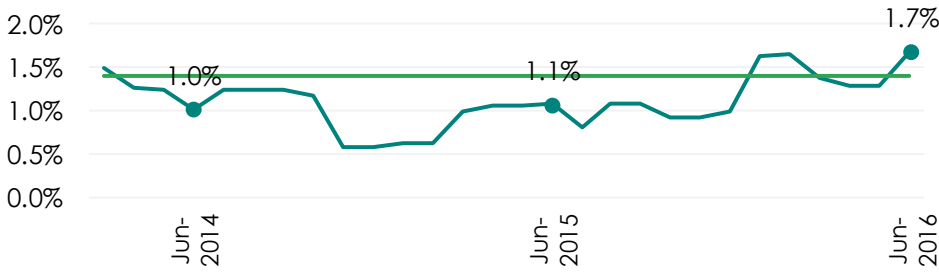


The lack of mechanical sweepers has hampered efforts, new sweepers are in the procurement cycle but realistically are not likely to arrive until Q1 2017.

**R** % streets with graffiti below acceptable levels (NI195c) (rolling 12 months)

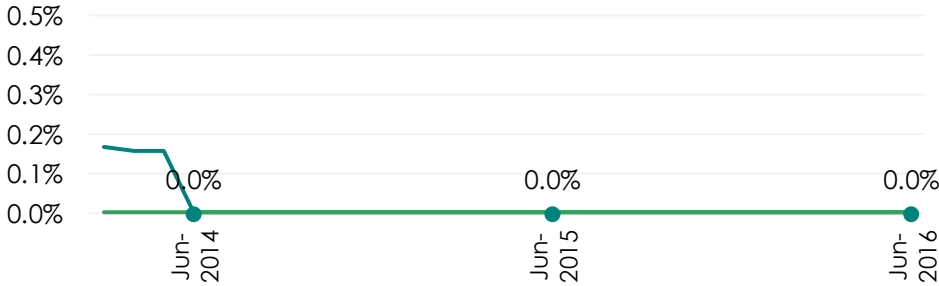
Target: 1.4% Lower figure is better

1.7% of the 625 sites surveyed were below the acceptable levels.

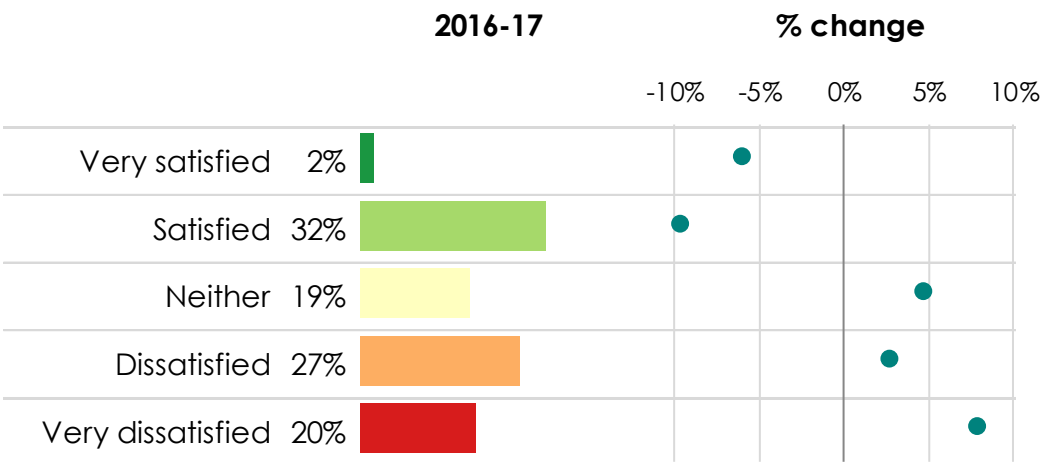


**G** % streets with fly posting below acceptable levels (NI195d) (rolling 12 months)

Target: 0.5% Lower figure is better

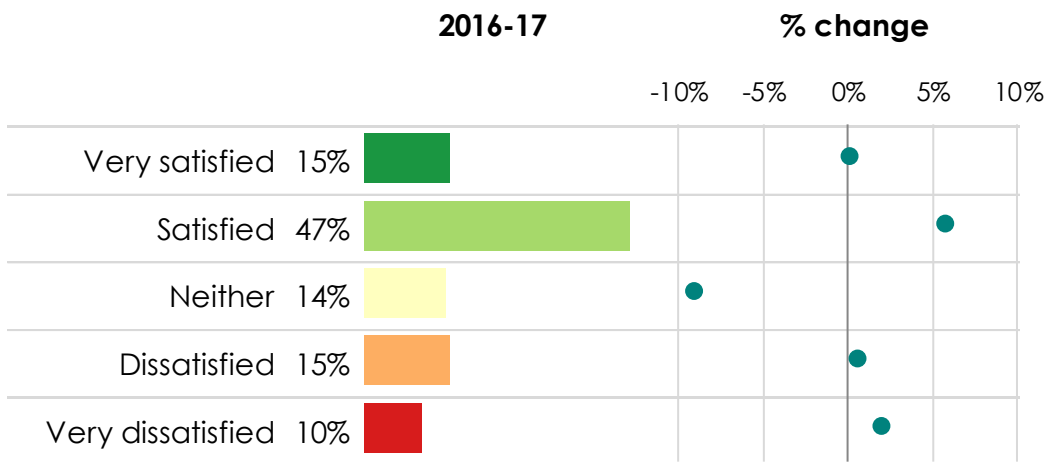


Public opinion of the Street Cleaning Service (annual survey)



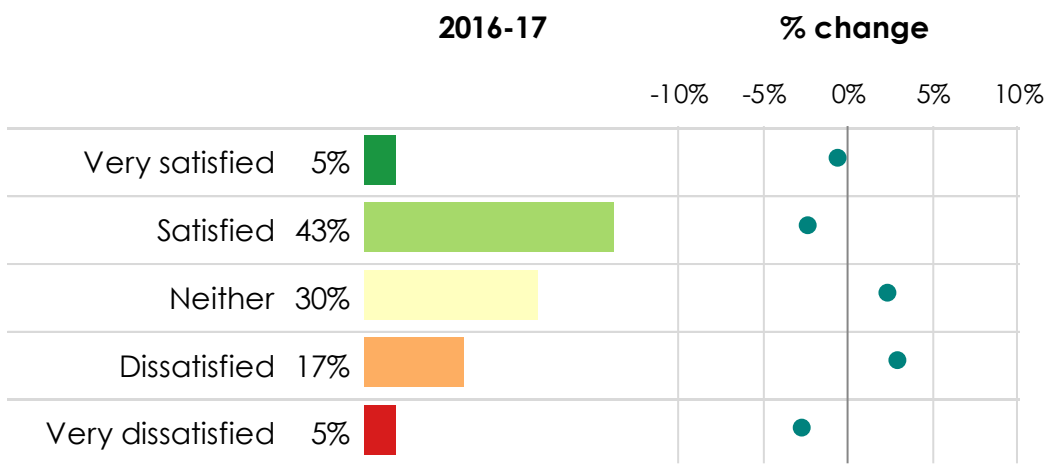
The lack of mechanical sweepers has hampered efforts, new sweepers are in the procurement cycle but realistically are not likely to arrive until Q1 2017 and is likely to have a positive impact, there are no available budgets for hire in the interim.

Public opinion of the Recycling Service (annual survey)



Increased levels of satisfaction.

Public opinion of Parks and Open Spaces (annual survey)



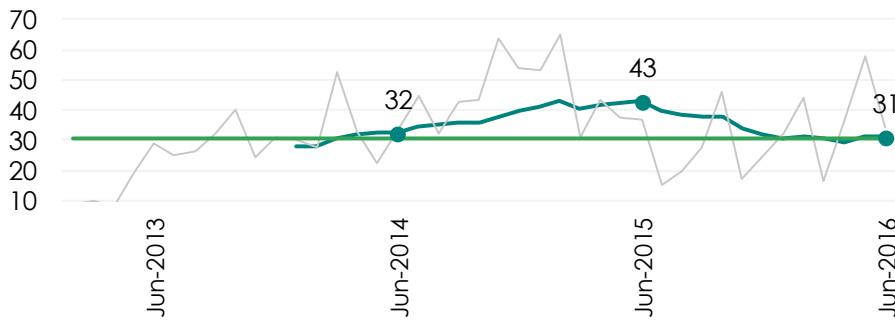
Decreased levels of very dissatisfied.



# Supporting Neighbourhoods

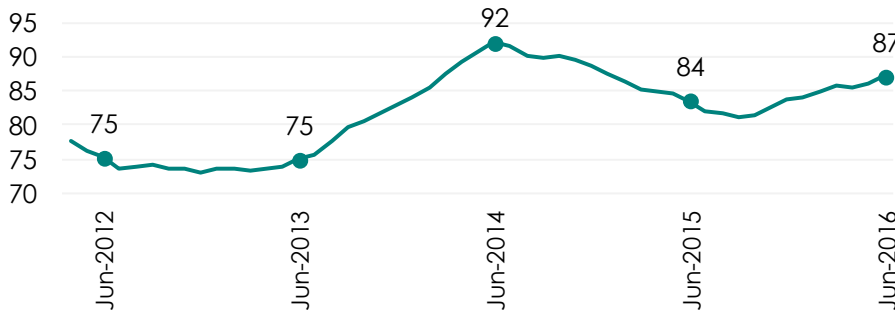
## A Average number of days taken to resolve ASB cases (LI461) (rolling 12 months)

Target: 30 Lower figure is best



There were 474 completed ASB cases over the last 12 months, on average an ASB case took 31 days to resolve.

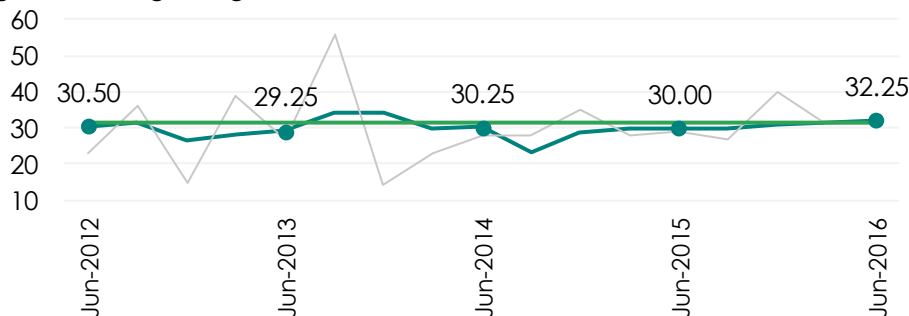
## Number of Crimes per 1000 population (rolling 12 Months) (LI300)



87 crimes per 1,000 of the population.

## G Empty homes brought back into use (per quarter) (LI401) (rolling 12 months)

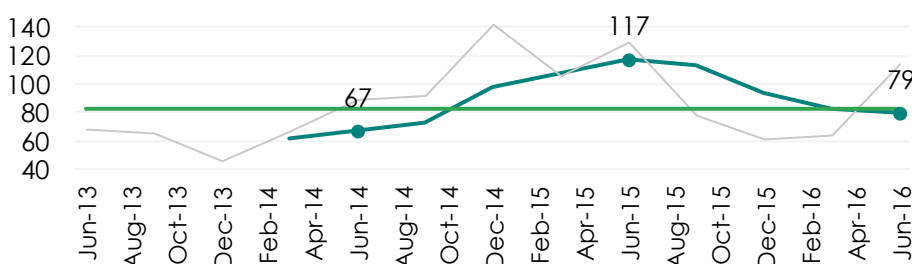
Target: 31.75 Higher figure is best



129 homes have been bought back in use in the last year.

## A Number of dwellings where action taken to improve living conditions (category 1 and 2 hazards) (LI543)

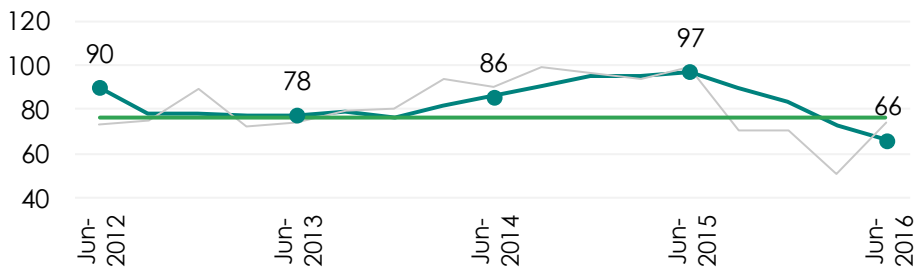
Target: 80 Higher figure is best



369 dwellings have improved living conditions.

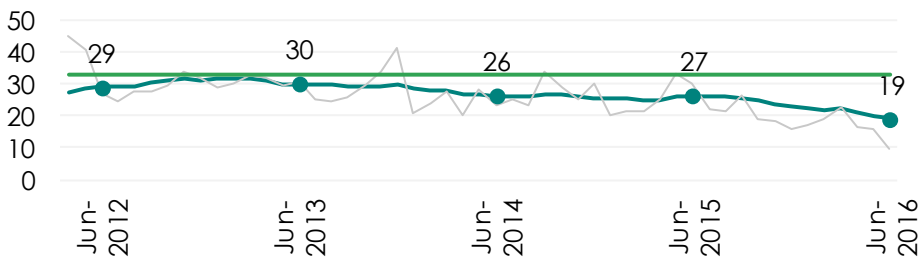
**R** Number of homeless cases prevented (LI405D) (per quarter) (rolling 12 months)

Target: 76 Higher figure is best



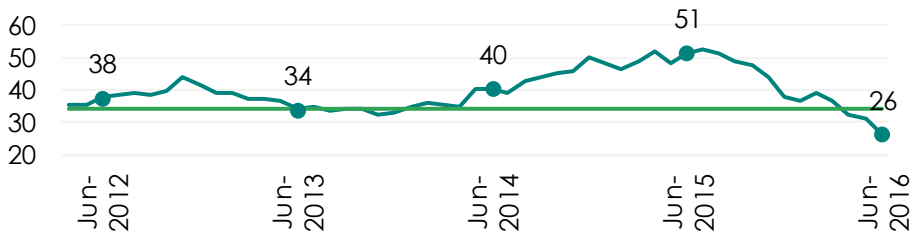
**G** Average time taken to make homelessness decisions (rolling 12 months)

Target: 33 Lower figure is better

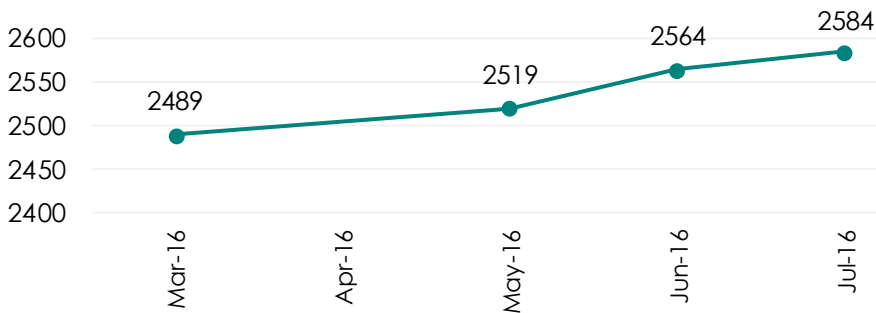


**G** Average time in bed and breakfast (rolling 12 months)

Target: 34 Lower figure is better

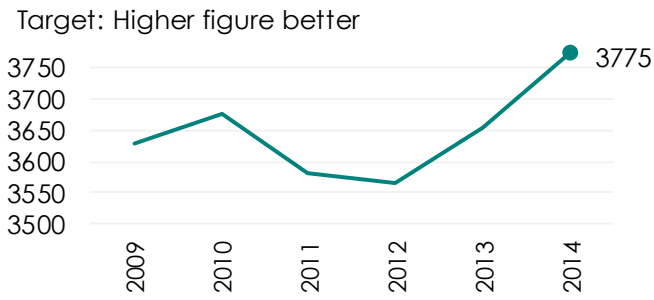


Number of empty homes in the district (empty for more than 6 months)



# Promoting Inward Investment and Job Creation

Count of active enterprises in Thanet (ONS Table 3.1)



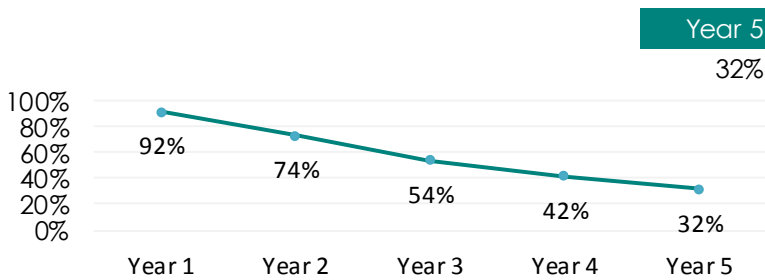
## Active

The starting point for demography is the concept of a population of active businesses in a reference year (t). These are defined as businesses that had either turnover or employment at any time during the reference period.

• Source:

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>

Five year survival rates of Thanet enterprises (ONS Table 5.1a)



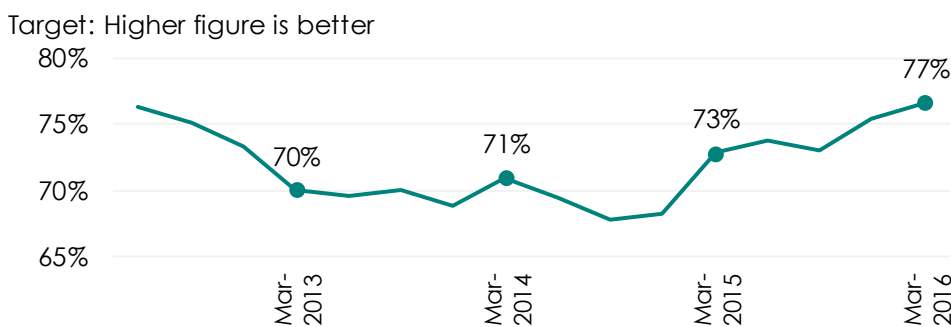
The starting point for demography is the concept of a population of active businesses in a reference year (t). These are defined as businesses that had either turnover or employment at any time during the reference period.

A business is deemed to have survived if having been a birth in year t or having survived to year t; it is active in terms of employment and/or turnover in any part of t+1

• Source:

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>

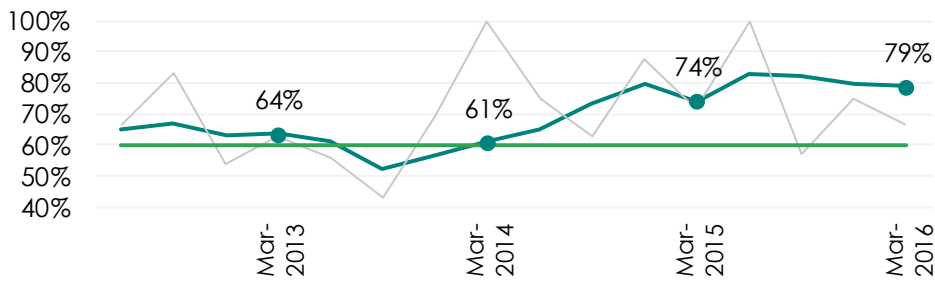
% of the population that is Economically Active aged 16-64 (rolling 12 months)



Source of data [nomis](#) official labour market statistics

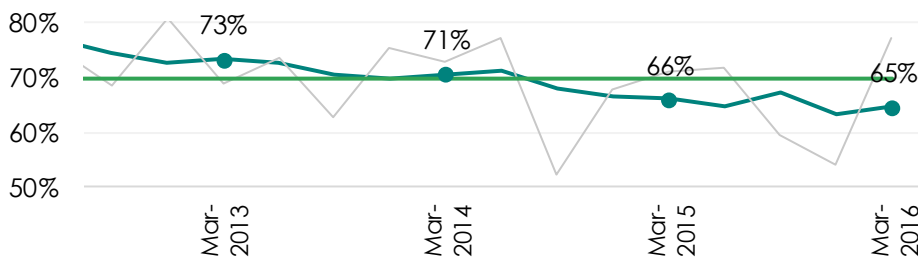
**G** Major Planning Applications determined within 16 weeks (NI157a) (rolling 12 months)

Target: 60% Higher figure is best



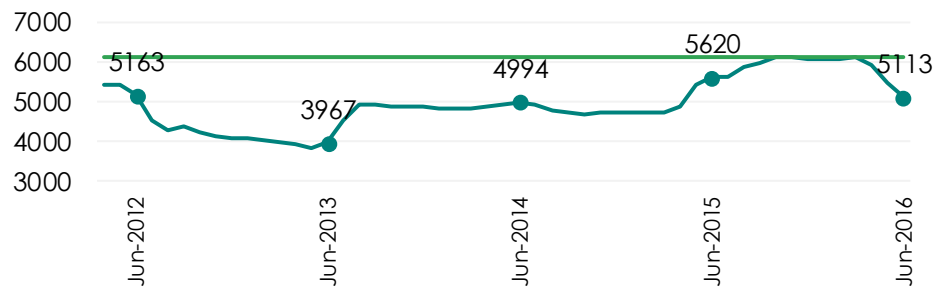
**R** Minor planning applications determined within 8 weeks (NI157b) (rolling 12 months)

Target: 70% Higher figure is best



**R** Number of visiting leisure vessels at RRH (LI138) (rolling 12 months)

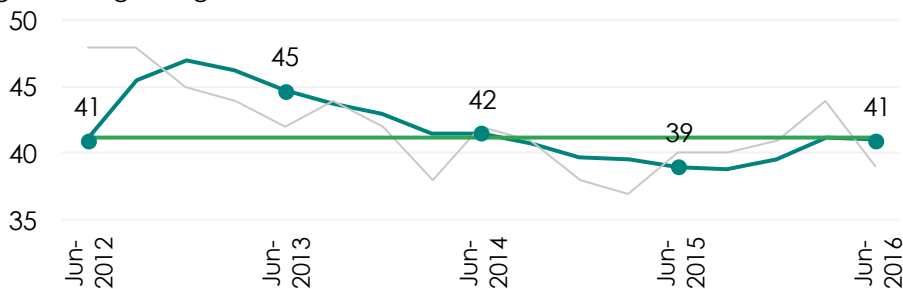
Target: 6120 Higher figure is best



5,113 leisure vessels visited Ramsgate Royal Harbour in the last year. Target set at 2015-16 actual which represented a high water mark.

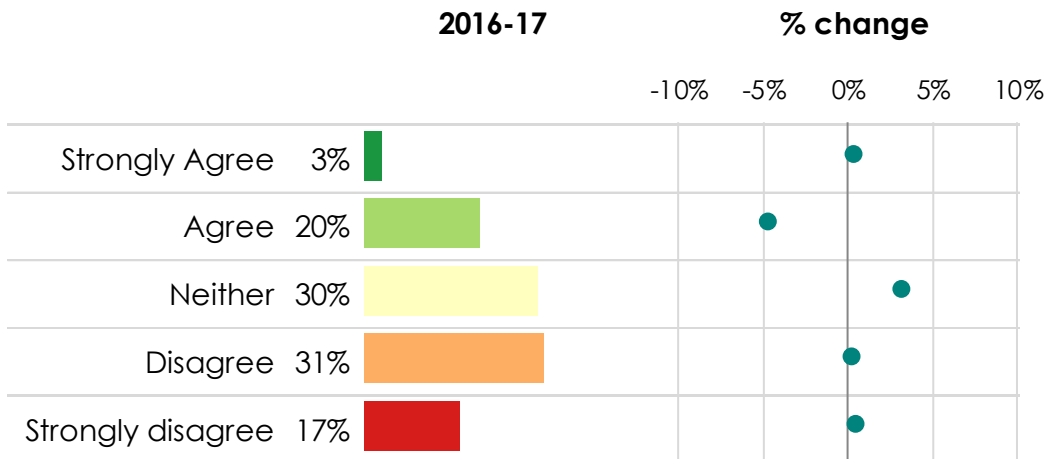
**G** Number of fishing and angling boats in Ramsgate Marina (LI340) (rolling 12 months)

Target: 40 Higher figure is best

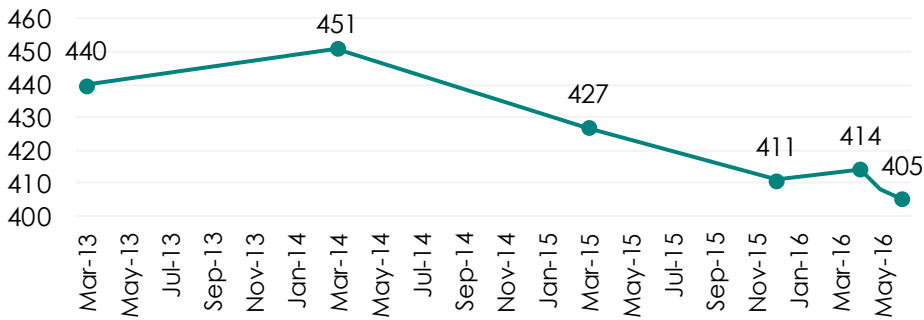


# Statistical Information

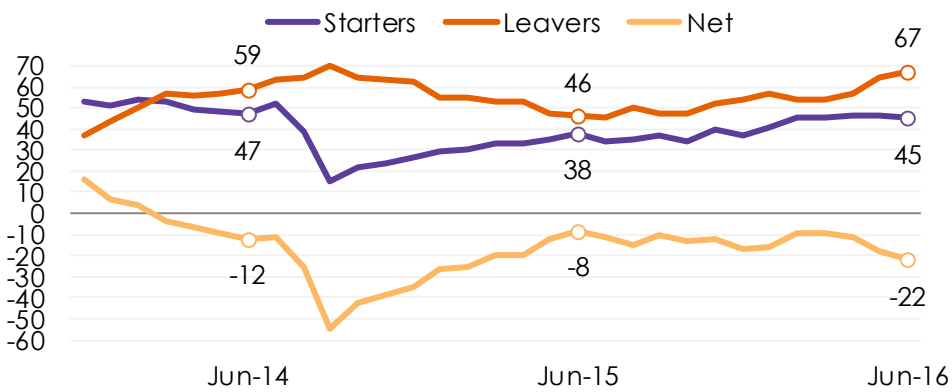
Public opinion of whether the council provides Value for Money (annual survey)



Thanet District Council Full time Equivalent count



Staff Starters and Leavers head count (rolling 12 months totals)



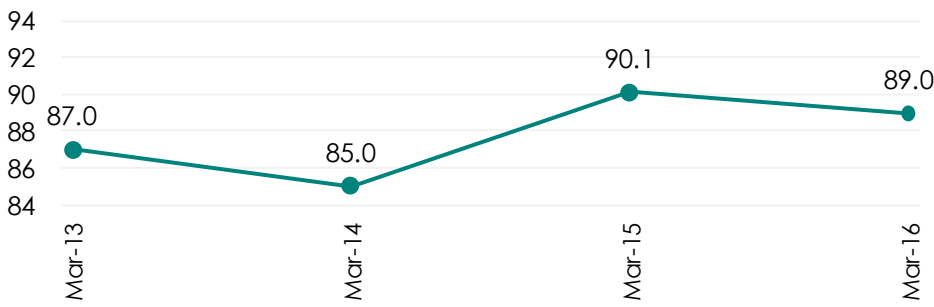
Over the last 12 months there have been:

67 Leavers  
45 Starters

Meaning a net reduction of 22 staff.

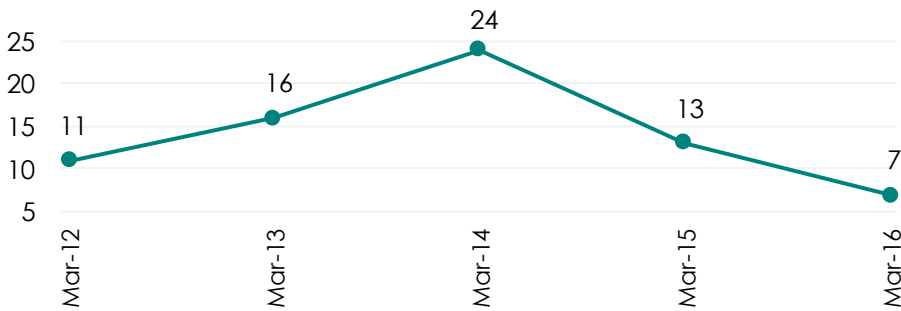
### Registration rate for voting following annual canvas (%) (LI456)

Target: Higher figure is best



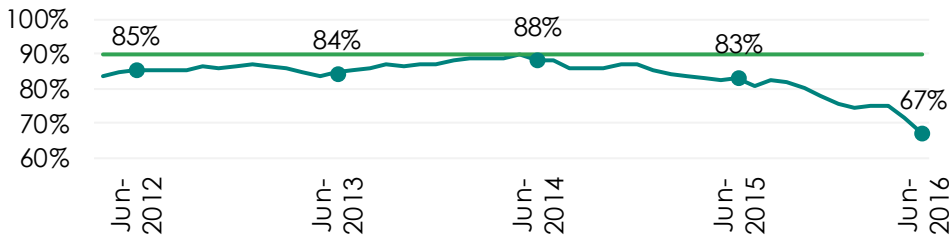
### Number of complaints made to the Standards Committee (LI519)

Target: Lower figure is best



### R Complaints Response Rate within 10 days (rolling 12 months)

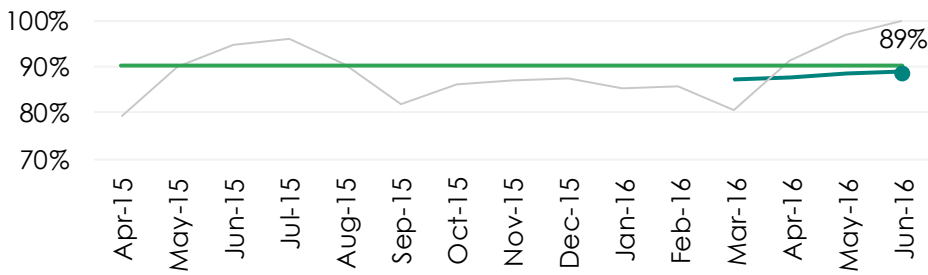
Target: 90% Higher figure is better



The whole process, systems and resources regarding complaints is currently subject to review. The ten days' standard is the most challenging of any in Kent.

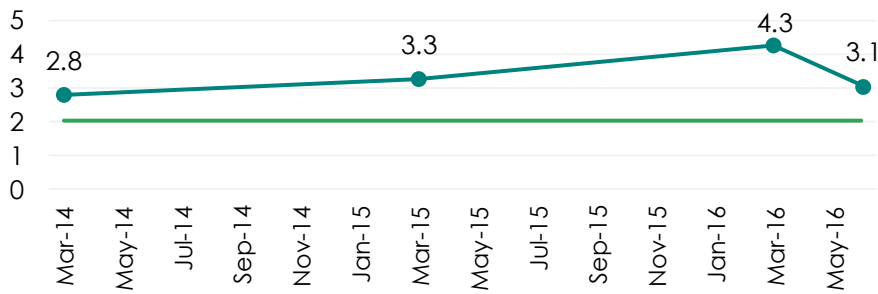
### A Freedom of Information Response Rate within 20 days (rolling 12 months)

Target: 90% Higher figure is better



### R Sickness days per Full Time Equivalent (quarterly)

Target: 2 Lower figure is better



The target is 8 days per year or 2 days per quarter. Performance remains below the target but has recently improved after management action.

## Partner Performance

### East Kent Housing Services to Thanet Council housing tenants:

	Performance Indicator	13/14	14/15	15/16	May 2016	Q2	Q3	Q4	Target
G	Average re-let time in days (all stock including major works)	24.7	22.5	20	34				24
G	Current tenant arrears as a percentage of the projected annual rental income	1.67%	1.58%	1.39%	1.5%				1.50%
G	Overall customer satisfaction with day to day repairs	97.6%	99.7%	100%	100%				98%
G	Percentage of capital programme spent	82.7%	76.7%	99.9%	100%				100%

## Revenues & Benefits

	Performance Indicator	13/14	14/15	15/16	Q1	Q2	Q3	Q4	Target
G	Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)	7.21	7.03	6.61	6.72				9.43
G	% correct HB and CTB decisions	97.49%	96.81%	95.9%	97.94%				96%
A	% Council Tax collected	96.00%	96.15%	96.49%	29.35%				96.00%
A	% Business rates collected	98.76%	98.53%	99.53%	32.26%				98.05%

## Customer Services: Computers and phones

	Performance Indicator	13/14	14/15	15/16	Q1	Q2	Q3	Q4	Target
G	Average call waiting time (mins MM:SS)	01:20	00:52	00:39	00:57				01:00
G	% availability of corporate website	99.96%	99.98%	99.91%	99.96%				99.5%
G	Average face-to-face waiting time (mins MM:SS)	9:14	6:58	5:34	04:04				10:00
G	% of calls dealt with by automation	27.06%	29.59%	25%	22.91%				20%
G	% abandoned calls	11.29%	7.57%	5.51%	6.82%				12.1%



<b>EK Services Q1 Performance Report for TDC 2016/17</b>
--

Corporate Performance Review Working Party	<b>23 August 2016</b>
Report Author	<b>Dominic Whelan, Director of Shared Services</b>
Portfolio Holder	<b>Cllr Derek Crow-Brown, Cabinet Member for Corporate Governance</b>
Status	<b>For Information</b>
Classification:	<b>Unrestricted</b>
Key Decision	<b>No</b>
Reasons for Key	<b>N/A</b>
Previously Considered by	<b>N/A</b>
Ward:	<b>N/A</b>

**Executive Summary:**

This report will provide a summary of key performance indicators for the services delivered by EK Services for Thanet District Council, which include ICT, Customer Delivery (Income (Revenues), Payments (Benefits) and Customer Services) and it will also report on the services delivered by EKHR.

The report will cover service performance over the period April to June 2016 inclusive.

**Recommendation(s):**

Comments are invited from Members of the working party; Members are to note the report.

**1.0 Introduction and Background**

1.1 EK Services (EKS) and EK Human Resources (EKHR) have responsibility for certain delegated 'shared service' functions. These functions include the following services:

- ICT Services;
- Face to Face & Contact Centre Customer Services;
- Revenues (Council Tax and Business Rates);
- Benefits (administration of the Housing Benefit Scheme); and
- Human Resources.

1.2 EKS and EKHR monitor and report on performance monthly and meet with TDC lead client officer (Tim Willis) to discuss service performance and specific issues. Performance is measured against agreed Indicators that are contained within Service Level Agreements (SLA); these agreements are subject to annual review and agreement between each of the three partner councils and EK Services.

## **2.0 Performance**

There are no major concerns to flag up as we reach end of Q1. A few points to note are:

- 2.1 A number of ICT and Customer Service response times are trending slightly lower (worse) than the same time last year, these include ICT incidents and Service Desk calls resolved within target response time and the amount of abandoned calls in the Contact Centre but they are still within the overall target and reflect the expected impact of resource constraints as we seek to deliver £1m of savings in year. We continue to explore ways to maintain and indeed improve service whilst delivering cost reduction.
- 2.2 Collection rates for Council Tax and Business Rates are very slightly below the level we were at last year. Council Tax collection at end of Q1 16/17 is 29.35% versus 29.53% in Q1 2015/16. Business Rates collection at end of Q1 16/17 is 32.28% compared with 32.63% at same period last year. However, the Income teams are not concerned over this at present as they believe this is down to the removal of Single Person Discounts in Council Tax, following a National Fraud Initiative review and the removal of retail relief for some businesses which had an impact for this quarter but which is expected to be cleared in next quarter. One should not set too much store by these 'in year' statistics as the collection rates data is complex and subject to a range of influencing factors that can change the profile of collection throughout the year. The quarterly collection rates are used as a check and balance to identify any serious concerns, for which there are none at present from my own perspective.
- 2.3 HR call handling response times are slightly below the levels of last year, although still above target. Calls answered within 15 seconds for the quarter is 84% compared to 86% at same period last year (target 80%) and email responses within 3 days for the quarter achieved 86% compared with 96% at Q1 last year. However, this was due to two specific performance issues in a particular month that impacted the overall quarter. Call answering in April was impacted by a resource issue as various changes in pay resulted in increased calls whilst staff were also prioritised to deal with pension reconciliations at first year end of the new payroll system. This, coupled with some specific resourcing gaps following staff churn and whilst awaiting recruitment led to some specific pressures in the HR advisory service this quarter.

## **3.0 Key Initiatives/Outcomes**

Progress on Digital and work to deliver in year improvements within the EKS high volume transactional areas such as Revenues & Benefits is going well. The aim is to create a better end to end process from a customer engaging with the Council (such as Benefits claim transaction, as an example) and then allowing that transaction to be processed swiftly through to the relevant person who can add 'human value' in the decision making and then finally dropping the transaction into the relevant back office system, cutting out manual processes and paperwork where possible along the way. The aim is also to deliver improved customer experience by keeping the person updated on the transaction in an automated manner and making their life 'easier' by having easier log on and authentication only where needed. This also links closely with the need to review how we deliver customer services to the citizen and the drive towards more online and self-serve where possible, smarter use of telephone contact and less face to face, all of which will be subject to a wider discussion and debate with Council Officers and Councillors in due course.

#### 4.0 Concerns/Risks

- 4.1 As flagged at the end of year performance report, the key risk is the increasing likelihood of service delivery standards and performance dropping as I hold vacancies and reduce capacity in order to deliver against the challenging savings targets set for this year. Moving forward, as further savings are required, whilst Digitisation has a major role to play, it also means that service levels and organisational change will be required to deliver such savings, which will require council decision making at officer and elected member levels in due course.
- 4.2 There have been an increasing number of incidents in the Margate Gateway involving members of the public being verbally abusive and in some cases threatening to physically injure staff including, in one case, throwing a computer screen across a desk. In most cases, it appears to be linked to citizens reacting to Housing Options services decisions. Police have been called on a number of occasions but are usually too late to assist and thus far there have been no injuries. However the customer service staff are starting to get concerned and we have been working with TDC officers to develop a set of guidelines for staff to manage such incidents.

Contact Officer:	Dominic Whelan, Director of Shared Services, (01227) 862 073
Reporting to:	Madeline Homer, Chief Executive

#### Annex List

Annex 1	EK Services Q1 Performance for TDC
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Description	Outturn 2015/16	Target 2016/17	Q1	Q2	Q3	Q4	Year to date
<b>EKS Services to Thanet benefit claimants:</b>							
Average time taken to process all new claims and change events in HB and CTB (days)	6.81	9.00	6.72				6.72
% of correct HB and CTB decisions	96.88%	96.00%	97.94%				97.94%
% of Council Tax collected	96.49%	96.00%	29.35%				29.35%
£ of Council Tax collected	£61,410,019						£19,675,983
% of Business Rates collected	99.53%	98.05%	32.28%				32.28%
£ of Business Rates collected	£33,677,823						£11,325,665
<b>EKS Services to TDC staff and customers: Computers and phones:</b>							
% of Service Desk calls resolved within agreed target response time	97.00%	95.00%	95.00%				95.00%
% of Service Desk calls resolved within one day	67.00%	65.00%	70.00%				70.00%
% Availability of email service	99.92%	97.50%	100.00%				100.00%
% Availability of the corporate website	99.94%	99.50%	99.98%				99.98%
Average face-to-face waiting time in minutes	00:05:34	00:10:00	00:04:04				00:04:04
% of abandoned calls	4.80%	10.00%	6.82%				6.82%
% of calls dealt with by automation	25.42%	21.00%	22.91%				22.91%
<b>HR Services to TDC Managers and Employees:</b>							
Calls answered within 15 seconds	90.00%	80.00%	84.00%				84.00%
Calls answered at first point of contact	98.00%	80.00%	99.00%				99.00%
Emails responded to within 3 days	98.00%	80.00%	86.00%				86.00%
Contract of employment within 4 weeks	100.00%	80.00%	100.00%				100.00%

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## EAST KENT HOUSING PERFORMANCE Q1 2016/17

Corporate Performance Review Working Party      **23 August 2016**

Report Author      **Deborah Upton, Chief Executive, East Kent Housing**

Status      **For Information**

Classification:      **Unrestricted**

Key Decision      **No**

Ward:      **All Wards**

**Executive Summary:**

The following report sets out EKH performance for Thanet District Council for the first quarter of the year 2016-17. A detailed report by performance indicator is appended.

The report shows good overall performance (top or 2<sup>nd</sup> benchmarking quartile) with the exception being average re-let times for properties with major works, which stands at 31.96 days (target 23.5 days). Areas of particular concern, as well as Thanet's targets, are explained in more detail in the report.

**Recommendation(s):**

To note the contents of the report.

<b>CORPORATE PRIORITIES (tick those relevant)✓</b>	
A clean and welcoming Environment	✓
Promoting inward investment and job creation	
Supporting neighbourhoods	✓

<b>CORPORATE VALUES (tick those relevant)✓</b>	
Delivering value for money	✓
Supporting the Workforce	
Promoting open communications	

**1.0 Introduction and Background**

- 1.1 East Kent Housing (EKH) was set up as in April 2011 by the four Councils, as an arms length management company. It remains the only such arrangement in the country. East Kent Housing is run by a Board, which is made up by a nominated Councillor from each District, a tenant represented from each area (selected by the local representative body) and four Independent members.
  
- 1.2 EKH is currently going through a period of change. A new Chief Executive has been in place since April 2016, and the current Chair is retiring at the end of this year, and we are currently advertising for a replacement.
  
- 1.3 Since April 2016 we have completed a restructure of our management team, which will see us having dedicated directors for customer services and property services. A copy of this structure is attached as appendix one. This structure will result in overall savings, and will allow us to focus on areas of improvement, such as asset

management, and give support to our work on transforming services to our customers.

## **2.0 Performance**

2.1 A detailed quarterly performance report is provided to each Council and reported to both our Area Boards and the main EKH Board at each meeting, as well as a sub-committee (Service improvement sub-committee).

2.2 The 2015/16 year end performance report is appended, along with the quarter one report for the current year. The performance targets are agreed with each of the four councils each year in line with the requirements of our Management Agreement. This year's agreed targets for Thanet District Council can be seen in the quarter one performance report at appendix two, and key areas are set out in more detail below. The targets agreed cover the following areas:-

- Voids and re-lets
- Repairs and Maintenance
- Income and Arrears
- Customer Satisfaction and Complaints
- Capital programme spend

2.3 EKH is generally a well performing ALMO; placed in the top or second benchmarking quartile when compared to similar organisations across the country, with a particular strength in collection of rent arrears. Challenging targets were set at the start of the 2016-17 year and current performance is, for the most part, within target other than the areas highlighted below.

## **3.0 Income collection**

3.1 Income collection remains strong, and the total rent arrears owed to Thanet District Council has shown a marked improvement (i.e. rent arrears have reduced) year on year over the period 2011-2016. EKH has a team of staff dedicated to income collection, as well as ensuring that residents get welfare benefit advice and appropriate referrals. Year on year performance for current rent arrears is set out below:-

<b>Year</b>	<b>Total rent arrears</b>
April 2011	£262,564
April 2014	£211,478
April 2015	£205,028
April 2016	£194,994

## **4.0 Void Performance**

4.1 Performance on voids is performing well within target at 12.79 days, against a target of 15 days. However for those voids which require major works, then performance is outside target at 31.96 days against a target of 23.5 days.

4.2 In respect of the major works voids, this is partly explained by asbestos insulation board being identified in the tower blocks at Trove Court & Kennedy House, which have a higher level of turnover than some of the other properties. The presence of the



insulation board means more works are being classified as “major works”, and it also means a 14-day notification period before work can begin.

- 4.3 We are looking at what action we can take in respect of this to reduce timescales prior to starting works.

## **5.0 Customer Satisfaction & Complaints**

- 5.1 As usual, customer satisfaction remains high at 99.69% against a target of 98%. However over the course of this year we want to look at alternative ways of collecting customer satisfaction to ensure that it is meaningful and that we are getting an accurate understanding of the services provided by third parties, as well as EKH.

- 5.2 As can be seen from the 2015/16 figures, there were substantial delays in answering customer complaints last year. These have now been resolved and we now well within target, with complaints being answered in 6.47 days against a target of ten days.

## **6.0 Capital Programme**

- 6.1 As members will be aware from the report they received in September 2015, this continues to be the most challenging area of performance for EKH. There is now an agreed procurement plan in place for contracts which will cover all necessary areas, and this needs to be worked through. We are working with Savills to get specifications agreed, as this was a particular area of weakness.

- 6.2 A restructure of the asset management team has been completed, and this has meant clearer ownership of areas of spend at senior levels. A copy of this structure chart is attached for information at appendix three.

- 6.3 We are currently having a review of our asset management function undertaken by HQN, a leading provider of consultancy in this area, and they are due to report on this in September. We will be ensuring that our new managers take forward all recommendations, and a project board will be set up to monitor this.

- 6.4 The capital programme spend is currently behind target in Thanet, although it does of course fluctuate depending on what time of the year works are programmed for. We are currently looking at the budget to see whether there will be any areas which are programmed where we will not achieve delivery in this financial year.

## **7.0 Other areas to highlight**

- 7.1 Heating repairs continue to be a problem in Thanet with poor performance by our contractor. At the end of Q1, less than 70% of emergency heating repairs were completed on time although 100% of appointments were kept. Performance at Thanet is significantly worse than the three other areas, and we are working with the contractor to understand the reasons and put in place an improvement plan.

- 7.2 We monitor gas servicing on a weekly basis and as at 8 August there were no outstanding gas servicing cases i.e. performance was at 100%.

## **8.0 Conclusion**

- 8.1 Most areas of our performance are strong, but improving asset management is a priority for EKH, for both the board and the management team. A new structure and

the review mentioned above will give us the framework to take our improvements forward, and we will be vigilant at monitoring our progress.

Contact Officer:	Deborah Upton, Chief Executive, East Kent Housing
Reporting to:	The Board of East Kent Housing

### Annex List

Annex 1	Management Team structure
Annex 2	Performance Report Q1
Annex 3	Property Services structure

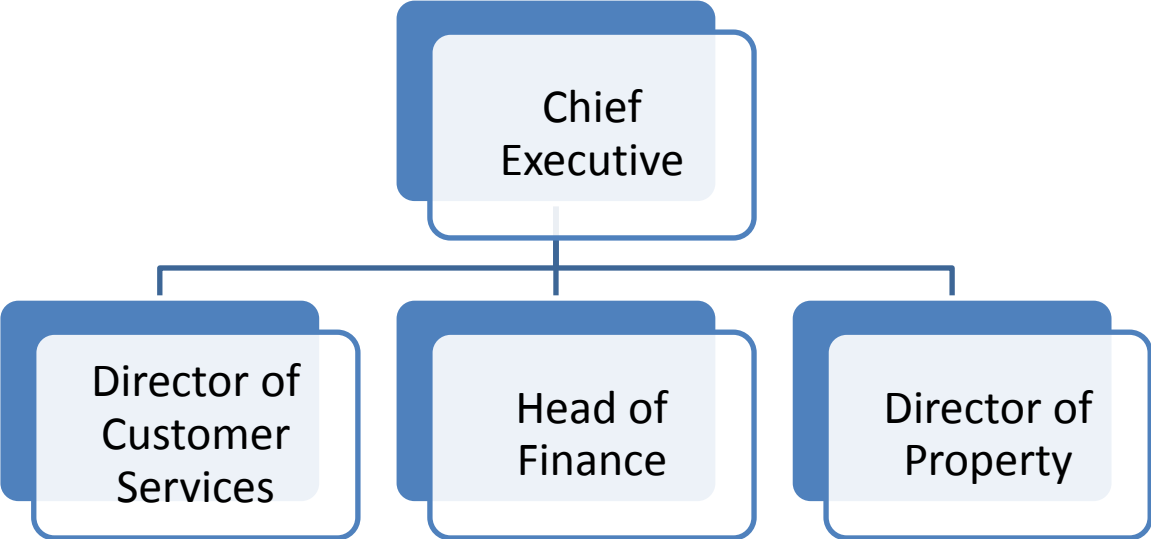
### Background Papers

Title	Details of where to access copy
None	N/A

### Corporate Consultation

Finance	N/A
Legal	N/A

# ORGANISATIONAL STRUCTURE



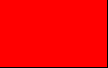

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# Q1 East Kent Housing Performance Monitoring Report for 2016/17

## Key to Symbols

The RAG status icons compare the current performance to the target

	Target not met, action required
	Target almost met
	Target met or exceeded

**Contents** *(page numbers have been removed):*

- 1. Voids and re-lets**
- 2. Repairs and Maintenance**
- 3. Income and Arrears**
- 4. Customer Satisfaction and Complaints**

1. Voids & Re-lets					
Performance Indicator	Area	2015/16 (Year-end)	Q1 2016/17	2016/17 (Year-to-date)	Annual target 2016/17
		Value	Value	Value	
Average re-let time <b>all stock</b> (excluding major works)	Thanet	12.18	12.79	12.79	15
Average re-let time <b>all stock</b> (including major works)	Thanet	19.95	31.96	31.96	23.5

Performance Indicator	Area	2015/16 (Year-end)	Q1 2016/17	2016/17 (Year-to-date)
		Value	Value	Value
Total number of re-lets made in the period (all stock)	Thanet	200	57	57
Number of mutual exchanges completed during the period	Thanet	54	17	17

EKH meets the target for re-let times excluding major works (12.79 days) but is outside target including major works at (31.96 days). Longer re-let times were reported at the beginning of the year; however the average time to re-let is now moving closer to target.

## 2. Repairs & Maintenance – emergency and routine repairs

Performance Indicator	Area	2015/16 (Year-end)	Q1 2016/17	2016/17 (Year-to-date)	Annual target 2016/17
		Value	Value	Value	
Percentage of emergency repairs completed on time	Thanet	99.71%	99.47%	99.47%	98%
Percentage of routine repairs completed on time	Thanet	98.47%	100%	100%	98%
Percentage of repair appointments kept	Thanet	95.82%	95.9%	95.9%	96%

- EKH meets the target for completing both emergency and routine repairs on time, but is just outside target for repair appointments kept.

### 3. Income & Arrears – Current and former tenant arrears

Performance Indicator	Area	2015/16 (Year-end)	Q1 2016/17	2016/17 (Year-to-date)
		Value	Value	Value
Total <b>current</b> tenant arrears including court costs	Thanet	£187,373	£194,994	£194,994
Total <b>former</b> tenant arrears including court costs	Thanet	£206,978	£157,528	£157,528
No. evictions due to rent arrears	Thanet	22	8	8
Current tenant arrears as a percentage of the projected annual rental income	Thanet	1.39%	1.47%	Target - 1.5%
Former tenant arrears as a percentage of the projected annual rental income	Thanet	1.54%	1.19%	Target - 1.9%

- EKH is within target for current and former tenant arrears as a percentage of the projected annual rental income.



Performance Indicator	Area	2015/16 (Year-end)	Q1 2016/17	Annual target 2016/17
		Value	Value	
Percentage of capital programme spent	Thanet	96.54%	9.51%	100%

- 8.24% of the capital programme has been spent this quarter. This compares to 10.87% for the same period last year.

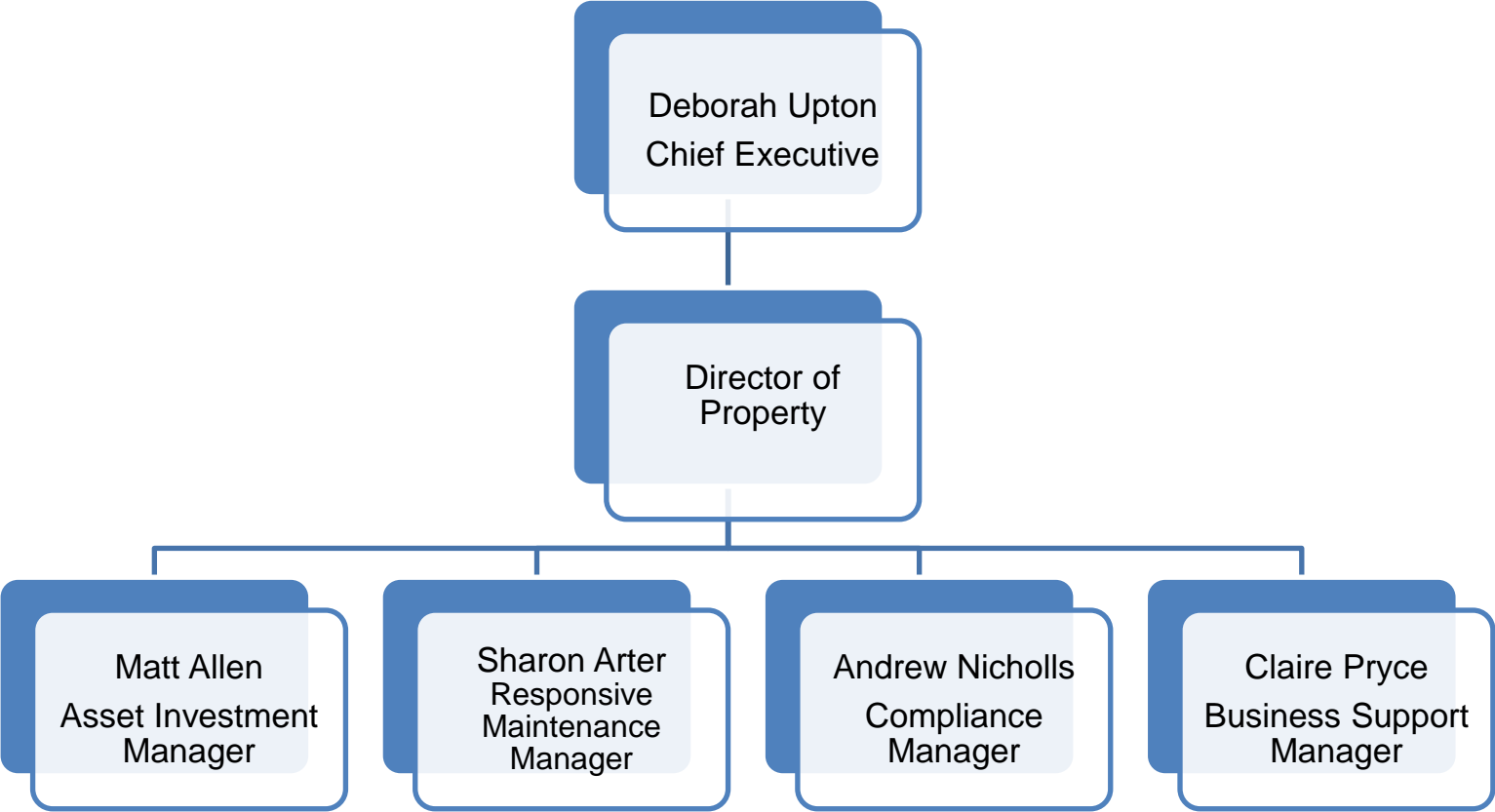
#### 4. Customer Satisfaction and complaints

Performance Indicator	Area	2015/16 (Year-end)	Q1 2016/17	2016/17 (Year-to-date)	Annual target 2016/17
		Value	Value	Value	
Percentage of tenants satisfied with day to day repairs	Thanet	100%	99.69%	99.69%	98%
Average No. days taken to respond to a complaint	Thanet	14.32	6.47	6.47	10
Percentage of all complaints responded to on time	Thanet	96%	100%	100%	90%

- Satisfaction with repairs remains very high for the quarter, with 99.69% satisfied with day to day repairs
- The average number of days taken to respond to a complaint is 6.47 working days. This meets our target (and corporate standard) of 10 working days
- EKH has responded to 100% of complaints in time

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# PROPERTY SERVICES STRUCTURE



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## THANET DISTRICT COUNCIL DECLARATION OF INTEREST FORM

### Do I have a Disclosable Pecuniary Interest and if so what action should I take?

Your Disclosable Pecuniary Interests (DPI) are those interests that are, or should be, listed on your Register of Interest Form.

If you are at a meeting and the subject relating to one of your DPIs is to be discussed, in so far as you are aware of the DPI, you **must** declare the existence **and** explain the nature of the DPI during the declarations of interest agenda item, at the commencement of the item under discussion, or when the interest has become apparent

Once you have declared that you have a DPI (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must:-**

1. Not speak or vote on the matter;
2. Withdraw from the meeting room during the consideration of the matter;
3. Not seek to improperly influence the decision on the matter.

### Do I have a significant interest and if so what action should I take?

A significant interest is an interest (other than a DPI or an interest in an Authority Function) which:

1. Affects the financial position of yourself and/or an associated person; or Relates to the determination of your application for any approval, consent, licence, permission or registration made by, or on your behalf of, you and/or an associated person;
2. And which, in either case, a member of the public with knowledge of the relevant facts would reasonably regard as being so significant that it is likely to prejudice your judgment of the public interest.

An associated person is defined as:

- A family member or any other person with whom you have a close association, including your spouse, civil partner, or somebody with whom you are living as a husband or wife, or as if you are civil partners; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors; or
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;
- Any body of which you are in a position of general control or management and to which you are appointed or nominated by the Authority; or
- any body in respect of which you are in a position of general control or management and which:
  - exercises functions of a public nature; or
  - is directed to charitable purposes; or
  - has as its principal purpose or one of its principal purposes the influence of public opinion or policy (including any political party or trade union)

An Authority Function is defined as: -

- Housing - where you are a tenant of the Council provided that those functions do not relate particularly to your tenancy or lease; or
- Any allowance, payment or indemnity given to members of the Council;
- Any ceremonial honour given to members of the Council
- Setting the Council Tax or a precept under the Local Government Finance Act 1992

If you are at a meeting and you think that you have a significant interest then you **must** declare the existence **and** nature of the significant interest at the commencement of the

matter, or when the interest has become apparent, or the declarations of interest agenda item.

Once you have declared that you have a significant interest (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must:-**

1. Not speak or vote (unless the public have speaking rights, or you are present to make representations, answer questions or to give evidence relating to the business being discussed in which case you can speak only)
2. Withdraw from the meeting during consideration of the matter or immediately after speaking.
3. Not seek to improperly influence the decision.

### **Gifts, Benefits and Hospitality**

Councillors must declare at meetings any gift, benefit or hospitality with an estimated value (or cumulative value if a series of gifts etc.) of £25 or more. You **must**, at the commencement of the meeting or when the interest becomes apparent, disclose the existence and nature of the gift, benefit or hospitality, the identity of the donor and how the business under consideration relates to that person or body. However you can stay in the meeting unless it constitutes a significant interest, in which case it should be declared as outlined above.

### **What if I am unsure?**

If you are in any doubt, Members are strongly advised to seek advice from the Monitoring Officer or the Committee Services Manager well in advance of the meeting.

## **DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS, SIGNIFICANT INTERESTS AND GIFTS, BENEFITS AND HOSPITALITY**

**MEETING** .....

**DATE**..... **AGENDA ITEM** .....

**DISCRETIONARY PECUNIARY INTEREST**

**SIGNIFICANT INTEREST**

**GIFTS, BENEFITS AND HOSPITALITY**

**THE NATURE OF THE INTEREST, GIFT, BENEFITS OR HOSPITALITY:**

.....  
.....  
.....

**NAME (PRINT):** .....

**SIGNATURE:** .....

Please detach and hand this form to the Democratic Services Officer when you are asked to declare any interests.