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CORPORATE PERFORMANCE REVIEW WORKING PARTY

22 NOVEMBER 2016

A meeting of the Corporate Performance Review Working Party will be held at **7.00 pm on Tuesday, 22 November 2016** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

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

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 - 4)
To approve the Minutes of the Corporate Performance Review Working Party meeting held on 23 August 2016, copy attached.
4. **TOOL KIT FOR DETERMINING COUNCIL PROJECTS AS MAJOR OR NON-MAJOR**
(Pages 5 - 20)
5. **EAST KENT HOUSING PERFORMANCE Q2 2016/17** (Pages 21 - 30)
6. **Q2 CORPORATE PERFORMANCE MONITORING REPORT 2016/17** (Pages 31 - 68)
7. **EAST KENT SERVICES Q2 PERFORMANCE REPORT FOR TDC** (Pages 69 - 74)

Declaration of Interest form - back of agenda

Item
No

Subject



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CORPORATE PERFORMANCE REVIEW WORKING PARTY

Minutes of the meeting held on 23 August 2016 at 7.00 pm in Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Present: Councillor Campbell (Chairman); Councillors Connor, Curran, Jaye-Jones and D Saunders

In Attendance: Councillor M Saunders

186. APOLOGIES FOR ABSENCE

Apologies were received from the following Members:

Councillor Dennis;
Councillor Dexter, substituted by Councillor D. Saunders.

187. DECLARATIONS OF INTEREST

There were no declarations of interest.

188. MINUTES OF PREVIOUS MEETING

Councillor Jaye-Jones proposed, Councillor Curran seconded and Members agreed the minutes to be a correct record of the meeting that was held on 18 July 2016.

The Chairman hoped that the CEx would be in attendance at the next meeting of the working party to report on 'criteria was used to define council projects as major and how the report structure on maintaining an overview of major projects council is involved in would look like.'

189. CORPORATE PERFORMANCE REPORT QUARTER 1 2016-17

Tim Willis, Director of Corporate Resources presented the report on the council's corporate performance for the first quarter of 2016/17. Mr Willis said that the targets for this financial year were more challenging. One Member observed that the resident survey results showed that 27% of the respondents were dissatisfied and 20% were very dissatisfied with the council's performance regarding street cleaning services. This was a worrying result.

Mr Willis said that council was addressing the issue regarding getting more mechanical sweepers to support street cleaning service and improve the street scene in the district. He also said that the targets set for this year were challenging and the council had also decided to be more transparent in sharing the performance results as a way of addressing service improvements.

Members further queried the presentation style of some of the graphs adding that some of the targets had not changed from previous years, to which Tim Willis said that agreed that officers would be reviewing the presentation style to make the report clearer. Mr Willis acknowledged that the key focus areas would be enhanced by the inclusion of deadline dates for delivering the actions.

With regards to the 'Starters and Leavers', Tim Willis explained that the downward trend in net movement was as a result of re-organisations in Operational Services and Corporate Resources. Members suggested that the report should refer to both head

count and posts as separate headings in order to give a more accurate picture of the status of the issue being reported.

One Member observed that the reason why street cleaning was viewed as unsatisfactory was because the mechanical sweeper was unable to reach some of the inaccessible areas and such areas needed greater attention to clean them up. Another Member reported that the Margate Recycling Centre had become untidy over the last six months with hand written signs and staff looking unmotivated. Tim Willis agreed to refer these issues to Operational Services/KCC. In response to members' questions regarding the poor recent performance in street cleanliness, he indicated this might partly be explained by a more stringent approach when conducting inspections.

Councillor Jaye-Jones proposed, Councillor Connor seconded and Members agreed to note the report.

190. EK SERVICES Q1 PERFORMANCE REPORT FOR TDC 2016/17

Andrew Stevens, Assistant Director of Customer Services (East Kent Housing) introduced the item. Mr Stevens said that the head performance figures were on target. He said that the council tax and business rates collection was marginally less than at this stage last year, but officers were not overly concerned as this would soon improve.

Mr Stevens reported that EK Services would continue to encourage service users to embrace digital methods to communicate with the Service online for all services and particularly focussing on benefits related issues as this would improve efficiency of managing and responding to customer queries and requests. This included encouraging the public to use smart mobile phones to send photographs of documents they are required by staff for processing applications rather than for applicants to come into the Gateway to request that staff photocopy documents for them.

There however were some concerns by EK Services management about the number of incidents of verbal and in one case in Margate physical abuse of staff by some service users. Although the issues were reported to the Police, the response time was not usually within the time the issue was reported. EK Service management was working on guidelines for managing these situations moving forward.

Members observed that the targets set for EK Services and EK Human Resources for 2016/17 were not as challenging as those that were set and to a large extent achieved in 2015/16.

In response, Tim Willis said that with regards to EK Human Resources, the service was more inward looking and supporting the internal operations of the Council and were not necessarily of significant interest to the public. Officers were working on a more meaningful approach for measuring qualitative performance of the human resources service. He said that currently the council was monitoring EK Services performance relating to customer services and revenue and benefits services.

Members noted the report.

191. EAST KENT HOUSING PERFORMANCE REPORT Q1 2016/17

Deborah Upton, the new Chief Executive of East Kent Housing (EK Housing) introduced the report. Ms Upton said that EK Housing performed strongly in income collection, repairs and maintenance and customer satisfaction. She acknowledged the following challenges being faced by EK Housing this year:

1. Voids Performance, Nearly 75% of voids in Thanet are flats, which have a higher turnover of residents, thereby leading to more voids. When there are empty

properties there is a policy requirement to carryout asbestos inspection and if there is evidence of a particular type of asbestos, there is a requirement to give a 14 day notification the Health and Safety Executive (HSE);

- a. This automatically adds 14 days to the void turnaround time;
 - b. EK Housing is negotiating with the HSE to see whether it is possible to hold an annual licence for Trove Court and Kennedy House, which would allow them to carry out the work without the fourteen day notification to the HSE each time.
2. The Capital Programme is a consistently problematic area for the organisation. There is a need to address the issue of asset management under the capital programme through a number of initiatives:
- a. Need to develop an asset management strategy based on understanding the stock condition. This would be started this year.
 - b. A review from a leading consultancy (HQN) had recently been commenced of the asset management service; Recommendations from that review will be taken on board by EK Housing management and will be monitored by a task group of the Board.
 - c. New middle managers have been recruited;
 - d. Dedicated senior staff (at director level) will be in place during this financial year and one director level post would have a focus on property;
3. Performance is under target for heating repairs for housing stock in Thanet.
- a. This underperformance is unique to Thanet stock only;
 - b. The Managing Director of the service provider (independent contractor) has been asked to meet with the EK Housing Chief Executive to look at how they will resolve this issue. They have been asked to provide weekly performance reports until the problem has been resolved and performance has improved to expected standards;

Customer Satisfaction: The Chief Executive explained that the current approach to customer satisfaction with repairs involved residents being asked by the contractor at completion of the job. This was unlikely to provide any meaningful data that could be used to improve the service, and the current excellent level of satisfaction was unlikely to be realistic.

A new approach to collecting customer satisfaction data was to be introduced, which could include random sample surveys) to be conducted by individuals other than the person who would have carried out the repairs.

Members noted the report.

Meeting concluded: 7.46 pm

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Project Governance

Client

Project Sponsor

Corporate
Management
Team

Project Board

Corporate
Management
Team

Cabinet

Project Team

Project
Manager

Estates
Engineers
Legal
Procurement

Communications

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Assessment matrix for [Project Title]

PROJECT DETAILS

Project/Programme Name	
Project/Programme Sponsor	
Project/Programme Manager	
Start Date	
Completion Date	

DOCUMENT DETAILS

Version	Status (Draft or Approved)	Date	Author/Editor	Details of Change
V1	Draft	17/10/16	GB	Initial

The Project Assessment tool

The Project Assessment Matrix is used to assess the complexity within a project, and to give it a weighting so that it can be defined as minor, medium or major.

It is a four step process, described in full below.

Resources will also have an impact on priorities, either in terms of operating within the budget for on incompatible demands on key staff. This is a complex process and may best be achieved through a facilitated workshop.

1. How to use the Project Assessment tool

Step 1: Does it meet the base criteria?

First, you should decide whether the proposed piece of work fits the base criteria for a project. A project, simply put, is a piece of work to produce a specific, one-off product of some kind that is not part of routine work.

Assembling a car on a production line is not a project because although the output (a car) is a product and it is specific, it is not one-off. However building a kit car in your garage is a project because it fulfils all three criteria.

Step 2: Project Impact (page 4)

For each of the three criteria listed in column 1, decide where the project fits – for example if the expected Financial ROI (return on investment) is between three to four years you would score 2 against this criterion.

Add up all the scores according to the column in which each selection sits – the result should fall between the possible minimum of 0 (everything scoring 0 points) and maximum of 15 (everything scoring 5 points).

Step 3: Decide on level of complexity (page 5)

Consider the overall complexity of the project. You follow a similar process to that outlined in steps 1.2 – 1.3 but using the complexity grid on page 5 instead.

The grid on page 5 does not explicitly include a zero score column, but zero scores are still possible – e.g. if delivery timescale is less than a month you would score zero against Delivery Timescale.

Add up all the scores according to the column in which each selection sits – the result should fall between the possible minimum of 0 (everything scoring 0 points) and maximum of 24 (everything scoring 4 points).

Step 4: Decide on project type (page 6)

Enter the outcomes from steps 2 and 3 on the grid on page 6. Depending on which zone your project falls into, you can now determine whether it is Not a Project, Minor, Medium or Major.

All Major projects should be linked to the relevant strategic Corporate Priorities and treated as corporate projects, even if they are being managed within a single service plan – this is because they will inevitably have links and impacts beyond the boundaries of a single service. IT-related projects will be overseen by the CMT

Medium projects will often be of the “tactical” type, and if accepted by the relevant governance body (Corporate Management Team), can be managed independently (via an appropriate project board) within the relevant service. However, some Medium

projects will have importance or impact beyond their immediate “service”, and the governance body should consider whether to include specific Medium projects in the relevant Corporate Priorities (in particular, those scoring within two or three points of the upper boundary).

Minor projects will almost always be “tactical”, and can be managed independently of corporate governance within the relevant service via an appropriate project board.

Not a Project simply means that although it fulfils the “project” criteria in step 1, it is not complex or impactful enough to need to be managed as a formal projectⁱ, though of course you can still use a light-touch project management approach.

Once you have completed the matrix you may delete the two pages of instructions (pages 2 and 3) in order to present your assessment as part of the Project Brief.

2. Guidance on use of the Assessment Matrix criteria:

- **Strategic contribution** – systems that have to be delivered in order to deliver agreed Corporate Priorities. For an impact score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct impact upon the achievement of the priorities (i.e. it isn’t simply linked to them; the corporate priorities are to some extent dependent upon the project in order to be achieved).
- **Return On Investment and timescale** – at the initial stages of project planning it is usually difficult to provide accurate estimates of ROI and timescale. Thus if a project’s estimate is close to an upper boundary, it will be safer to score it in the higher level since projects usually end up costing more (i.e. having a lesser ROI) and taking longer than originally anticipated.
- **Organisational effectiveness** – factors to consider are the degree to which existing business processes will improve and whether major restructuring may be required. Do not consider cost savings here as this is built into the ROI criterion and you must avoid double counting.
- **Operational change** – this is closely allied to Organisational effectiveness, but whereas the former looks at impact in terms of positive improvement, Operational change looks at the issue of how much change is happening (the greater the degree of change, the more difficult it will be to achieve). For example if you have scored 3 against Organisational effectiveness (Improves work of whole service) it’s extremely unlikely that you will score less than 3 on Operational change.

Project impact assessment matrix

Criteria	Score 0	Score 1	Score 2	Score 3	Score 4	Score 5
Strategic contribution	None	Contributes indirectly to 1 strategic theme	Contributes indirectly to >1 strategic theme	Contributes directly to 1 strategic theme	Contributes directly to >1 strategic theme	Very significant strategic impact
Financial ROI	>5yrs	4-5 yrs	3-4 yrs	2-3 yrs	1-2 yrs	<1 yr
Operational effectiveness	None	Improves work of a small group of staff <6	Improves work of a large team of staff >5	Improves work of whole service	Some improvement across whole Authority	Significant improvement across whole Authority

Current Corporate Priorities:-

- A Clean and Welcoming Environment
- Supporting Neighborhoods
- Promoting Inward Investment and Job Creation

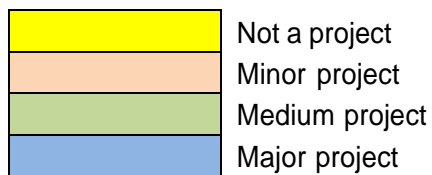
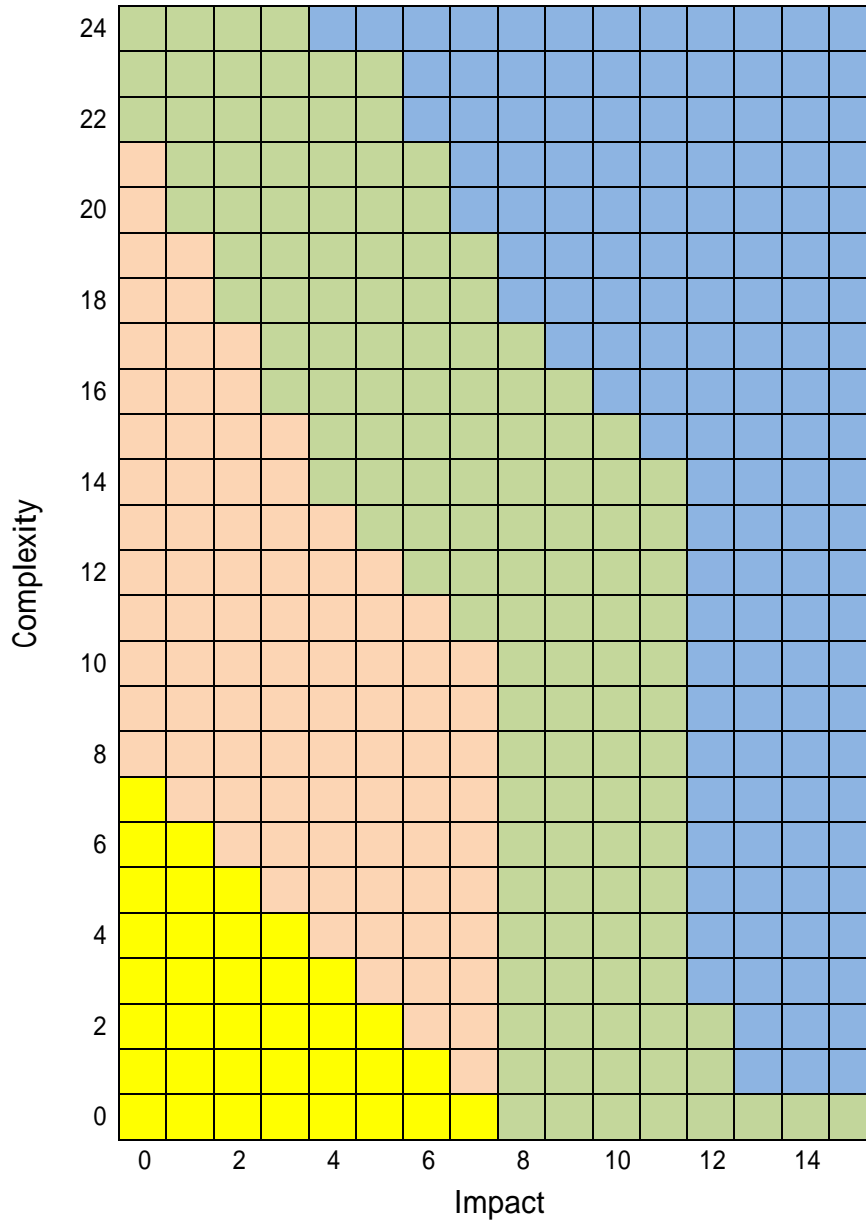
Current Corporate Values:-

- Deliver Value for Money
- Supporting the Workforce
- Promoting Open Communication

Project complexity assessment matrix

Criteria	Score 1	Score 2	Score 3	Score 4
Delivery Timescale in months - 10%	1-6	6 – 12	12 – 18	>18
Stakeholders 20%	Internal and within single business area	Internal across more than one business area	Mainly external	Internal and external
Operational change 15%	Very minimal	Some new business processes and possible some re-training	Significant re-structure of processes and work areas	Major change eg large scale restructure, outsourcing
Contract complexity 20%	No new contracts required	Single contract with known supplier	Multiple contracts with known suppliers	Contract(s) with new suppliers(s)
In-house expertise 20%	Have done this before many times	Have done this before once or twice	Have done similar before, but not the same	Have not done anything like this before
Dependencies 15%	Very minimal links with other projects	Links with other projects but little impact	Links with other projects upon which this project depends	Other projects depend upon this project

Project Type Matrix



Assessment matrix for [name of project]

PROJECT DETAILS

Project/Programme Name	
Project/Programme Sponsor	
Project/Programme Manager	
Start Date	
Completion Date	

DOCUMENT DETAILS

Version	Status (Draft or Approved)	Date	Author/Editor	Details of Change

The Pre Evaluation Assessment Matrix

The Pre Evaluation Assessment Matrix is used to assess the complexity within a project, and to give it a weighting so that it can be assessed against other projects for approval.

The process, described in full below.

The assessment links in council Priorities, Resources, Funding and will assess impact.. This process and may best be achieved through a facilitated workshop.

1. How to use the Project Assessment tool

Step 1: Does it meet the base criteria?

First, you should decide whether the proposed piece of work fits the base criteria for a project. A project, simply put, is a piece of work to produce a specific, one-off product of some kind that is not part of routine work.

Assembling a car on a production line is not a project because although the output (a car) is a product and it is specific, it is not one-off. However building a kit car in your garage is a project because it fulfils all three criteria.

Step 2: Project Impact/operation/finance/risk

For each of the five criteria listed in column 1, decide where the project fits – for example if the expected Financial ROI (return on investment) is between three to five years you would score 2 against this criterion.

Add up all the scores according to the column in which each selection sits – the result should fall between the possible minimum of 0 (everything scoring 0 points) and maximum of 61 (everything scoring 4/5 points).

Step 3: Add projects to assessment sheet

Projects once assessed should be subject to the Project Assessment Matrix to assess project type Major, Medium, Minor or not a project.

All Major projects should be linked to the relevant strategic Corporate Priorities and treated as corporate projects, even if they are being managed within a single service plan – this is because they will inevitably have links and impacts beyond the boundaries of a single service. IT-related projects will be overseen by the CMT

Medium projects will often be of the “tactical” type, and if accepted by the relevant governance body (Corporate Management Team), can be managed independently (via an appropriate project board) within the relevant service. However, some Medium projects will have importance or impact beyond their immediate “service”, and the governance body should consider whether to include specific Medium projects in the relevant Corporate Priorities (in particular, those scoring within two or three points of the upper boundary).

Minor projects will almost always be “tactical”, and can be managed independently of corporate governance within the relevant service via an appropriate project board.

Not a Project simply means that although it fulfils the “project” criteria in step 1, it is not complex or impactful enough to need to be managed as a formal project, though of course you can still use a light-touch project management approach.

Place assessments as part of the Project Brief.

2. Guidance on use of the Pre Evaluation Assessment Matrix criteria:

- **Strategic contribution priorities** – systems that have to be delivered in order to deliver agreed Corporate Priorities. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct impact upon the achievement of the priorities (i.e. it isn't simply linked to them; the corporate priorities are to some extent dependent upon the project in order to be achieved).
- **Strategic contribution values** – systems that have to be delivered in order to deliver agreed Corporate Values. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct impact upon the achievement of the values (i.e. it isn't simply linked to them; the corporate values are to some extent dependent upon the project in order to be achieved).
- **Return On Investment and timescale** – at the initial stages of project planning it is usually difficult to provide accurate estimates of ROI and timescale. Thus if a project's estimate is close to a lower boundary, it will be safer to score it in the lower level since projects usually end up costing more (i.e. having a lesser ROI) and taking longer than originally anticipated.
- **Financial resource** – at the initial stages of project planning it is usually difficult to provide accurate estimates of total income streams. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has direct funding guaranteed.
- **Organisational effectiveness** – factors to consider are the degree to which existing business processes will improve and whether major restructuring may be required. Do not consider cost savings here as this is built into the ROI criterion and you must avoid double counting.
- **Delivery timescale** – at the initial stages of project planning it is usually difficult to provide accurate estimates of timescales to be delivered. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct understanding of the timescales involved to achieve the priorities. It will be safer to score it in the lower level since projects usually end up taking longer than originally anticipated.

- **Stakeholders** – stakeholder importance based on achieving corporate priorities and values. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct external stakeholders (i.e. it isn't simply linked to them; the corporate priorities and values are dependent upon the stakeholders in order to be achieved).
- **Operational change** – this is closely allied to Organisational effectiveness, but whereas the former looks at impact in terms of positive improvement, Operational change looks at the issue of how much change is happening (the greater the degree of change, the more difficult it will be to achieve). For example if you have scored 2 against Organisational effectiveness (Improves work of whole service) it's extremely unlikely that you will score higher than 2 on Operational change.
- **Contract complexity** – systems that have to be delivered in order to deliver agreed Corporate Priorities and Values. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has previous known contacts with suppliers.
- **Risk level** – risk factor is important to the project outcomes, greater risk impose higher likelihood of variance in time and budget and over project stability. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has managed low or no risk to the project.
- **In-house expertise** – factors to consider are the degree to which existing staff resource can deliver the project outcomes. For an assessment score of 3 or 4 points it must be shown that expertise is available within the service area/project team and that projects of this nature have previously been successfully delivered.
- **Dependencies** – the level of dependencies and inter-relationship on other Corporate Priorities and Values to be delivered. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct impact upon the achievement of the priorities and Values within other corporate projects (i.e. it isn't simply linked to them; the corporate priorities and values are dependent upon the project in order to be achieved).
- **Health & Safety** – health and safety is an important assessment factor, greater health and safety risk increases councils direct risk. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that there is immediate risk to the council's liability.
- **Environmental Impact** – factors to consider are the degree to which the project will improve the council's environmental footprint. For an assessment score of 3 or 4 points it must be shown that there will be a direct correlation with improved environmental impact ie reducing the councils carbon footprint, improved recycling.

Criteria	Score 0	Score 1	Score 2	Score 3	Score 4	Score 5
Strategic contribution Priorities	None	Contributes indirectly to 1 strategic theme	Contributes indirectly to >1 strategic theme	Contributes directly to 1 strategic theme	Contributes directly to >1 strategic theme	Very significant strategic impact
Strategic contribution Values	None	Contributes indirectly to 1 strategic theme	Contributes indirectly to >1 strategic theme	Contributes directly to 1 strategic theme	Contributes directly to >1 strategic theme	Very significant strategic impact
Financial ROI	>10yrs	5-10 yrs	3-5 yrs	2-3 yrs	1-2 yrs	<1 yr
Financial Resource	No Funding available	Funding streams available	Project criteria meets funding requirements	Meets invest to save criteria	Guaranteed funding can be obtained	Funding available
Operational effectiveness	None	Improves work of a small group of staff <6	Improves work of a large team of staff >5	Improves work of whole department	Some improvement across whole	Significant improvement across whole

Current Corporate Priorities:-

- A Clean and Welcoming Environment
- Supporting Neighborhoods
- Promoting Inward Investment and Job Creation

Current Corporate Values:-

- Deliver Value for Money
- Supporting the Workforce
- Promoting Open Communication

Criteria	Score 1	Score 2	Score 3	Score 4
Delivery Timescale	Unlikely to achieve programme period	Optimistic programme period	Can be achieved programme period with additional support	Can be achieved within programme period
Stakeholders	Internal and within single service area	Internal across more than one service area	External only	Internal and external
Operational change	Major change eg large scale restructure, outsourcing	Significant re-structure of processes and work areas	Some new business processes and possible some re-training	Very minimal
Contract complexity	Contract(s) with new suppliers(s)	Multiple contracts with known suppliers	Single contract with known supplier	No new contracts required
Risk Level	High Risk	Medium Risk	Low Risk	No Risk
In-house expertise	Have not done anything like this before	Have done similar before, but not the same	Have done this before once or twice	Have done this before many times
Dependencies	Very minimal links with other projects	Links with other projects but little impact	Links with other projects upon which this project depends	Other projects depend upon this project
Health & Safety	None	Potential risk within 6 months	Potential risk within 3 months	Immediate Risk
Environment	No Impact	Indirect improvement	Direct improvement within 1 yr	Immediate direct improvement

DRAFT

Project Title	Result	Project Type

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EAST KENT HOUSING PERFORMANCE Q2 2016/17

Corporate Performance Review Working Party **22 November 2016**

Report Author: **Deborah Upton, Chief Executive of EK Housing**

Status: **For Information**

Classification: **Unrestricted**

Key Decision: **No**

Ward: **All Wards**

Executive Summary:

The following report sets out East Kent Housing (EKH) performance for Thanet District Council for the second quarter of the year 2016-17. A detailed report by performance indicator is appended.

The report shows good overall performance (top or 2nd benchmarking quartile). 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.

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

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

1.0 Introduction and Background

- 1.1 This reports sets out performance for the Q2 period in respect of East Kent Housing and the provision of services for Thanet District Council.
- 1.2 Challenging targets were set at the start of the 2016-17 year and particular areas of importance in relation to our performance are set out below for information.

2.0 Income collection

- 2.1 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 across all four areas, and we are also able to provide welfare benefits advice and referrals to other services where appropriate. We are on target to meet the year end target of 1.5% in March 2017.

3.0 Void Performance

3.1 Performance on voids is exceeding target at 10.67 days for the quarter and 11.6 days year-to-date, against a target of 15 days. For those voids which require major works, performance has improved this quarter to an average of 22.75 days. We are also putting in place the following actions to ensure performance meets target by year end:

- We are making a single manager responsible for void performance in each area, to ensure there is accountability for voids that exceed the turnaround time;
- We are reviewing the process for left items in properties, to ensure storage is identified and dealt with faster;
- We are looking at how we deal with pre-void inspections to identify sub-standard DIY work carried out by the tenant, in order that it can be removed prior to the property becoming vacant.

4.0 Customer Satisfaction & Complaints

4.1 As usual, customer satisfaction remains high this quarter at 99.16% against a target of 98%. 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. Our Board is being asked to consider alternative methods of survey, and our contractors are now using text messaging which represents a more independent way of verifying contractor performance. We are also involving our residents in helping us to design new processes for customer satisfaction.

4.2 The average time to answer complaints has further improved in Quarter 2 to a year to date average of 5.55 days, against a target of 10 days. However complaints closed on time have not met target and we are reassigning resources have a single post that is responsible for assessing and supporting our complaints handling at stage one and also be an independent reviewer at stage two. This will provide a level of independence from the services, as well as quality control. We are also looking to introduce a performance measure of complaints per 1000 properties, which will allow us to benchmark our performance.

5.0 Capital Programme

5.1 Members will be aware from the report they received in September 2015 that this continues to be the most challenging area of performance for EKH. We have had an external review completed of this part of our service, and the findings have been shared with the Councils. We have set up a task & finish group of board members (including one Councillor and one Council Client Officer) and they will be monitoring our improvement plan.

5.2 The capital programme spend is currently behind target in Thanet. The delivery of the Capital Programme has been impacted due to a number of challenges that will result in a projected underspend.

We have agreed a revised projected outturn position with Thanet District Council as to what works can be delivered within the 2016/17 financial year.

6.0 Other areas to highlight

6.1 The Heating contract has improved this quarter with 98.82% of emergency heating repairs completed on. Close monitoring of the current contractor is in place and weekly monitoring meetings are held to ensure that there is no slippage.

6.2 We also monitor gas servicing on a daily basis (Number of properties without a valid LGSR) and as at the end of Quarter 2 there were no outstanding gas servicing cases i.e. performance was at 100%. Performance on a day to day basis has remained consistently high all quarter.

Contact Officer	Sara Bateman, Executive Support Manager
Reporting to:	Deborah Upton, CEx, EK Housing

Annex List

Annex 1	East Kent Housing Performance Report for 2016/17 Q2
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Background Papers

Title	Details of where to access copy
None	N/A

Corporate Consultation

Finance	N/A
Legal	N/A

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East Kent Housing Quarterly Performance Report 2016-17

Quarter 2 (1st July – 30th September)

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

Income & Arrears

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD	Annual Target 2016/17
		Value	Value	Value	Value	
Thanet	Current tenant arrears as a percentage of the projected annual rental income	1.39%	1.47%	1.62%	1.62%	1.5%
Thanet	FTAs as a percentage of the projected annual rental income	1.54%	1.19%	1.3%	1.3%	1.9%
Thanet	Garage arrears as a percentage of the projected annual rental income	0.08%	0.2%	0.14%	0.14%	0.39%

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD
		Value	Value	Value	Value
Thanet	Total current tenant arrears including court costs	£187,373	£194,994	£213,367	£213,367
Thanet	Total former tenant arrears including court costs	£206,978	£157,528	£170,740	£170,740
Thanet	Garage arrears	£191	£608	£414	£414

Income & Arrears (Legal)

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD
		Value	Value	Value	Value
Thanet	No. evictions due to rent arrears	22	8	3	11

Voids & Re-lets

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD	Annual Target 2016/17
		Value	Value	Value	Value	
Thanet	Average days to re-let general needs properties excluding major works	12.18	12.79	10.67	11.6	15
Thanet	Average days to re-let all properties excluding major works	12.18	12.79	10.67	11.6	15
Thanet	Average days to re-let all properties including major works	19.95	31.96	22.75	26.79	23.5

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD
		Value	Value	Value	Value
Thanet	Total number of all re-lets made in the period	200	57	73	130
Thanet	Number of mutual exchanges completed during the period	54	17	11	28

Repairs & Maintenance

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD	Annual Target 2016/17
		Value	Value	Value	Value	
Thanet	Percentage of emergency repairs completed on time	99.71%	99.47%	99.16%	99.32%	98%
Thanet	Percentage of routine repairs completed on time	98.47%	100%	100%	100%	98%
Thanet	Percentage of repair appointments kept	95.82%	95.9%	96.49%	96.24%	96%

Repairs & Maintenance

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD	Annual Target 2016/17
		Value	Value	Value	Value	
Thanet	Percentage of emergency heating repairs completed on time	84.49%	88.43%	98.82%	92.72%	98%
Thanet	Percentage of routine heating repairs completed on time	90.38%	95.61%	96.4%	95.87%	98%
Thanet	Percentage of heating repair appointments kept	99.33%	99.68%	96.42%	98.54%	95%

Repairs & Maintenance

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD	Annual Target 2016/17
		Value	Value	Value	Value	
Thanet	Number of properties without a valid LGSR	0	0	0	0	0

Repairs & Maintenance

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD
		Value	Value	Value	Value
Thanet	Percentage of capital programme spent	96.54%	9.51%	17.64%	17.64%

Customer Care

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD	Annual Target 2016/17
		Value	Value	Value	Value	
Thanet	Percentage of tenants satisfied with day to day repairs	100%	99.69%	99.61%	99.64%	98%
Thanet	Percentage of tenants satisfied with heating repairs	98.6%	96.49%	96.77%	96.61%	98%

Scope	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	2016/17 YTD	Annual Target 2016/17
		Value	Value	Value	Value	
Thanet	Average days taken to close complaints	14.32	6.47	3.57	5.55	10
Thanet	Percentage of all complaints closed on time	96%	100%	85.71%	95.45%	90%

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Corporate Performance Report Quarter 2 2016-17

Corporate Performance Review Working Party	22 November 2016
Report Author	Tim Willis, Director of Corporate Resources
Portfolio Holder	Cllr Crow-Brown, Cabinet Member for Corporate Governance
Status	Information
Classification:	Unrestricted
Key Decision	No
Ward:	All Wards

Executive Summary:
 This report presents the Corporate Performance Report for the period April 2016 to September 2016 – setting out the performance of the Council against the Corporate Plan.

Recommendation(s):
 To note the Council’s Performance.

CORPORATE IMPLICATIONS

Financial and Value for Money	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.
Legal	There are no specific legal implications arising from this report.
Corporate	This is the monitoring report against the Corporate Priorities as agreed at Council on 15 October 2015 and details the performance against the targets set.
Equalities Act 2010 & Public Sector Equality Duty	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. Protected characteristics: age, gender, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.

	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>		

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

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

1.0 Introduction and Background

- 1.1 The Council's Corporate Plan (CP) 2015-2019 was approved by Council on 15 October 2015. It sets out 3 key priorities the Council will focus on over the next four years with 3 corporate values that identify the way the council will work in order to deliver its priorities.
- 1.2 The annex attached outlines the key achievements to date, trend information on Key Performance Indicators and contextual information to ascertain the progress of the District.

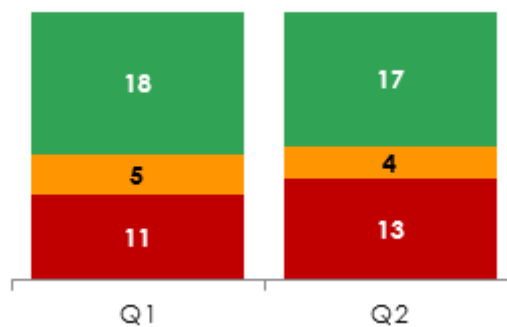
2.0 Current Performance

- 2.1 The information attached outlines the Council's performance for the quarter ended 30 September 2016. The following table summarises performance against targets:

Summary of RAG rating

Section of Report	R	A	G
Clean and Welcoming Environment	4	1	3
Supporting Neighbourhoods	4		2
Promoting Inward Investment and Job Creation	1	1	2
Statistical Information	3		
Partner Performance	1	2	10
Total	13	4	17

2.2 The following chart summarises the change in performance against targets from quarter to quarter:



2.3 The movement in performance between the two quarters is as follows:

Performance indicator trend - positive	Q1	Q2
% streets with graffiti below acceptable levels (NI195c) (rolling 12 months)	R	G
Minor planning applications determined within 8 weeks or agreed timescale (NI157b) (rolling 12 months)	R	A
Average re-let time in days (all stock including major works)	R	G
% Council Tax collected	A	G

Performance indicator trend - negative	Q1	Q2
% of Environmental Health service requests responded to in the service standard response time (LI369) (rolling 12 months)	G	A
Average number of days taken to resolve ASB cases (LI461) (rolling 12 months)	A	R
Number of dwellings where action taken to improve living conditions (category 1 and 2 hazards) (LI543)	A	R
Average number of days in temporary accommodation (rolling 12 months)	G	R
Freedom of Information Response Rate within 20 days (rolling 12 months)	A	R
Current tenant arrears as a percentage of the projected annual rental income	G	A
Percentage of capital programme spent	G	R

3.0 Options

3.1 Corporate Review Working Party to note the content of this report and make any recommendations.

4.0 Actions from Q1 Report

4.1 The corporate review working party requested due dates for key focuses, this data had not been previously captured but the council has taken on this recommendation and have included within the refresh of service plans in quarter 3 that all key focuses have a due date. The intention is that once service plans are agreed that key focuses will be reported in the quarter 3 report.

Contact Officer:	Nicola Walker – Finance & Policy and Performance Manager
Reporting to:	Tim Willis – Director of Corporate Resources

Annex List

Annex 1	Corporate Performance Report Quarter 2 2016-17
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Background Papers

Title	Details of where to access copy
Corporate Priorities 2015-2019	http://tdc-mgapp-01:9070/ieListDocuments.aspx?CId=141&MId=4084&Ver=4
Corporate Priorities 2015-2019, Equalities Impact Assessment	Email: Carol.cook@thanet.gov.uk

Corporate Consultation

Finance	Peter Timmins, Interim Head of Finance
Legal	Ciara Feeney, Head of Legal Services

Annex 1

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 first phase of the website refresh project is now underway. An independent review of the council's current thanet.gov site is being carried out to develop a blueprint for a brand new website which aims to dramatically improve our online communications. This review will include online surveys with the public and our staff to gather feedback on the current site, alongside user testing with customers and detailed analysis of our web analytics. A project board has been established to monitor progress and the first phase of the project is on track to complete by December. The second phase, which will involve the development work to build our new corporate website, will take place in the new year.

Over the next six months, we will be reviewing how the whole street scene service is delivered. The review will also consider the recent EK Audit Partnership findings. In the meantime, we have already introduced more stringent street scene inspections with the results being used to focus the cleansing resources. A new three year Environmental Enforcement contract has been awarded to Kingdom and officers will be working with Kingdom through an intelligence led approach, to concentrate on the litter hot spots in the District.

We are undertaking a fundamental review of complaints that seeks to utilise digital solutions and reduce the number of stages involved in receiving a complaint and responding to it. Thanet is also liaising with East Kent Services and neighbouring districts to explore solutions that could work for all partners.

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

September

- September Littering Prosecutions
- Environmental Enforcement Contract awarded

August

- The Great British Beach Clean returns!
- Thanet District Council joins the #2minutebeachclean movement
- Local school children design new anti-litter mascots for Thanet!

July

- Seaweed and their Secrets
- Littering prosecutions at Canterbury Magistrates' Court
- Thanet District Council, Southern Water and the Environment Agency working together in Viking Bay
- Summer 'Seashore Safaris' along the Thanet Coast
- Triple figure fine for Ramsgate fly-tipper

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

September

- Dane Valley Arms
- Team GB Hockey Gold Medallist hosts the Thanet Sports Awards 2016
- Thanet Community Safety Partnership – Harbour Street, Ramsgate Operation.

August

- The Thanet Sports Awards 2016 – nominations now open!
- National Charity Partnership to headline sponsor Margate Masters National Beach Volleyball Finals 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

September

- Thanet District Council wins £33,000 for Museum Cataloguing Project

August

- Heritage Open Days in Thanet
- Dreamland Phase 2: Local contractor Coombs appointed to undertake iconic Dreamland restoration
- SEAS Photography 'Beyond the View' temporary exhibition opening at the Droit House in Margate

July

- Manston Airport - Change of use application

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 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

September

- External Auditor confirms a clean, unqualified opinion on the 2015-16 Final Accounts

July

- East Kent councils consider closer working

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 in Peer Review follow-up 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

September

- Standards Sub Committee Hearing outcome

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

- Consultation 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

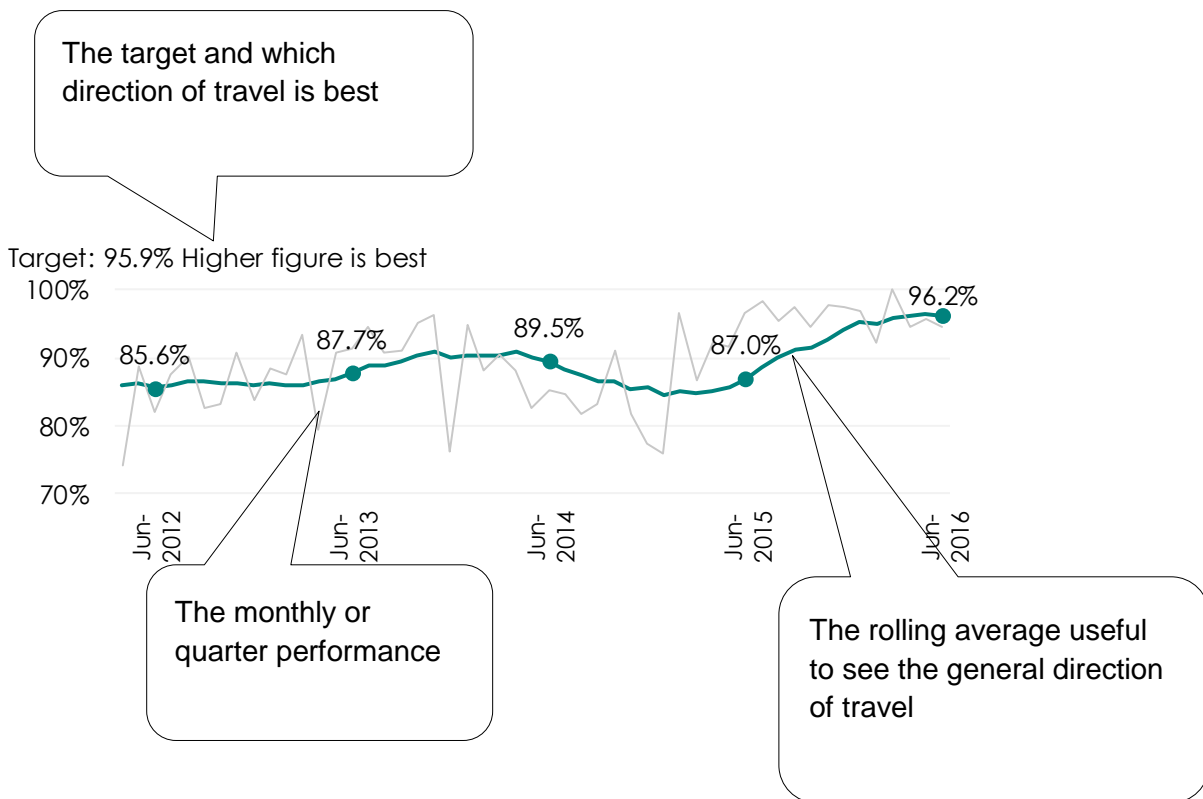
- Provide clear and consistent pre-application advice to add value to planning proposals and provide certainty to attract inward investment.
- Increase customer and stakeholder engagement and improve electronic working through Public Access and Document Management Systems.

Performance Measures for the Corporate Priorities 2015-2019

The targets will be RAG rated

- R** Red: below target
- A** Amber: if actuals are within 5% of the target
- G** Green: at target or above target
- Does not have a target for information.

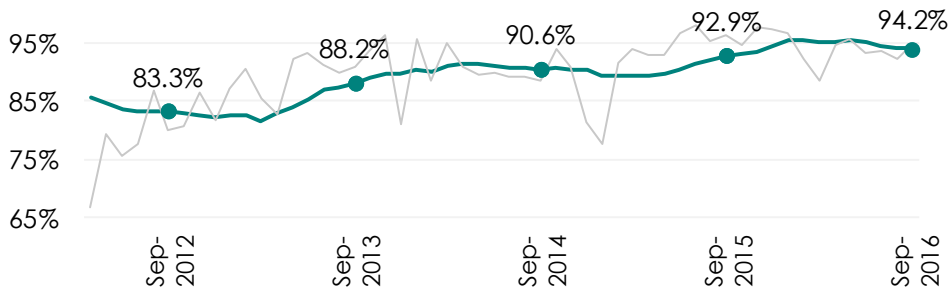
How to read the charts:



A Clean and Welcoming Environment

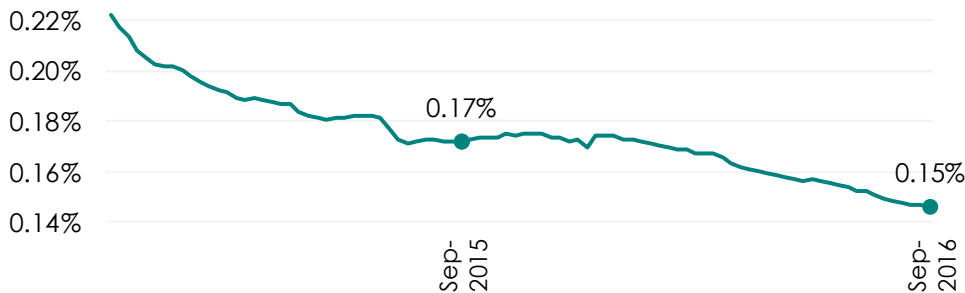
A % of Environmental Health service requests responded to in the service standard response time (LI369) (rolling 12 months)

Target: 95.1% Higher figure is best



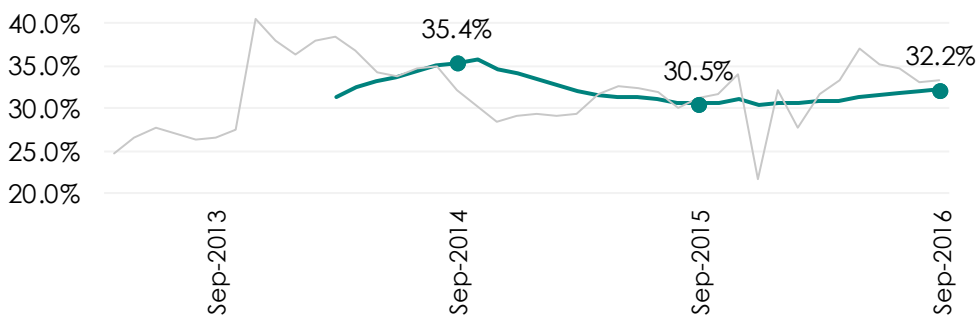
G Missed Bins as % of bins collected (rolling 12 months)

Target: 0.17% Lower figure is better



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

Target: 37.0% Higher figure is better

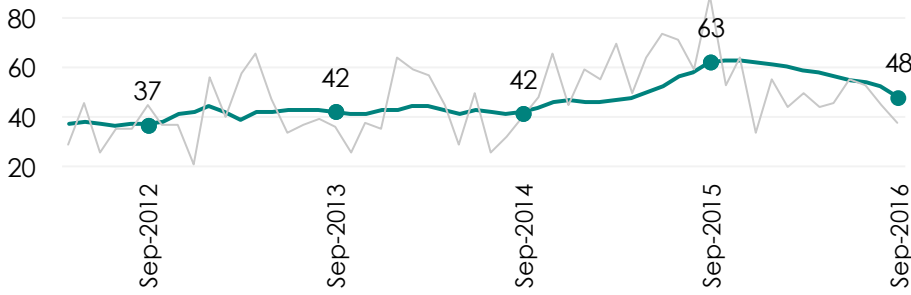


A plan is currently under development for the inclusion of some 8,500 residential properties to be added to the recycling rounds.

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

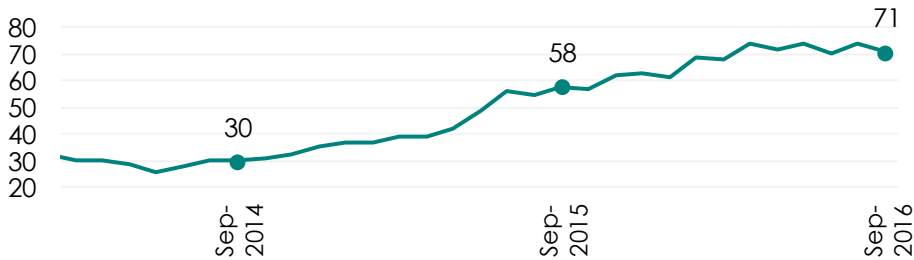
Target: 59 Higher figure is best

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



Number of dumped rubbish incidents reported on council-owned land

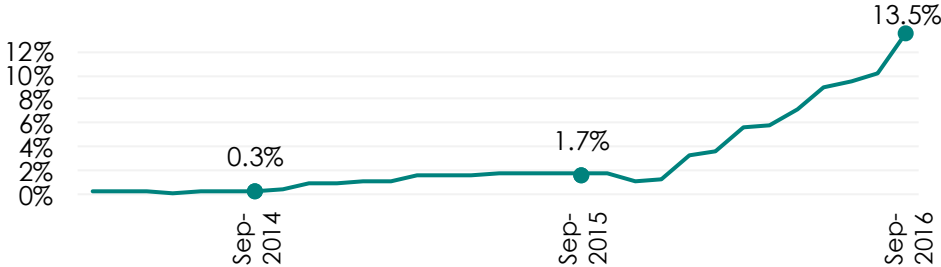
Target: Lower figure is better



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

Target: 5.0% Lower figure is better

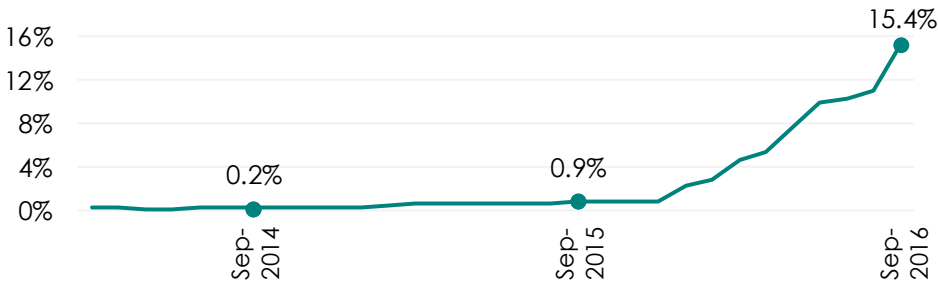
More stringent inspections now under way, and results are used to inform the focal points for cleansing resources



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

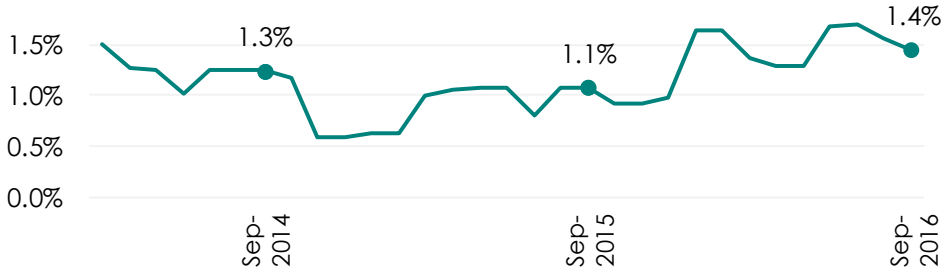
Target: 7.0% Lower figure is better

New mechanical sweepers to schedule to become operational in Q1 2017.



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

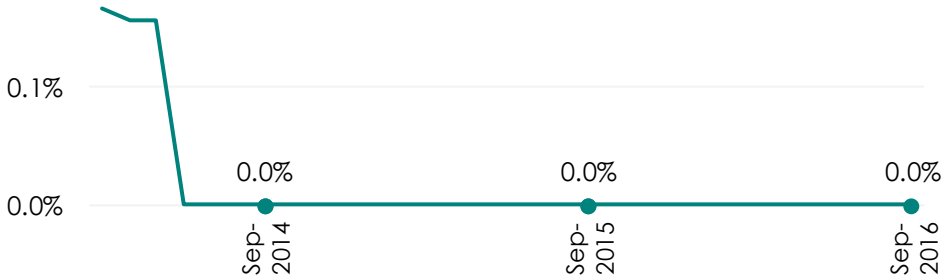
Target: 1.4% Lower figure is better



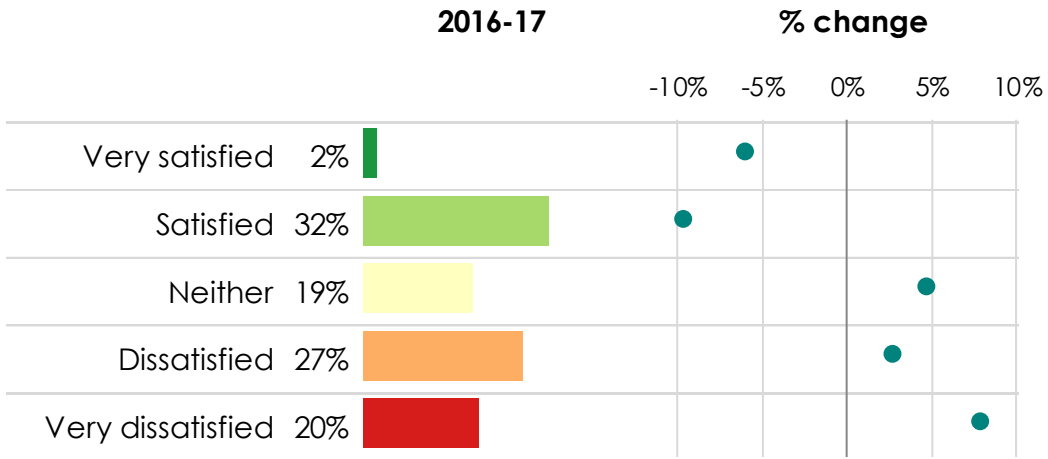
1.4% of the 587 sites surveyed were below the acceptable levels.

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

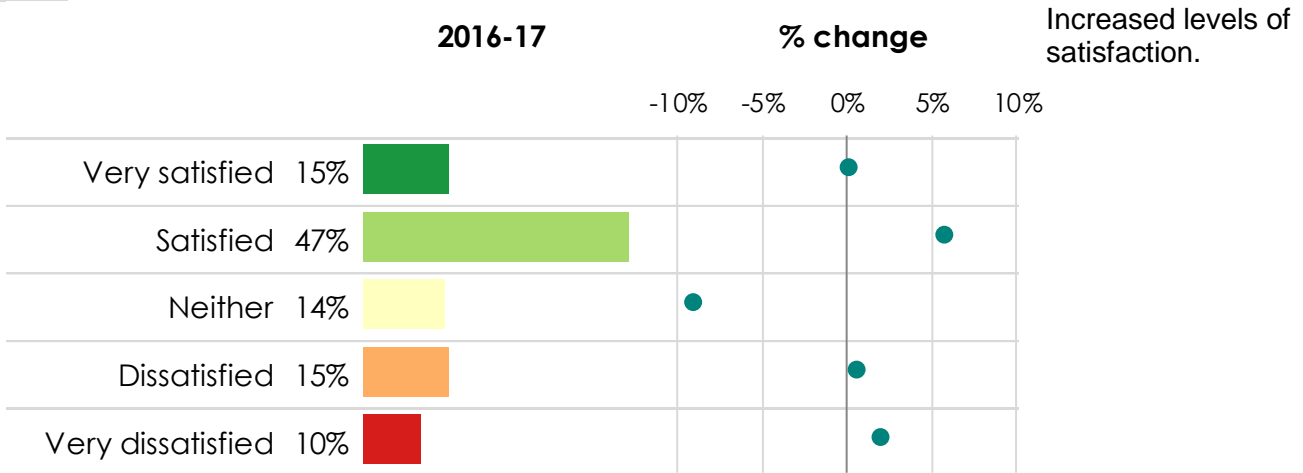
Target: 0.5% Lower figure is better



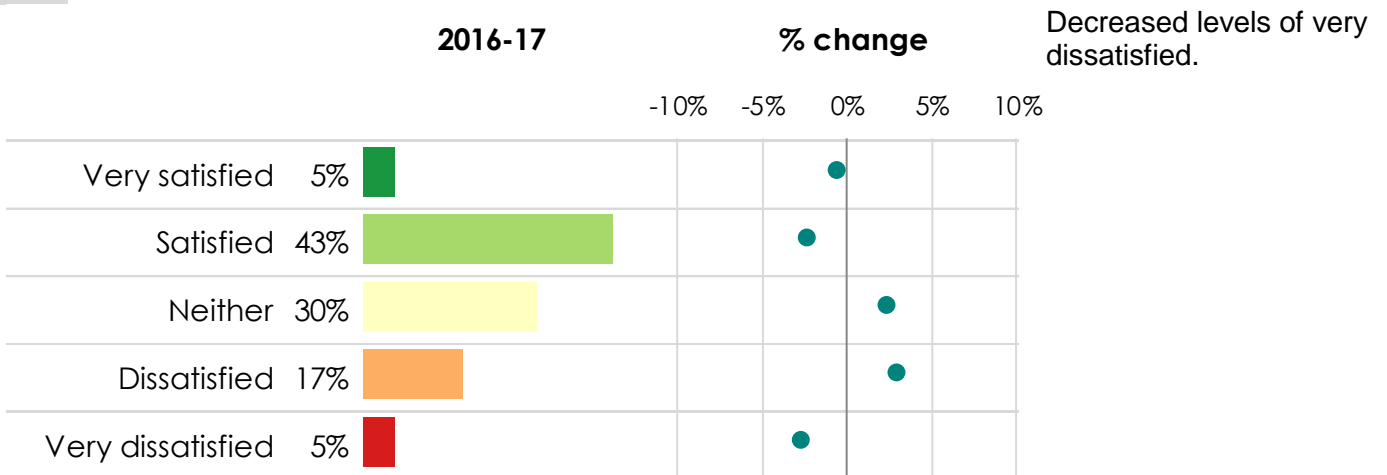
Public opinion of the Street Cleaning Service (annual survey)



Public opinion of the Recycling Service (annual survey)



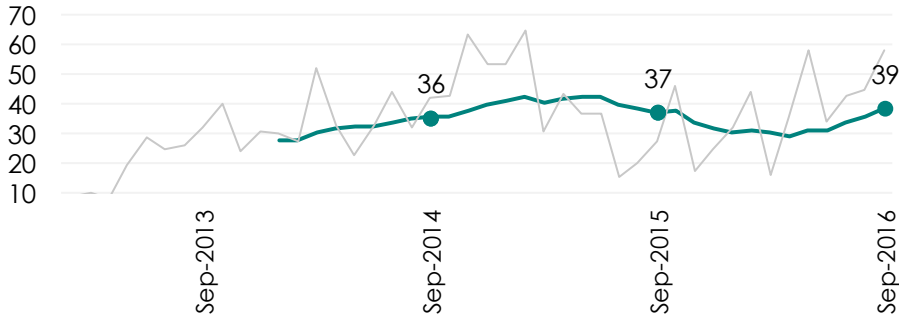
Public opinion of Parks and Open Spaces (annual survey)



Supporting Neighbourhoods

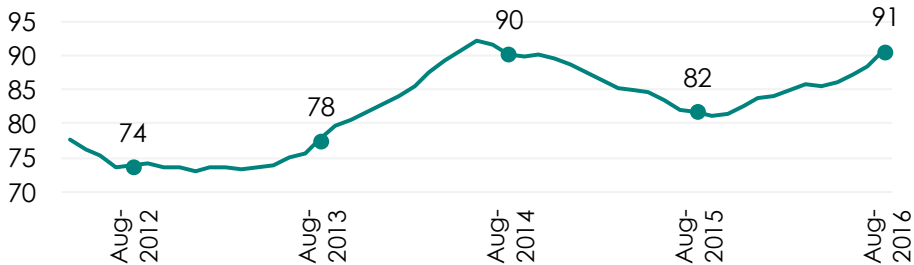
R Average number of days taken to resolve ASB cases (LI461) (rolling 12 months)

Target: 30 Lower figure is best



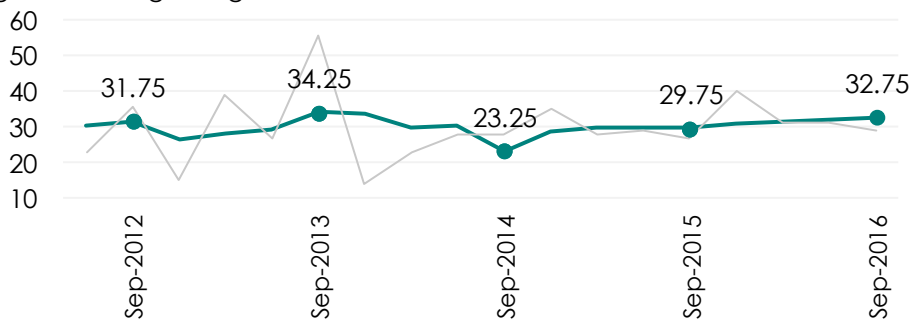
All cases of ASB are risk assessed and there has been an increase in medium risk cases, which impacts on the overall average time taken to resolve all cases, as they often take longer to resolve. These cases include those relating to unauthorised encampments which have increased dramatically this year.

Number of Crimes per 1,000 of the population (rolling 12 Months) (LI300)



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

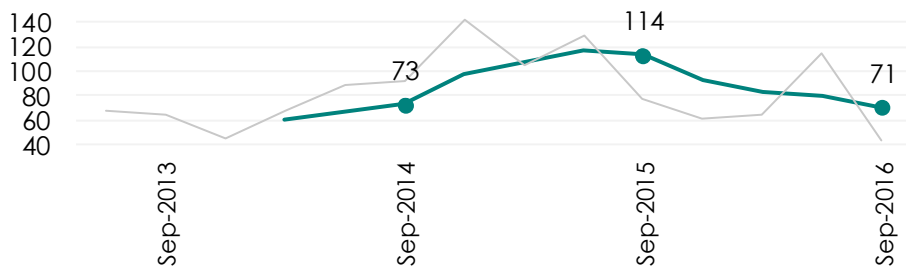
Target: 31.75 Higher figure is best



Performance has consistently remained at or close to target. The housing service will be allocating additional resources to this work to increase the number of empty homes returned to use.

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

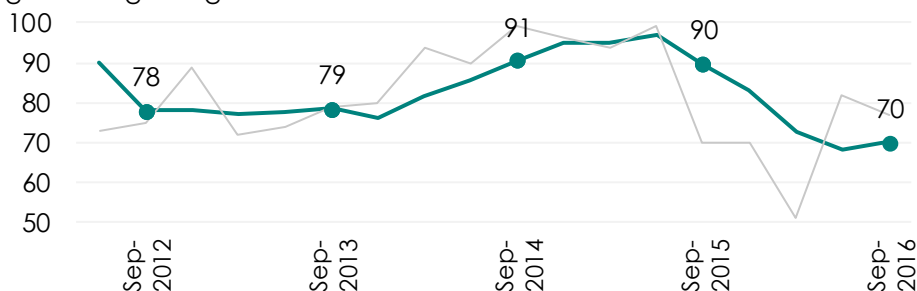
Target: 80 Higher figure is best



A spike in activity in quarter 1 was the result of additional funding to tackle rogue landlords.

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

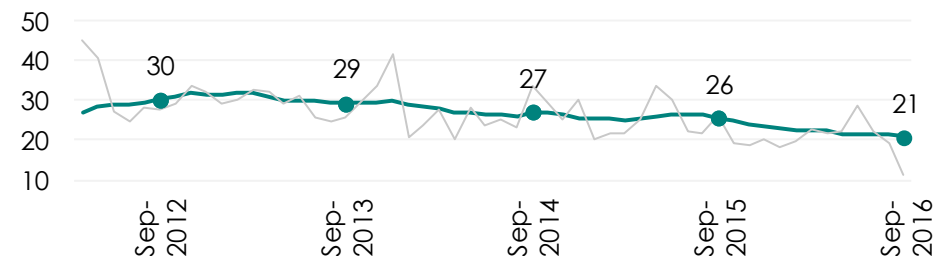
Target: 76 Higher figure is best



Although resources continue to be directed to homelessness prevention it is becoming increasingly difficult to secure suitable and affordable homes in the private sector.

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

Target: 33 Lower figure is better

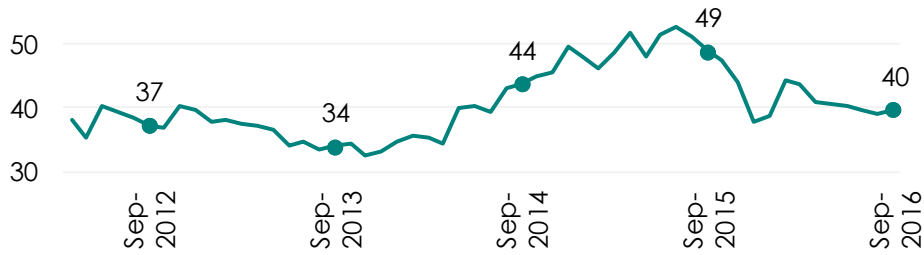


As a result of increasing levels of homelessness the use of emergency accommodation has increased, impacting on average times.

R

Average number of days in temporary accommodation (rolling 12 months)

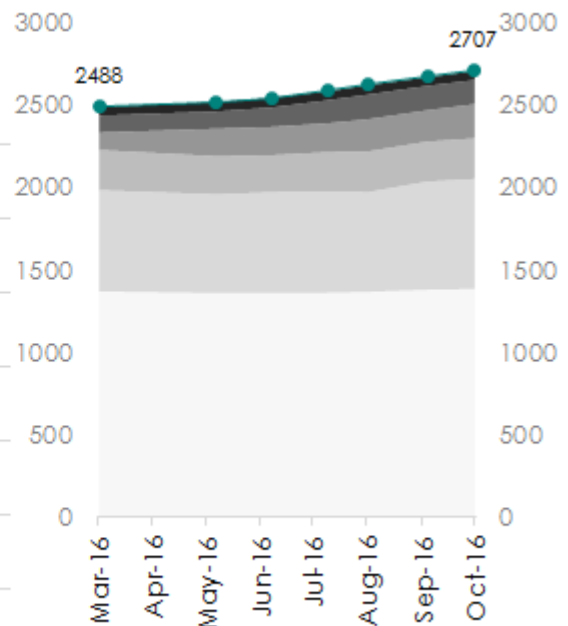
Target: 34 Lower figure is better



The use of emergency accommodation has increased and the supply of affordable housing is limited

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

Total
Other
Property left empty by a deceased person , waiting for probate or letters of administration to be granted
Unoccupied and unfurnished, requires or undergoing major repair and/or structural alteration
Unoccupied and unfurnished for more than 2 years
Unoccupied and unfurnished
Unoccupied and furnished (Possible second homes)

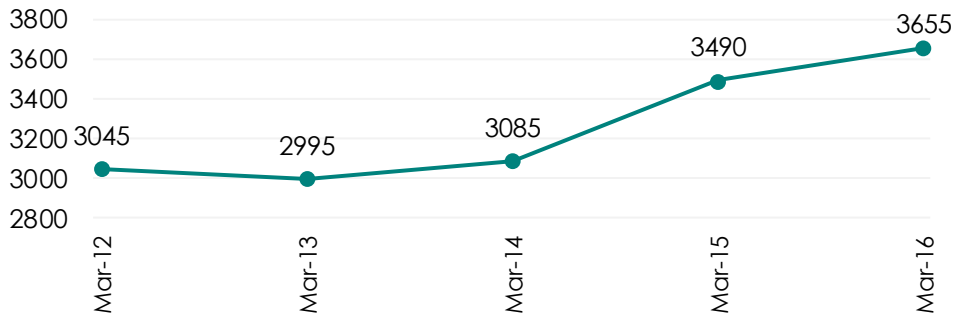


The rise in number relates primarily to uninhabitable properties in need of or undergoing major repair. This is likely to be reflective of an increased number of properties being subject to extensive renovation.

Promoting Inward Investment and Job Creation

Count of Enterprises in Thanet

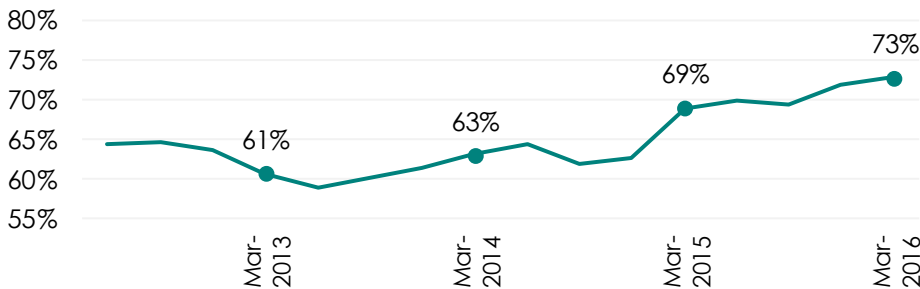
Higher figure is better



Thanet has a culture of entrepreneurship and the increase in enterprises is likely to come from start-up businesses. Those new businesses are surviving over time and therefore adding to the overall count.

All people - Economically active - In employment

Higher figure is better



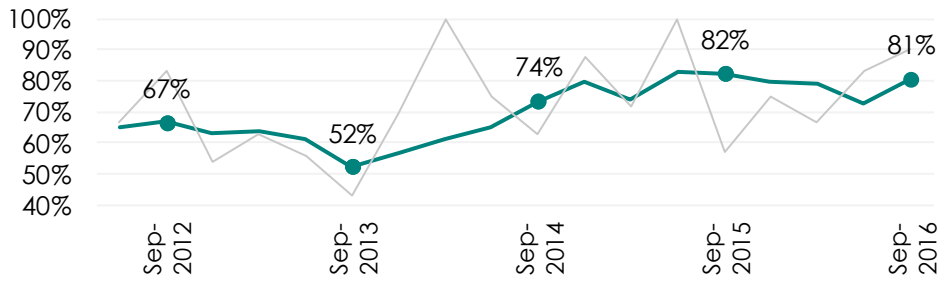
Over the last three years employment has continued to increase.

See Nomis for more labour market statistics and definitions on the above indicators

<https://www.nomisweb.co.uk/reports/lmp/la/1946157320/report.aspx?town=thanet>

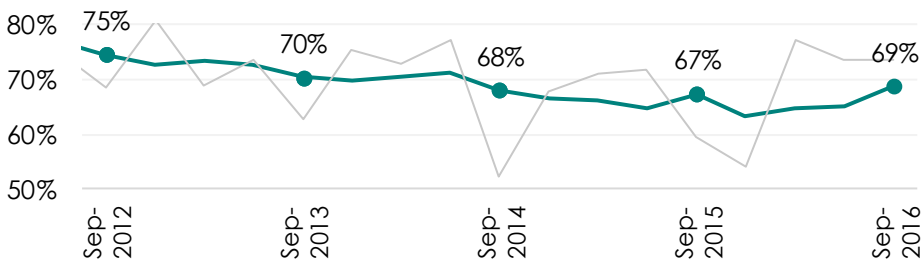
G Major Planning Applications determined within 13 weeks or agreed timescale (NI157a) (rolling 12 months)

Target: 79% Higher figure is best



A Minor planning applications determined within 8 weeks or agreed timescale (NI157b) (rolling 12 months)

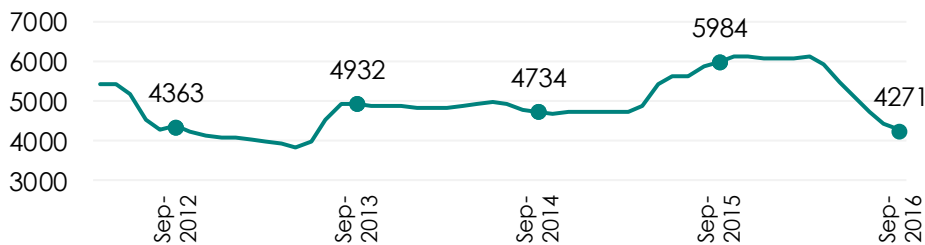
Target: 70% Higher figure is best



Following recruitment of team, minor performance has increased from last year with new team in place. Look to improve application determination rate with 8 weeks without agreeing extension of time (resolving issues where possible within initial period) once officers are settled in with planning policies.

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

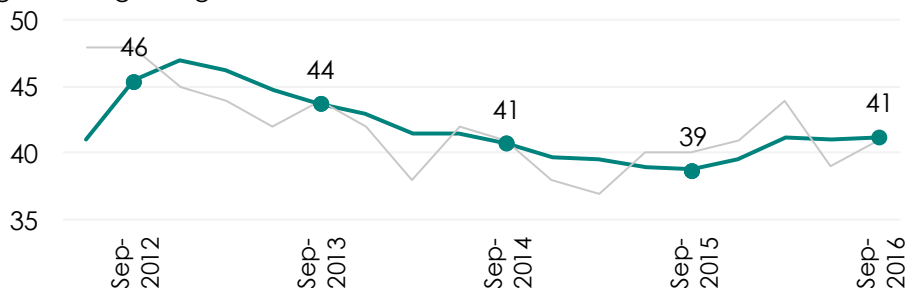
Target: 6120 Higher figure is best



The number of visiting leisure vessels is heavily influenced by the weather in the main fee earning period (May-Sept). Poor weather in the early part of the summer 2016 season affected visitor numbers. This indicator measures the number of visits rather than visitor nights. The trend on visitor nights is more positive and representative of performance.

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

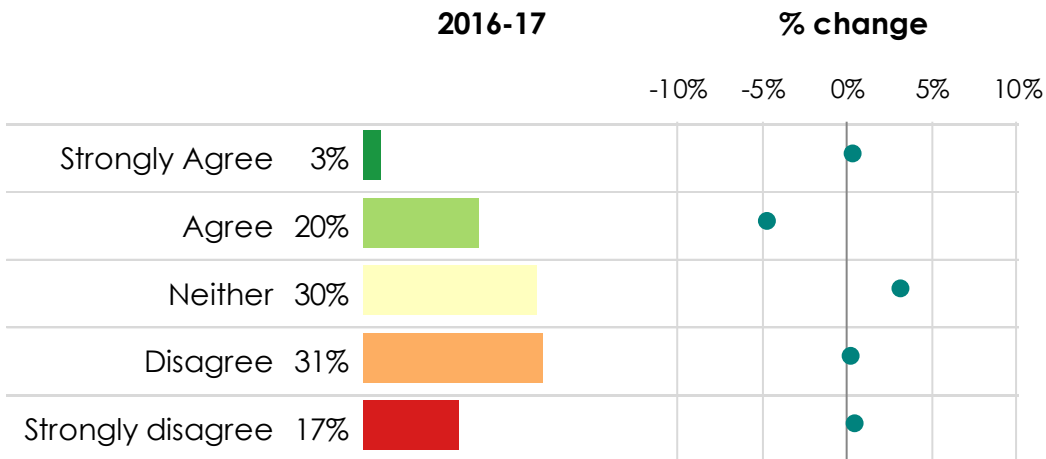
Target: 40 Higher figure is best



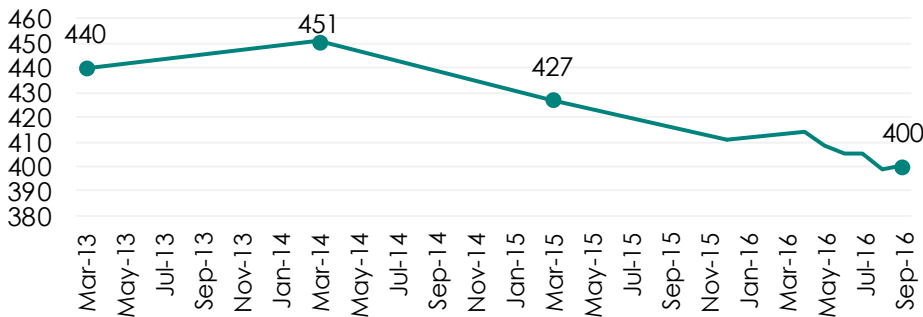
Reduction in fishing vessels over the last four years is not as a direct result of either the facilities provided (which have improved) or service levels received by this group, but by the stringent enforcement of fishing quotas. This is borne out by the fact that the number of angling vessels has not changed, only commercial fishing vessels.

Statistical Information

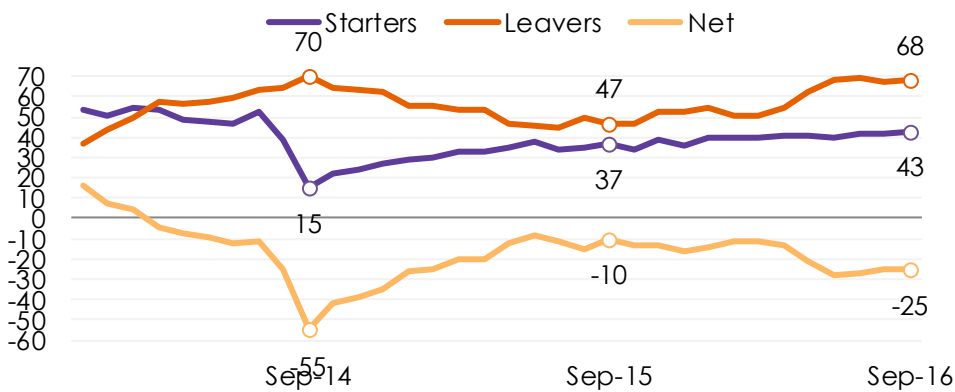
Public opinion of whether the council provides Value for Money (annual survey)



Thanet District Council Full time Equivalent count



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



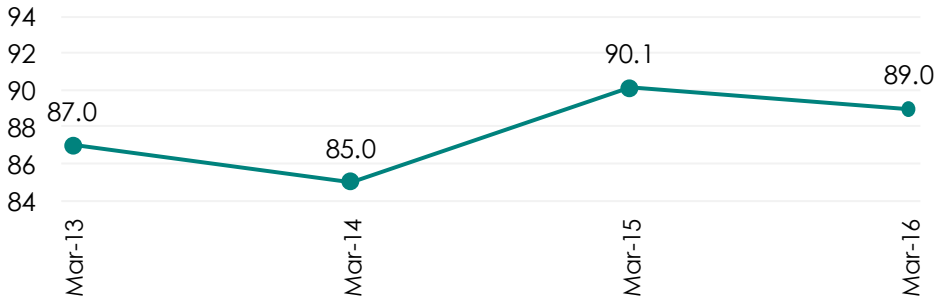
Over the last 12 months there have been:

68 Leavers
43 Starters

Meaning a net reduction of 25 staff.

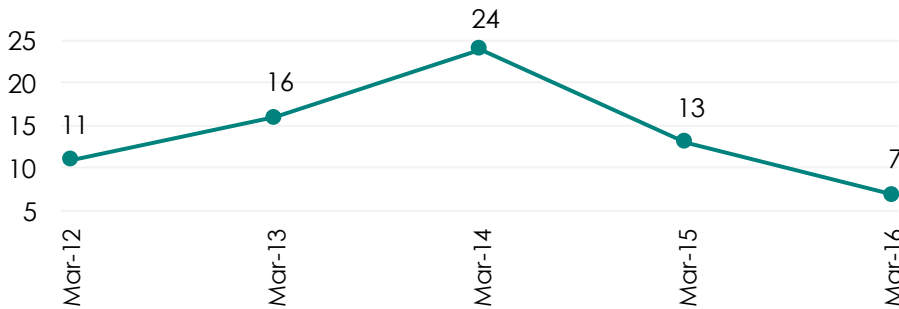
Registration rate for voting following annual canvas (%) (LI456)

Higher figure is best



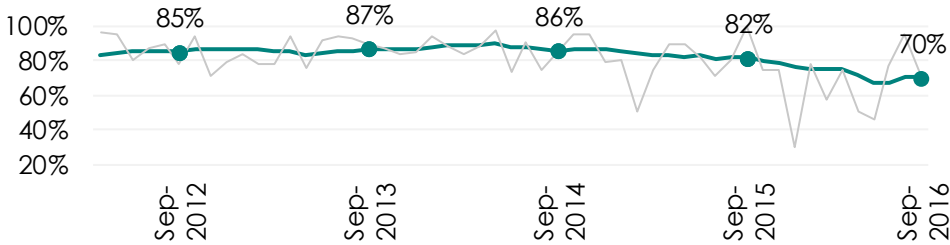
Number of complaints made to the Standards Committee (LI519)

Target: Lower figure is best



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

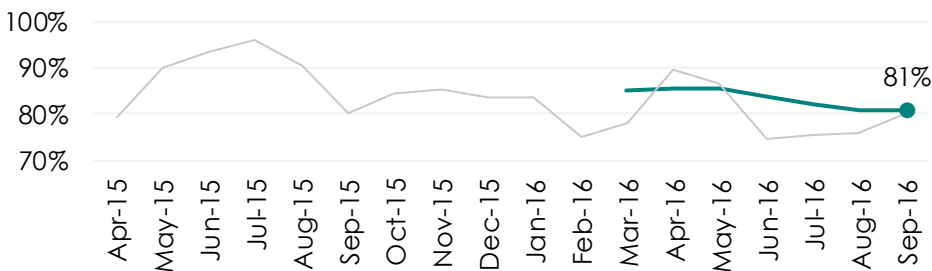
Target: 90% Higher figure is better



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

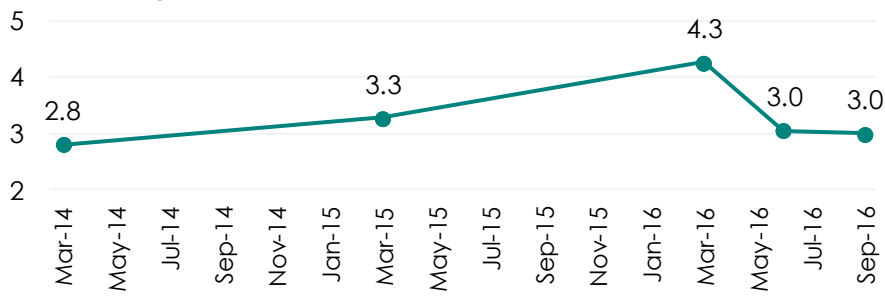
R Freedom of Information Response Rate within 20 days (rolling 12 months)

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

Thanet District Council housing tenants:

	Performance Indicator	13/14	14/15	15/16	Q1	Q2	Q3	Q4	Target
G	Average re-let time in days (all stock including major works)	24.7	22.5	19.95	31.96	22.75			23.50
A	Current tenant arrears as a percentage of the projected annual rental income	1.67	1.58	1.39	1.47	1.62			1.50
G	Overall customer satisfaction with day to day repairs	97.6	99.7	100	99.69	99.61			98.00
R	Percentage of capital programme spent	82.7	76.7	96.54	9.51	17.64			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	6.81	6.72	7.19			9.00
G	% correct HB and CTB decisions	97.49	96.81	96.88	97.94	95.81			96.00
G	% Council Tax collected	96.00	96.15	96.49	29.35	57.37			96.00
A	% Business rates collected	98.76	98.53	99.53	32.28	57.64			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	00:53			01:00
G	% availability of corporate website	99.96	99.98	99.94	99.98	99.98			99.98
G	Average face-to-face waiting time (mins MM:SS)	09:14	06:58	05:34	04:04	04:30			10:00
G	% of calls dealt with by automation	27.06	29.59	25.42	22.91	29.56			21.00
G	% abandoned calls	11.29	7.57	4.80	6.82	5.97			10.0

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EK Services Q2 Performance Report for TDC
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Corporate Performance Review Working Party	22 November 2016
Report Author	Dominic Whelan, Director of Shared Services
Portfolio Holder	Cllr Derek Crow-Brown
Status	For Information
Classification:	Unrestricted
Key Decision	No
Reasons for Key	N/A
Previously Considered by	N/A
Ward:	N/A

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 July to September 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 each quarter or as required. 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

Overall performance is holding up, although there is one significant issue being addressed in the Payments area, which is RED. Points to note are:

- 2.1 Payments. I am concerned about the performance of the team involved in processing payment of housing benefit and council tax support as the accuracy levels remain below target for the third month, although they are improving. I and my management team have been monitoring this since the performance started to dip in July. Prior to that the team were above target throughout the preceding months but from July onward they have not hit the target with July being a particularly poor month with 91.18% accuracy against the 96% target. The manager leading this service has been undertaking performance reviews with the staff involved in TDC processing. The performance has improved from its low point in July but clearly is still not good enough. Our current average accuracy rate for year to date is 95.89% and we believe this will continue to rise, as it has done in recent weeks, as the measures being undertaken to improve team performance kick in.
- 2.2 ICT & Customer Service Performance. With the exception of Customer Service Face to Face average waiting times, which have increased very slightly (from 4mins 4 secs to 4 mins 58 secs) other targets within ICT and Customer Services have shown slight improvement from Q1. Face to Face wait times are still within target and we are out performing against national benchmarking for this area. This in its own right is good but creates challenges as this expensive method of service, which is an average cost of £4.25 per face to face contact (£10.20 on Saturdays and late night Thursdays) versus £2.20 for telephone contact or £0.10p for online, needs to reduce. Whilst we continue to provide such high standards it impacts on us achieving digital goals.
- 2.3 Collection Rates. Council Tax collection has now started to trend above the level expected for this period, which is an improvement from last quarter. Business Rates remain very slightly below the expected target for this point of the year (57.64% compared with a target of 57.67% which equates to approximately £10.5k) but the Income teams are not concerned over this. As I stated at last 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.
- 2.4 HR. Call handling response times are all on track and have shown very slight improvement from last quarter below the levels of last year, although still above target. However, there are some concerns over the performance of Health & Safety Advisory services and this led to a service error in RIDDOR reporting. Whilst this was an isolated case and steps have been taken to prevent re-occurrence, the provision of H&S advisory services is being reviewed by all partners at present.

3.0 Key Initiatives/Outcomes

- 3.1 Work to review the EKS operating model has now started in earnest, this aims to develop a structure that meets the needs of the next 4-5 years to ensure that we remain viable and relevant in the way in which we provide services as well as seeking to achieve further savings (and with an eye on wider East Kent work).
- 3.2 The project to 'onboard' East Kent Housing onto the HR Payroll is going well with an aim to have this live during the next quarter.

3.3 Progress on Digital¹ continues to focus on Customer Insight and Channel Shift initiatives to adapt our existing processes and systems to enable greater customer self-serve. This also involves a number of citizen engagement activities to speak with customers to assess their appetite and views on digital transactions and to provide us with evidence and information to help our planning.

4.0 Concerns/Risks

4.1 The key risk highlighted at 1st Qtr, regarding service delivery performance being further impacted as we strive to achieve significant in year savings, has reduced, as we have greater confidence in our Budget Forecast of Outturn for 16/17. However, the risk to service standards and performance for 17/18 and beyond remains a key risk and we are looking carefully at a range of options to adapt our service delivery methods to meet these challenges.

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

Annex List

Annex 1	EK Services Q2 Performance for TDC
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¹ The aim is to create a better end to end process from a customer engaging with the Council 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.

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Description	Outturn 2015/16	Target 2016/17	Q1	Q2	Q3	Q4	Year to date
EKS Services to Thanet benefit claimants:							
Average time taken to process all new claims and change events in HB and CTB (days)	6.81	9.00	6.72	7.71			7.19
% of correct HB and CTB decisions	96.88%	96.00%	97.94%	93.33%			95.81%
% of Council Tax collected	96.49%	96.00%	29.35%	57.37%			57.37%
£ of Council Tax collected	£61,410,019						£37,947,980
% of Business Rates collected	99.53%	98.05%	32.28%	57.64%			57.64%
£ of Business Rates collected	£33,677,823						£20,159,251
EKS Services to TDC staff and customers: Computers and phones:							
% of Service Desk calls resolved within agreed target response time	97.00%	95.00%	95.00%	97.00%			96.00%
% of Service Desk calls resolved within one day	67.00%	65.00%	70.00%	70.67%			69.00%
% Availability of email service	99.92%	97.50%	100.00%	100.00%			100.00%
% Availability of the corporate website	99.94%	99.50%	99.98%	99.98%			99.98%
Average face-to-face waiting time in minutes	00:05:34	00:10:00	00:04:04	00:04:58			00:04:30
% of abandoned calls	4.80%	10.00%	6.82%	5.04%			5.97%
% of calls dealt with by automation	25.42%	21.00%	22.91%	35.04%			29.56%
HR Services to TDC Managers and Employees:							
Calls answered within 15 seconds	90.00%	80.00%	84.00%	97.33%			91.00%
Calls answered at first point of contact	98.00%	80.00%	99.00%	99.00%			99.00%
Emails responded to within 3 days	98.00%	80.00%	86.00%	88.67%			88.00%
Contract of employment within 4 weeks	100.00%	80.00%	100.00%	100.00%			100.00%

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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.