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CORPORATE PERFORMANCE REVIEW WORKING PARTY

13 NOVEMBER 2017

A meeting of the Corporate Performance Review Working Party will be held at **7.00 pm on Monday, 13 November 2017** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

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

AGENDA

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 3 - 6)
To approve the Minutes of the Corporate Performance Review Working Party meeting held on 04 September 2017, copy attached.
4. **TDC CORPORATE PERFORMANCE REPORT QUARTER 2 2017/18** (Pages 7 - 46)
5. **EK SERVICES Q2 2017/18 PERFORMANCE REPORT FOR TDC** (Pages 47 - 52)
6. **EAST KENT HOUSING PERFORMANCE REPORT Q2 2017/18** (Pages 53 - 56)

Declaration of Interest form - back of agenda



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CORPORATE PERFORMANCE REVIEW WORKING PARTY

Minutes of the meeting held on 4 September 2017 at 7.00 pm in Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Present: Councillor Campbell (Chairman); Councillors Connor, Dennis, Rusiecki, D Saunders, M Saunders and 1 vacancy

In Attendance: Councillor Crow-Brown

213. APOLOGIES FOR ABSENCE

Apologies were received from the following members:

Councillor Dexter, substituted by Councillor M. Saunders;
Councillor Curran, substituted by Councillor D. Saunders.

214. DECLARATIONS OF INTEREST

There were no declarations of interest.

215. MINUTES OF PREVIOUS MEETING

Councillor D. Saunders proposed, Councillor Connor seconded and Members agreed the minutes as a correct record of the meeting held on 27 June 2017.

216. TDC CORPORATE PERFORMANCE REPORT QUARTER 1 2017/18

Tim Willis, Director of Corporate Resources introduced the report and made the following highlights:

- The corporate performance was good for the period under review;
- Targets in some instances have been removed after consultation with Service areas and it was concluded that they were no longer relevant;
- These targets have been replaced by more challenging ones in most cases;
- Most of the targets removed were 'green' as opposed to 'amber' or 'red'.

Members made the following comments and observations:

- Streets with litter below expected levels – there are more stringent inspections now underway. However the levels have increased from 1.7% to 10.6% over a 2 year period, why?
- Detritus has jumped up to 17% in two years;
- Residents have raised some concern about the areas that the mechanical sweepers cannot reach because of on-street parking;
- Mechanical sweepers may not be able to reach pavements;
- Mechanical sweepers do a superb job especially during major events like festivals as they do get rid of litter in a short space of time;
- The pier in Broadstairs does need sweeping up;
- Public opinion surveys on street cleaning, recycling and parks and open spaces, there is a marked deterioration in public perception. Is it because the council is asking the same question?
- Crime statistics has gone up. Why?
- There were no figures for 'Count of Enterprises in Thanet.'

- Information on the number of days to deal with reports/complaints of anti-social behaviour (ASB) has been removed from this report. why? It is important to have the information to know how long it takes council to come to a closure of a complaint;
- Number of average sickness per employee has gone down and this was good news.

Tim Willis, Trevor Kennett, Head of Operational Services and Helen Havercroft, Head of Growth and Development gave the following responses:

- There was now a much more robust inspection system and its now a statutory instrument in the code of practice for litter collection;
- The stats are much more accurate;
- With mechanical sweepers that were introduced, there is an officer expectation now that the levels of litter will go down in the coming quarters;
- From October there will be change in how manual sweepers were deployed as they will be deployed from a central point to give more direction on what is being done. This will build flexibility for the teams;
- Mechanical sweepers do clean some pavements in some cases;
- The pier in Broadstairs will indeed be attended to and swept;
- Public opinion graphs are a once a year snapshot. The figures would have been taken in November 2016. This is the same information that is published every quarter;
- From this point on there will be residents' surveys to be conducted starting with the one in October and it will not be self-selected sample, but samples by geographic locations. Ongoing surveys will be on different issues relating to services;
- Crime statistics would best be answered by Kent Police. Members could raise this question at the Members Briefing on 05 September 2017;
- Council receives data on inward investment regarding new enterprises from Nomis data and this has not yet been released for 2017;
- With regards to ASB, it is more targeted performance measure to focus on our response times from initial contact rather than dealing with the whole ASB issue as was previously reported corporately as the new target is within our control. This is not to say that we do not continue to monitor our performance internally on other areas of the ASB response.

Members noted the report.

217. EK SERVICES Q1 PERFORMANCE REPORT FOR TDC 2017/18

Dominic Whelan, Director of East Kent Services (Shared Services) led discussion on this item and made the following comments:

- The processing of benefits applications for this quarter was slightly below target. The team are working on correcting the situation and reviewing processes which will hopefully improve the situation;
- Average call waiting time is also slightly below target but this is primarily due to specific events occurring in this quarter including an increase in complex calls (which take longer) following, as an example, the introduction of the new Council Tax Support Scheme and also a large amount of calls in relation to the Election (residents calling about postal votes for instance);
- In addition the introduction of the new telephone system had some technical challenges including a temporary failure of the automated call handling system which meant that there was much larger volume of manual call handling than normal;

- However, it was also highlighted that there is a general increase in pressure within the customer service and revenues & benefits teams from the ongoing resource pressure as work is being handled by less staff as vacancies are help open or removed due to financial pressures.

Members observed that most of the targets were met and adequate explanations had been given to Members in instances where there were slippages in performance.

Members noted the report.

218. EAST KENT HOUSING PERFORMANCE REPORT Q1 2017/18

Ms Deborah Upton, CEx of East Kent Housing introduced the report and gave the following summary of highlights:

- P&R, a new contractor for heating and hot water repairs was contracted as from April this year. There has been a problem with data handover between old and new contractors, and this has affected the availability for this quarter by the new service provider;
- Gas servicing - 9 properties were without certificates at the end of the quarter, although in the process of forced entry. However the current position is that all properties have a certificate and compliance is 100% across EKH;
- Capital programme is under target;
- Void performance has been incredibly strong in this quarter;
- Arrears are showing behind target, as this is a year-end target and would always be the case in the first quarter of each year.

Members thereafter asked questions and made the following comments:

- HRA capital spend is only 2.37% in Q1. Was this because EKH was waiting for a significant capital programme to start before supplying the information on performance for this item?
- Universal Credit roll-out - has it has any impact on rent payment?

Ms Upton and Mark Anderson, Director of Property Services (EKH) gave the following response:

- EKH has just concluded the stock condition survey for all the partner local councils. This identified that some of the assumptions used in the budget build were not accurate and hence the budget figures were too high in some areas. ;
- There is a need to change the focus of the budget during the year as it was important that money was only spent on areas where work was necessary, not just to meet target;
- Royal Crescent – This makes up a large part of the budget, with very high costs, and there is a need to carry out an options appraisal to identify the options for the future, of which carrying out the work is one
- Universal Credit has not had a substantial impact on rent payments during this quarter, however two more postcode areas had a Universal Credit rollout in July with more to follow in September;
- Pilot studies indicate that there will be a high impact in the first six months of applicants receiving Universal Credit;
- EKH is working on sustainability strategies keep residents in their tenancies and avoid rent arrears where possible. It is hoped that this will mitigate the impact of Universal Credit.

Members noted the report.

Meeting concluded: 7.30 pm

Corporate Performance Report Quarter 2 2017-18

Corporate Performance Review Working Party	13 November 2017
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 2017 to September 2017 setting out the performance of the Council against the Corporate Plan.

Recommendation(s):

To note the Council's performance for the period up to 30 September 2017.

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 legal implications directly 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	<p>Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.</p> <p>Protected characteristics: age, gender, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.</p>

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

CORPORATE PRIORITIES	
A Clean and Welcoming Environment	✓
Promoting Inward Investment and Job Creation	✓
Supporting Neighbourhoods	✓

CORPORATE VALUES	
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 three key priorities the Council will focus on over the next four years with three corporate values that identify the way the council will work in order to deliver its priorities.
- 1.2 Annex 1 shows trend information on Key Performance Indicators and contextual information to ascertain the progress of the District against the corporate priorities and values.
- 1.3 Annex 2 outlines the key focus for the council with timescales aligned to the corporate priorities and values.
- 1.4 Annex 3 outlines highlights to date, aligned to the corporate priorities and values.

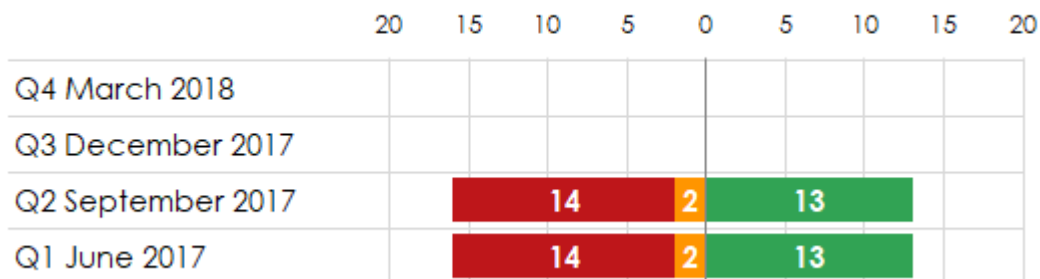
2.0 Current Performance

2.1 The information attached outlines the Council's performance for the quarter ended 30 September 2017. The following table summarises performance against targets:

Summary of RAG rating

Section of Report	R	A	G
Clean and Welcoming Environment	3	1	2
Supporting Neighbourhoods	5	0	1
Promoting Inward Investment and Job Creation	0	0	3
Statistical Information	2	0	1
Partner Performance	4	1	6
Total	14	2	13

2.2 The following chart shows the comparison of the Council's performance against the targets.



3.0 Options

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

Contact Officer:	Ramesh Prashar – Head of Financial Services
Reporting to:	Tim Willis – Director of Corporate Resources

Annex List

Annex 1	Annex 1 – Key Performance Trends
Annex 2	Annex 2 – Key Focuses
Annex 3	Annex 3 – Highlights

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

Agenda Item 4

Corporate Consultation

Finance	Ramesh Prashar – Head of Financial Services
Legal	Tim Howes – Director of Corporate Governance & Monitoring Officer

Annex 1 Corporate Performance Report - Performance Indicators

Thanet District Council

Update from the Chief Executive

This quarter we've continued to focus on our priority services and are seeing improvement in some key areas as a result.

Although there is still more to do, it's positive to see higher recycling rates and reduced litter and detritus on our streets bringing us closer to our target. These are things that we know matter to our residents. It's therefore encouraging to note within our latest residents' survey, that levels of public satisfaction in these areas are also improving as a result.

Most notably perhaps is the significant increase in public opinion that the council provides value for money. This rise of 28% bucks a four year trend of decreasing public opinion on this target and is the highest reported level for Thanet in recent years. We are not complacent however and will be holding focus groups with residents to drill down into the detail of this year's feedback to help us understand the rationale and to continue to improve.

A renewed focus on targeting empty properties is seeing positive results and the figure for this quarter is back to the highest level it's been since 2013.

Despite significant efforts to tackle homelessness, it continues to present an increasing challenge to the council – reflected at a national level too. Particular focus will be given to how we approach this as a council over the coming months.

Increasing levels of crime are also being discussed with our partners. Although in the main attributed to changes in reporting, we will continue to work closely with Kent Police through programmes like Margate TaskForce to support our local communities..

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

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

Promoting Inward Investment and Job



Source: Jeff Spicer/Getty Images

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

Delivering Value for Money



This will involve us:

Transforming and targeting resources to deliver the right services, in the right way, to improve customer experience; whether delivered directly, in partnership or commissioned externally.

Ensuring that we operate in an open, honest and accountable manner - expecting the same standards of partners and stakeholders.

Delivering services in the most cost effective and efficient way.

Ensuring we achieve a stable and sustainable budget, capable of withstanding economic pressures.

How we will measure success:

Council achieves a balanced, sustainable budget.

Services commissioned and designed to meet customer needs.

Opportunities explored for further shared work with partners and agencies to a make better use of public funds to achieve positive outcome for residents.

The delivery of efficiency reviews to help deliver the Medium Term Financial Strategy.

How we will do this:

Monitor budgets and key performance measures on a regular basis.

Complete projects and communicate the highlights, challenges, areas to focus on and actions required.

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 budgets and key performance measures on a regular basis.

Complete projects and communicate the highlights, challenges, areas to focus on and actions required.

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.

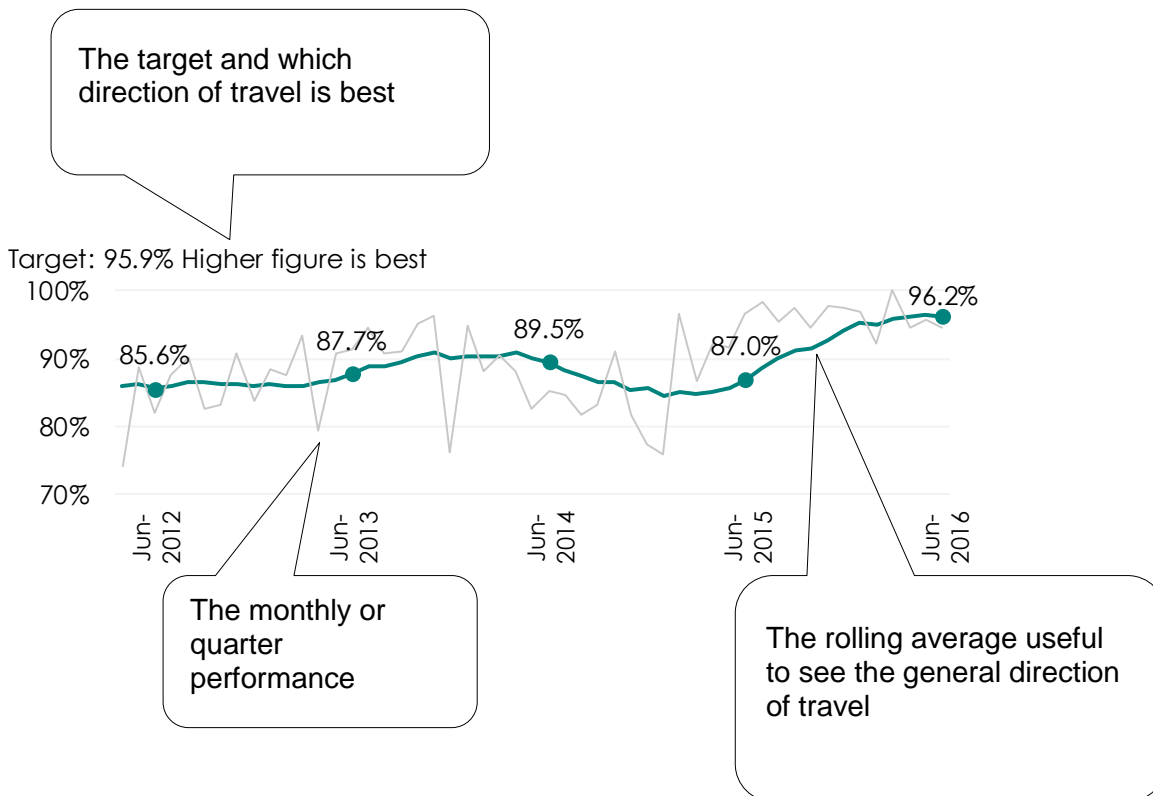
Complete projects and communicate the highlights, challenges, areas to focus on and actions required

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:

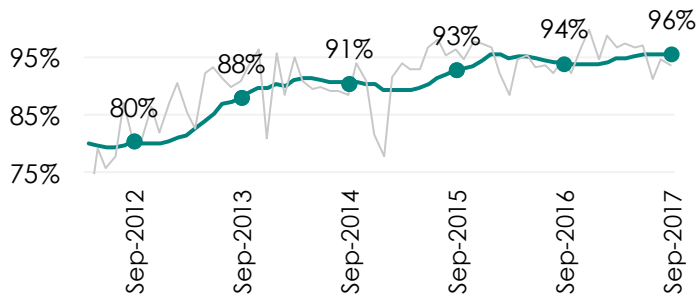


A Clean and Welcoming Environment

G % of Environmental Health service requests responded to in the service standard response time

(LI369) (rolling 12 months)

Target: 95% Higher figure is best

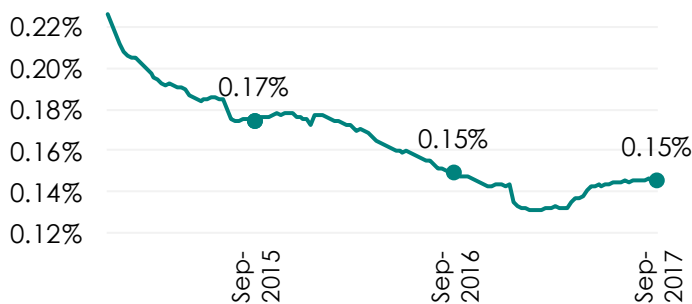


Increased resources have had a positive impact on the figures with the target being exceeded and having the best response rate on record.

G Missed Bins as % of bins collected

(rolling 12 months)

Target: 0.15% Lower figure is better



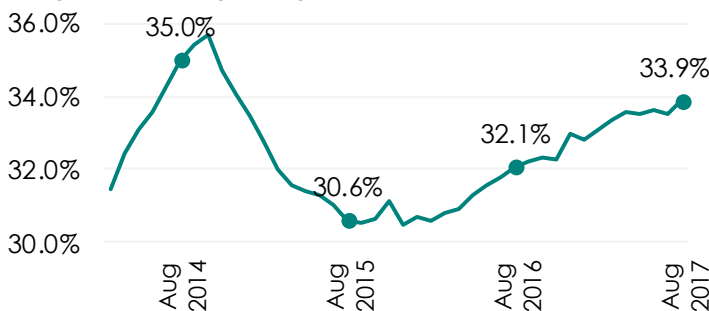
There has been a slight increase in missed bin collections this quarter due to busy roads and access issues which are more prevalent in the summer season. The vehicle replacement programme is helping to tackle this however as the new vehicles are more flexible and agile.

The missed bin collection average is 50 missed bins per day out of 18,000 successful daily bin collections

R % of household waste sent for reuse, recycling and composting

(NI192) (rolling 12 months)

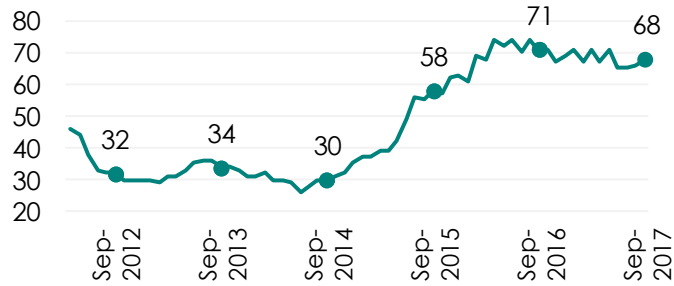
Target: 36.4% Higher figure is better



We continue to improve overall performance slowly through constant training of staff, by not contaminating recycling streams, issuing information to the public regarding contamination and on-going education on recycling.

Number of dumped rubbish incidents reported on council-owned land (LI364) (rolling 12 months sum)

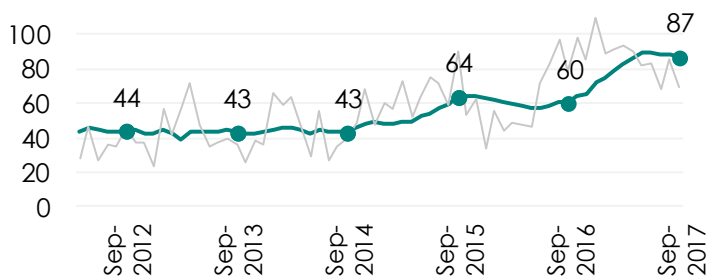
Target: Lower figure is better



We are continuing to use more powers to enforce against dumped rubbish and are starting to see a reduction in the number of incidents as a result.

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

Target: Higher figure is best

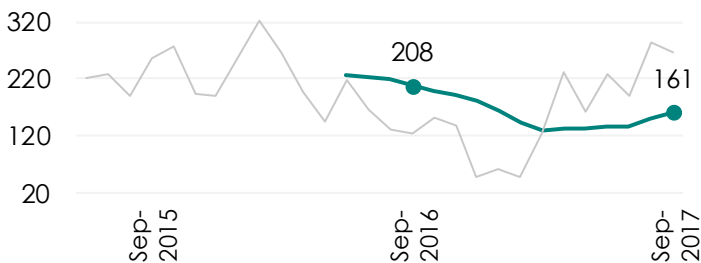


1045 street scene enforcement actions were carried out in the last year. A complete review has taken place to change the data used to include all enforcement actions undertaken.

We continue to utilise more of the legislative tools and powers available to the enforcement team

Number of enforcement actions (Litter Fixed Penalty Notices – Environmental Enforcement Contract) (LI362) (rolling 12 months)

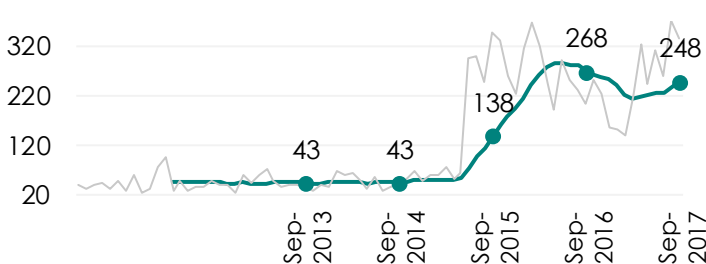
Target: Higher figure is best



1,930 Litter Fixed Penalty Notices were issued over the last 12 months.

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

Target: Higher figure is best

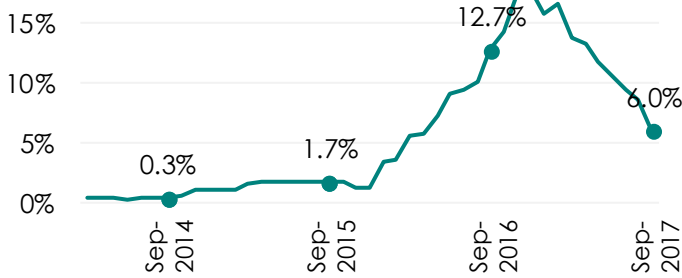


2975 street scene enforcement actions were carried out in the last 12 months

R % streets with litter below acceptable levels

(NI195a) (rolling 12 months)

Target: 5.0% Lower figure is better

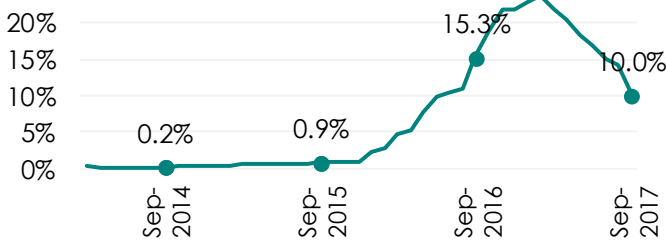


We now carry out more stringent inspections which is helping us to target our resources more effectively. We're confident this will continue to have a positive impact on the levels of litter.

R % streets with detritus below acceptable levels

(NI195b) (rolling 12 months)

Target: 7.0% Lower figure is better

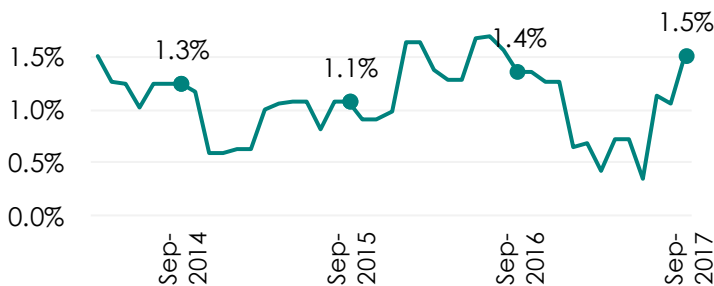


The new mechanical sweepers became operational in Q1 2017 and are already having a positive effect on these figures. We are confident that these figures will continue to reduce downwards until we achieve the set targets.

A % streets with graffiti below acceptable levels

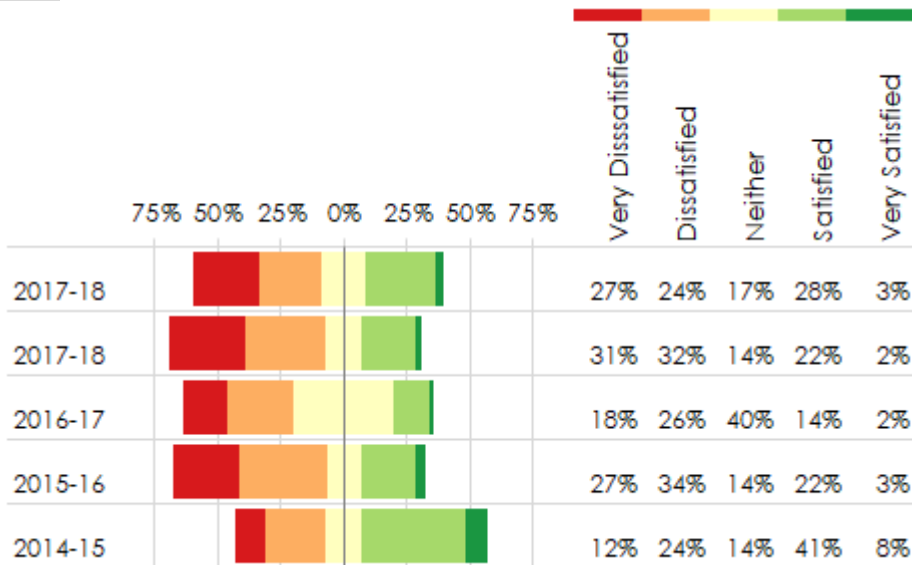
(NI195c) (rolling 12 months)

Target: 1.4% Lower figure is better



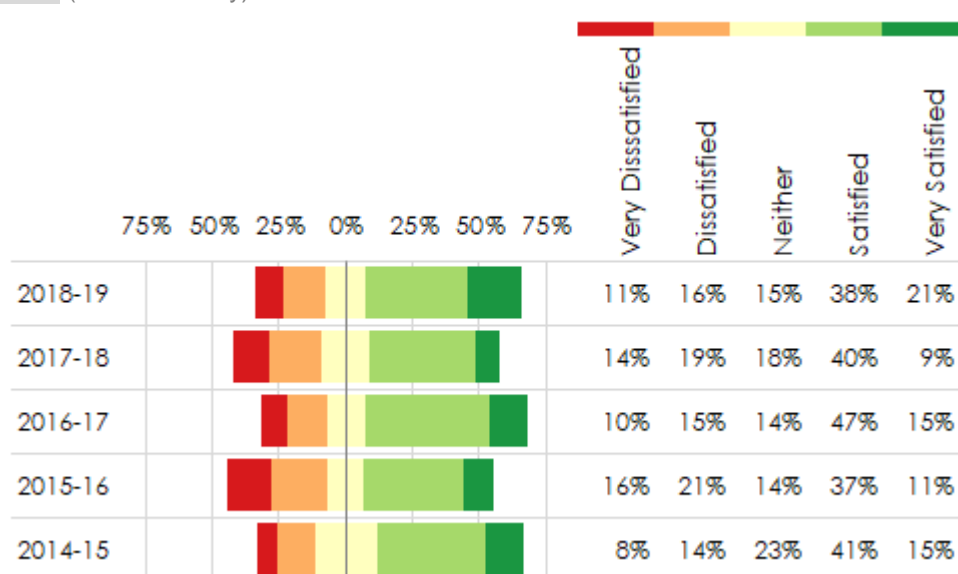
We have seen a slight increase over the summer, however increased partnership working and enforcement should reduce these figures further over the next quarter.

Public opinion of the Street Cleaning Service (annual survey)



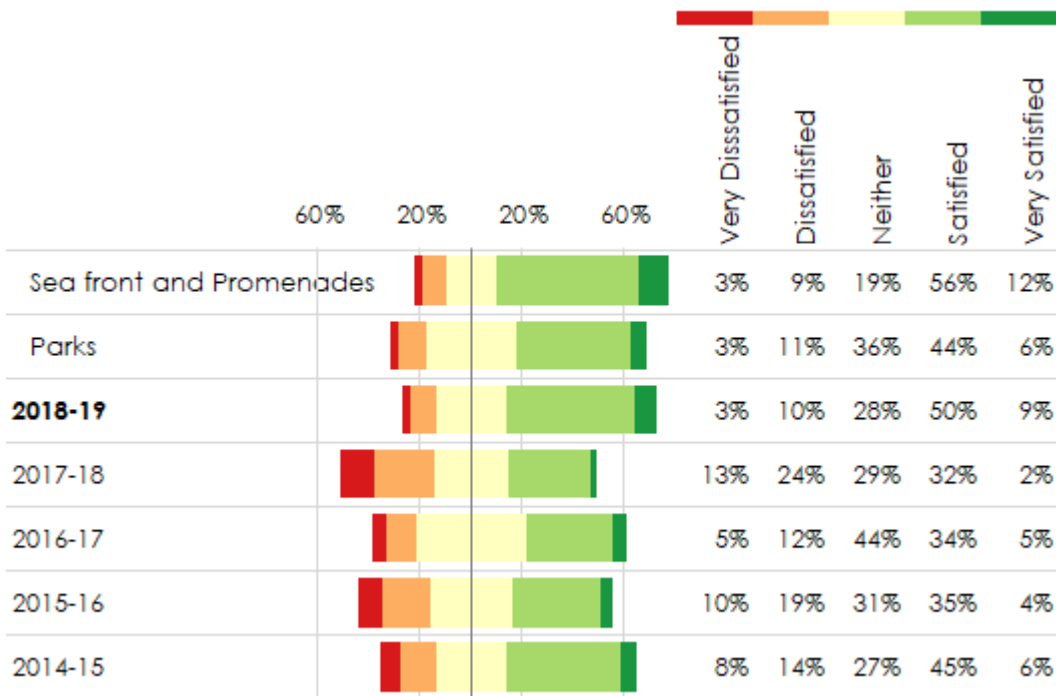
It is encouraging to note an improvement in public perception which corresponds with an improvement in the cleanliness of our streets.

Public opinion of the Recycling Service (annual survey)



We continue to work hard to improve recycling rates and the collection services we offer, which has started to improve customer service.

Public opinion of Parks and Open Spaces
(annual survey)



We continue to work hard to improve our parks and open spaces, which has started to improve the use and satisfaction of these spaces.

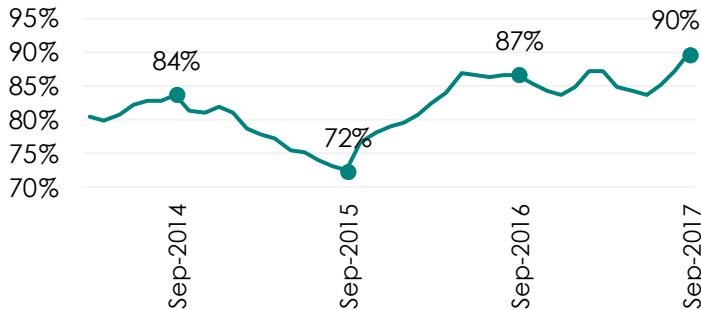
Supporting Neighbourhoods

R

% of anti-social behaviour service requests responded to in the service standard response time

(rolling 12 months)

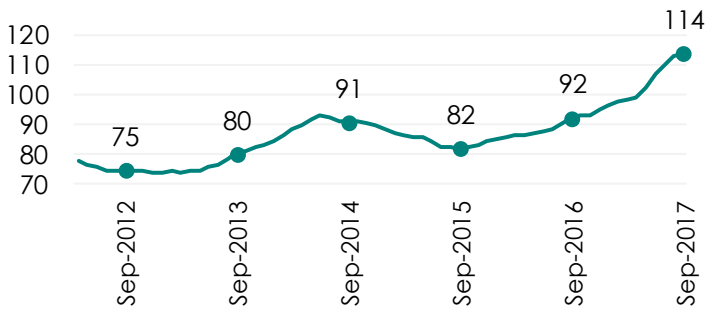
Target: 95% Higher figure is best



Despite a 49% increase in anti-social behaviour service requests since September 2016, the team has worked hard to increase the number of cases which are receiving response rates within the service standard. We aim to continue to improve this and have introduced this new indicator specifically to address this.

Number of Crimes per 1,000 of the population

(rolling 12 Months) (LI300)



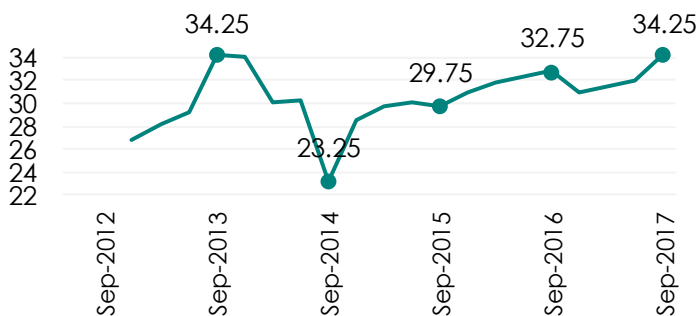
The data for all recorded victim-based crimes for Thanet shows an increase. The Police force has previously stated that an increase in public confidence in reporting crime, improved recording practices, the introduction of new crime types and the inclusion of offences not previously recorded have all influenced these statistics.

G

Empty homes brought back into use

(per quarter) (LI401) (rolling 12 months)

Target: 31.75 Higher figure is best

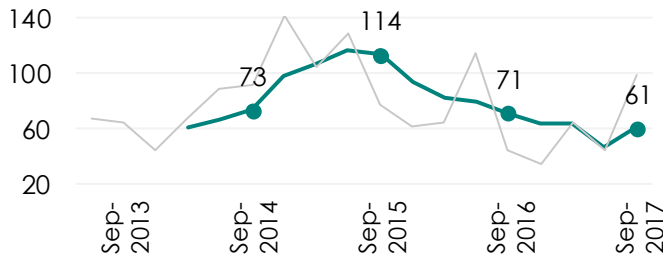


The council's renewed focus on empty homes has prompted a strong second quarter result. There have been robust interventions in respect of known sites and has been promoting the council's work via various forms of media. A new email address of empty_homes@thanet.gov.uk is now available for residents to report empty homes, and a short video has been posted online to further raise the initiative's profile: <https://www.thanet.gov.uk/your-services/housing/empty-properties/empty-property/>

R Number of dwellings where action taken to improve living conditions

(category 1 and 2 hazards) (LI543)

Target: 71 Higher figure is best

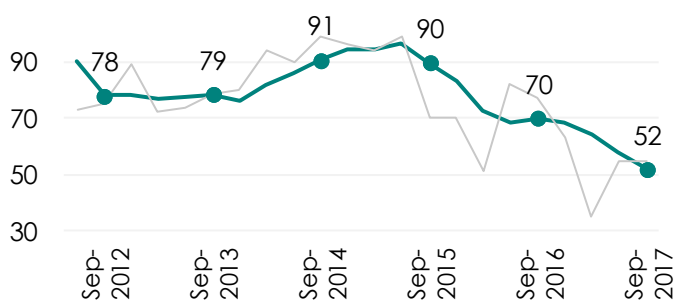


A strong performance in the second quarter has made up for a slow start at the beginning of the year. The team is confident that such strong performance will be maintained as a consequence of new proactive initiatives, including a selective licensing inspection programme and a number of rogue landlord interventions.

R Number of homeless cases prevented

(LI405D) (per quarter) (rolling 12 months)

Target: 76 Higher figure is best

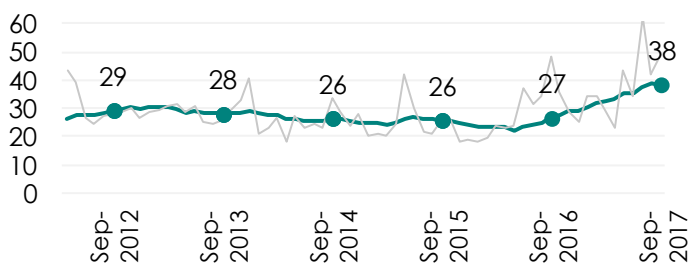


Homelessness continues to increase with the private rented sector becoming increasingly unaffordable due to welfare reforms. There are particular barriers for households living on low incomes as the gap between average local rents and local housing allowances is growing. Landlord Liaison Officers have visited local agents to better understand the demands of their service so that we can pull together incentives that would encourage landlords to let more homes to households faced with homelessness. Resources would need to be identified to fund the introduction of any new incentive schemes.

R Average time taken to make homelessness decisions

(rolling 12 months)

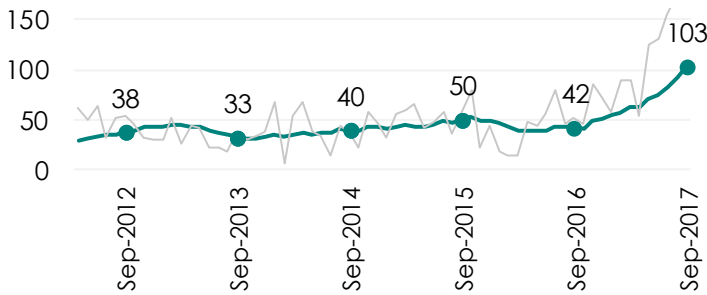
Target: 28 Lower figure is better



This indicator has increased and this is due to the growing number of homeless cases and the work entailed to reach a decision. Homeless Officers have a case load of over 80 at any one time. The introduction of the morning homelessness triage service has enabled officers to focus on case work and reduced the volume of approaches to the Council. Since the 1 August 2017 officers had 88 households make a homeless approach compared to 121 approaches in August 2016 and in September 2017 we had 52 approaches compared to 110 households in September 2016.

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

Target: 38 Lower figure is better



The number of days in temporary accommodation has increased. This is due to the challenges of finding housing solutions for households to enable them to move out of temporary accommodation more quickly. The number of available affordable homes to let has reduced and access to the private rented sector is more difficult. Around one third of all new allocations go to people living in temporary or emergency accommodation. Work is being done to explore alternative options, particularly in ways to access the private rented sector.

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

Empty Homes in Thanet

	Mar-16	19 Months	Oct-17	% change since Mar 16	Change since Mar 16
Second Homes (Unoccupied and furnished)	1370		1522	11%	152
Empties					
Unoccupied and unfurnished	614		544	-11%	-70
Unoccupied and unfurnished for more than 2 years	244		260	7%	16
Unoccupied and unfurnished, requires or undergoing major repair and/or structural alteration	106		222	109%	116
Property left empty by a deceased person, waiting for probate or letters of administration to be granted	103		134	30%	31
Other	51		71	39%	20
Total (Excluding Second homes)	1118		1231	10%	113
Total (including second homes)	2488		2753	11%	265

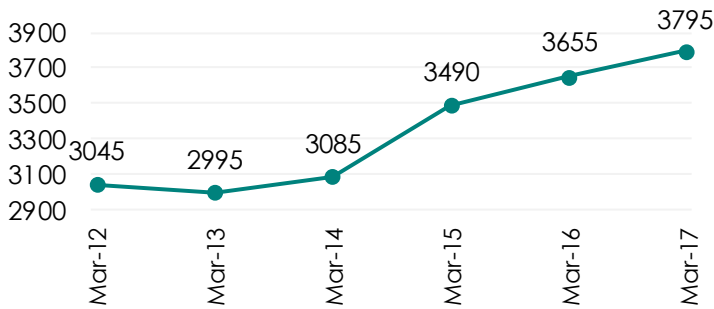
The council's proactive stance on tackling empty homes has contributed to the steady decline in the number of empty properties in Thanet since 2008. Early 2017 started to see increases in the number of empty homes for the first time in some years. The housing and council tax teams have worked together to review the list of properties which has resulted in a subsequent reductions in the number of empty homes. We have implemented a renewed focus on empty homes intervention with the successful appointment of a new Empty Property Officer and the council continues to be the highest performing authority in Kent, having brought more homes back into use than any other.

Promoting Inward Investment and Job Creation

Count of Enterprises in Thanet

(nomis data)

Higher figure is better

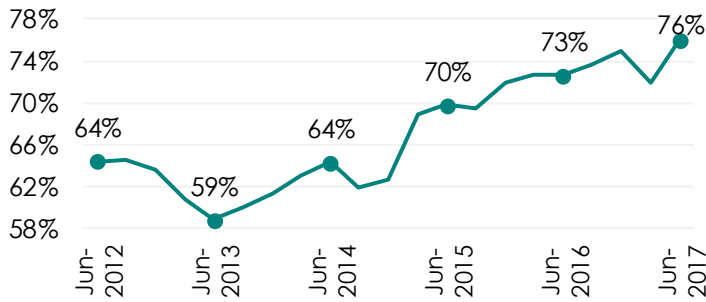


Thanet has seen 24.6% increase in the number of enterprises from March 2012. This increase is more than the South East increase of 19.5% and just under the Great Britain increase of 24.8%.

All people - Economically active - In employment

(nomis data)

Higher figure is better



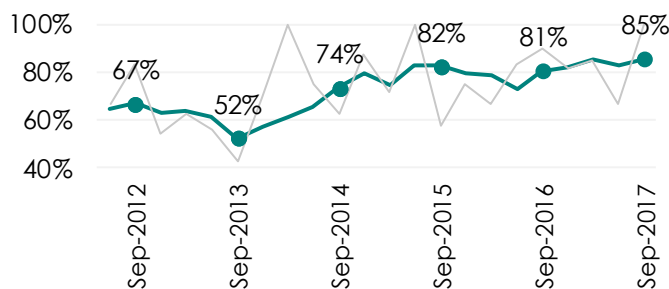
Over the last three years employment levels have continued to increase.

Thanet has successfully reduced the employment gap compared to other areas of the South East, with the last year showing the highest levels since 2004.

G Major Planning Applications determined within 13 weeks or agreed timescale

(NI157a) (rolling 12 months)

Target: 81% Higher figure is best



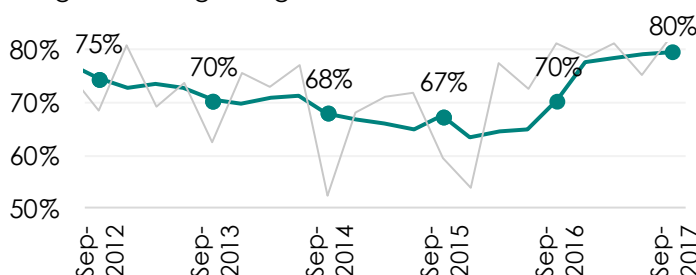
85% of the 41 Major planning applications determined within the agreed timescale in the last 12 months. This is the highest figure over the last five years and is despite an increase of 14% from September 2016 in volume of major planning applications.

To make this growth sustainable we are improving how we use Planning Performance Agreements with applicants to support delivery.

G Minor planning applications determined within 8 weeks or agreed timescale

(NI157b) (rolling 12 months)

Target: 72% Higher figure is best



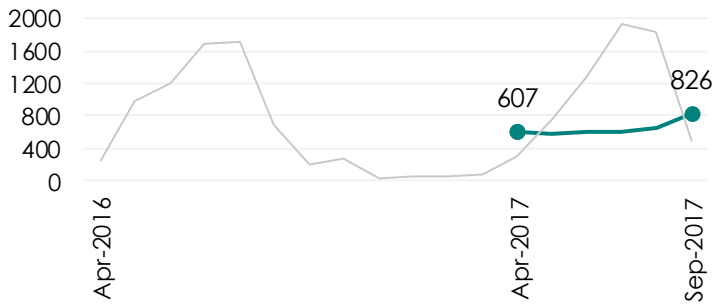
80% of the 324 Minor planning applications determined within the agreed timescale in the last 12 months. This is the highest figure over the last five years and is despite an increase of 8% from September 2016 in volume of minor planning applications.

Improvement in performance follows refinement of use of Planning Extension Agreements and established procedures.

Visitor Nights

(LI730) (rolling 12 months)

Higher figure is best



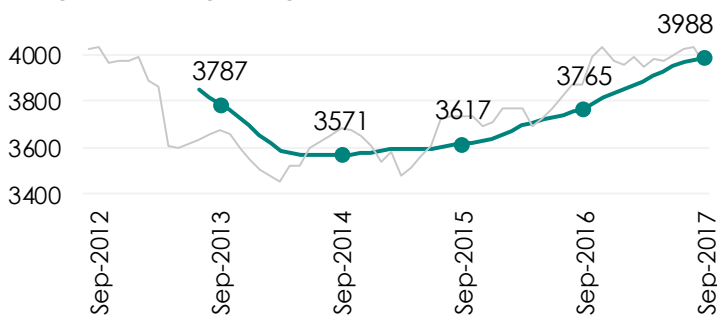
We actively encourage visitors to the harbour to enjoy Thanet's coastline, towns and attractions. This engagement encourages visitors to stay longer in our district and increases the potential for repeat visits in the future. This customer interaction is considered to positively influence this indicator.

G

Average total meterage of occupied permanent berths in Royal Ramsgate Harbour

(LI137) (Average rolling 12 months)

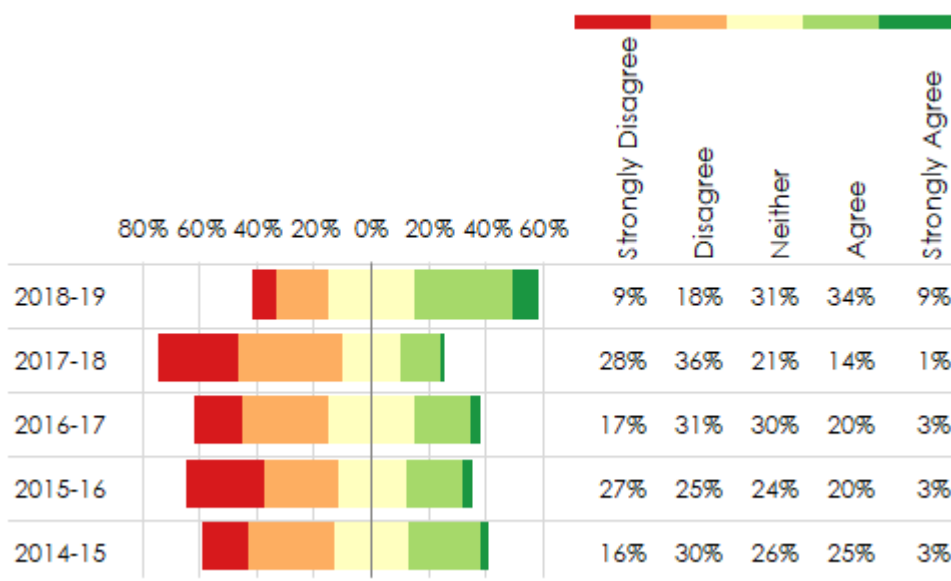
Target: 3600 Higher figure is best



Since early 2014 numbers have seen a steady increase. Factors such as the regeneration of the Military Road quayside and overall success of the harbour are believed to have positively influenced permanent berth holder numbers and attracted new business to Ramsgate. Price point and consistent high quality customer service provided by marina staff, (as recorded in customer surveys) is also likely to be a contributory factor.

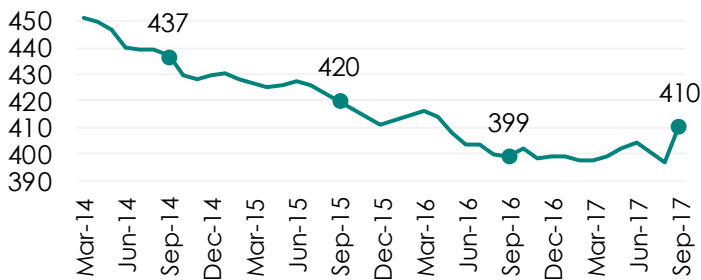
Statistical Information

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

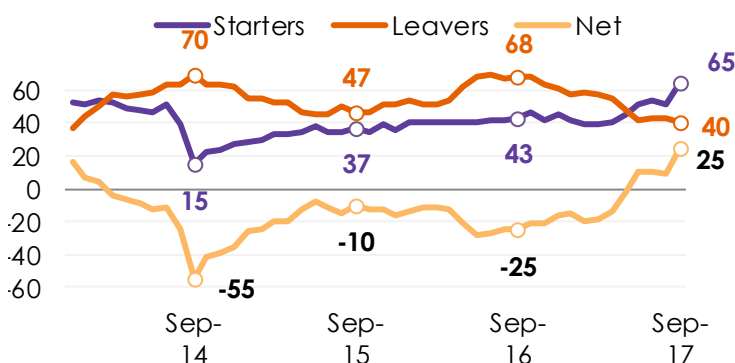


The result is very positive in comparison to the trend in recent years, with 43% agreeing or strongly agreeing that the council provides value for money, compared to 15% last year.

Thanet District Council Full time Equivalent count



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



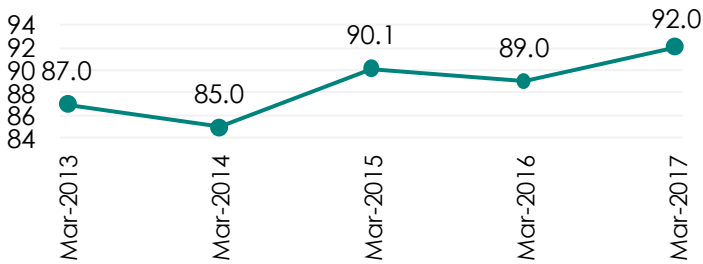
Over the last 12 months there have been:

40 Leavers
65 Starters

Meaning a net increase of 25 staff.

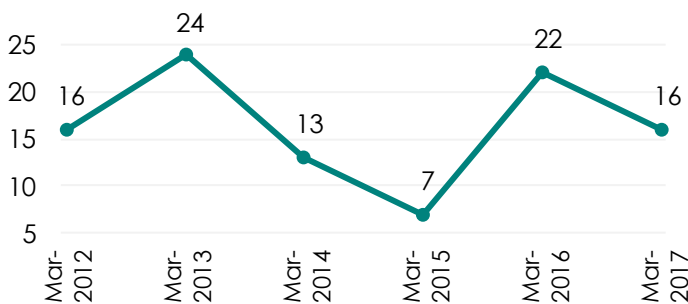
Registration rate for voting following annual canvass (%) (LI456)

Higher figure is best



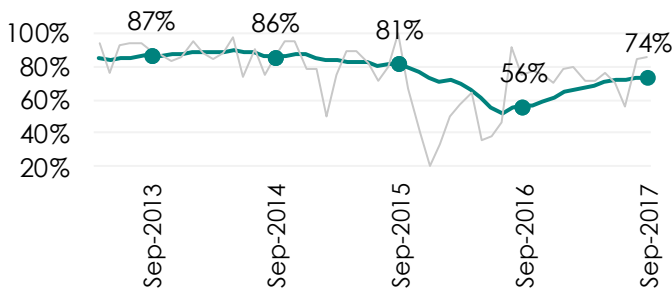
Number of complaints made to the Standards Committee (LI519)

Target: Lower figure is best



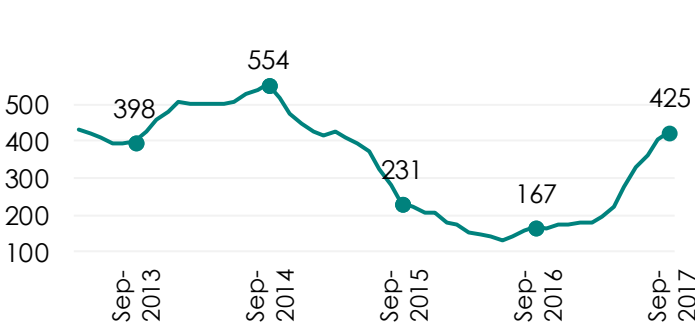
R Complaints Response Rate within 10 days (rolling 12 months)

Target: 90% Higher figure is better



Following a review of systems, processes and resources, performance has shown a slight upturn, but the most lasting changes will only be achieved once a digital approach to processing complaints is in place, later this year. A further outcome of the review is to establish a specific resource in the Executive Support team to co-ordinate complaints.

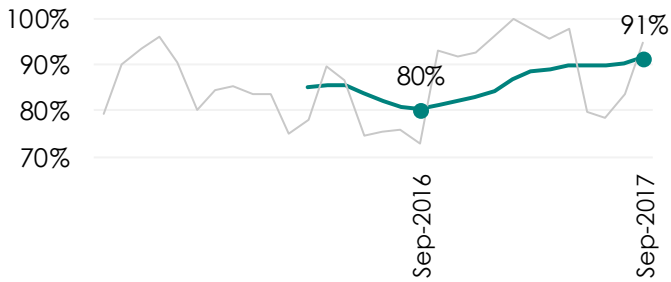
Number of complaints (rolling 12 months)



Following a review of systems, processes and resources, a large number of complaints have been identified as being excluded from this statistic. These are now being reflected in the numbers, which are based on a rolling 12 months.

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

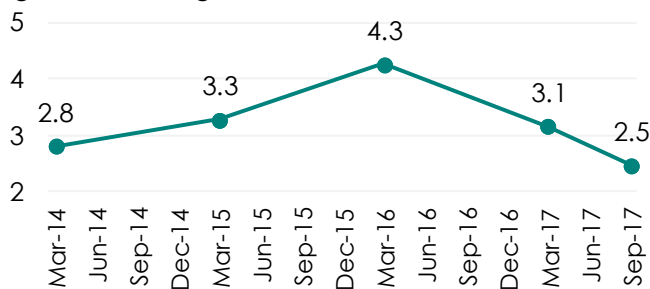
Target: 90% Higher figure is better



The council has achieved an 11% increase in compliance since September 2016 despite receiving 1066 FOIs in the last 12 months (32% increase in volume from Sep 2016.)

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 improved markedly after management action.

Partner Performance

Thanet District Council housing tenants:

Performance Indicator	13/14	14/15	15/16	16/17	Q1	Q2	Q3	Q4	YTD	Target
G Average re-let time in days (all stock including major works)	24.7	22.5	19.95	23.85	12.74	15.7			14.29	20
R Current tenant arrears as a percentage of the projected annual rental income	1.67	1.58	1.39	1.56	1.65	1.97			1.97	1.50
G Overall customer satisfaction with day to day repairs	97.6	99.7	100	99.15	99.8	100			99.88	98.%
R Percentage of HRA capital programme spent	82.7	76.7	96.54	97.35	2.37	14.05			14.05	100%

Revenues & Benefits (cumulative year to date)

	Performance Indicator	13/14	14/15	15/16	16/17	Q1	Q2	Q3	Q4	Target
R	Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)	7.21	7.03	6.81	7.31	9.33	10.28			8.50
A	% correct HB and CTB decisions	97.49	96.81	96.88	96.24	95.71	94.83			96.50
G	% Council Tax collected	96.00	96.15	96.49	96.50	29.02	55.82			96.15
G	% Business rates collected	98.76	98.53	99.53	99.07	32.64	57.65			99.50

Customer Services: Computers and phones (cumulative YTD)

	Performance Indicator	13/14	14/15	15/16	16/17	Q1	Q2	Q3	Q4	Target
R	Average call waiting time (mins MM:SS)	01:20	00:52	00:39	00:48	1:14	1:32			00:50
G	% availability of corporate website	99.96	99.98	99.94	99.98	99.84	99.91			99.50
G	% of calls dealt with by automation	27.06	29.59	25.42	34.33	39.69	41.13			33.00

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Annex 2

Corporate Performance Report – Key Focus

Thanet District Council

The council has 37 key focuses relate to the performance measures of the council, 69 corporate priorities and values are covered by the Key measures. The chart below shows the balance of Key focuses against the council’s corporate priorities and values



Team	Focus	Due	A clean and Welcoming environment	Supporting Neighbourhoods	Promoting Inward investment and job creation	Delivering value for Money	Supporting the work force	Promoting Open Communications
Financial Services	Deliver a balanced budget for 2017-2021	2017 Q1	✓	✓	✓	✓		✓
Financial Services	Ensure the HRA and other strategic Business Plans are on a sound financial basis	31-Mar-17		✓		✓		
Housing Services	Empty Homes: Directing resources towards bringing more empty homes back into use.	On-going	✓	✓		✓		
Housing Services	Improving housing conditions across the district, with a particular focus on areas with high levels of deprivation and poor housing conditions.	On-going	✓	✓				

Agenda Item 4

Annex 2

Housing Services	Working with residents and landlords to improve the standard of housing management.	On-going	✓	✓				
Housing Services	Develop new HRA Business Plan for the coming period.	2017			✓	✓		
Housing Services	Working with East Kent Housing to ensure the provision of a high quality, cost effective service to residents.	On-going	✓			✓		
Housing Services	Preventing Homelessness - providing a comprehensive housing options service that focuses on early intervention to support vulnerable households into suitable accommodation. Mitigating the need for temporary or emergency accommodation is an essential part of this.	On-going		✓				
Housing Services	Reviewing the services provided by the Housing options team to ensure that they are able to respond to the increasing number of households at risk of losing their home.	2017		✓		✓		
Housing Services	Improving the operational efficiency of the housing service, through the use of technology and flexible working	2018			✓	✓	✓	
Waste and Street Cleansing	Strive to continually improve the standard of service, adopting a "right first time" approach in order to reduce missed bins and increase efficiencies by reducing dependency on resources allocated to failure demand.	2017 Q1	✓	✓		✓		
Waste and Street Cleansing	Obtain maximum benefit from procurement programmes to reduce capital outlay in fleet (and other) purchasing	2016 Q4				✓		
Waste and Street Cleansing	Optimise the waste collection rounds to realise efficiencies.	2017 Q1				✓		
Waste and Street Cleansing	Develop innovative recycling and waste solutions within high density urban areas.	2017 Q2	✓	✓				
Waste and Street Cleansing	Develop innovative recycling and waste solutions within high density urban areas.	2017 Q1	✓	✓				
Waste and Street Cleansing	Explore all opportunities to increase participation in recycling	2017 Q2		✓				
Waste and Street Cleansing	Implement robust measures to reduce contamination of dry recyclates by both residents and by crews NB: Current contamination rate is 12% (Average 8 RCV's full each month)	2017 Q2		✓				
Waste and Street Cleansing	· Increase the proportion of recycling to waste to meet both regional and national targets NB: National / EU target is to achieve 50% recycling rate by 2020 TDC Rate is currently 32% Failure to achieve the target will result in financial penalties· Explore all opportunities to Increase participation	2017 Q2		✓				
Waste and Street Cleansing	Develop educational programmes for schools to encourage children to lead on recycling initiatives at home and at school	2017 Q2		✓				
Waste and Street Cleansing	Meet and maintain the Environment Agency TEEP Test in relation to the quality of recyclate collected.	2016Q3		✓				
Waste and Street Cleansing	· Explore opportunities to innovate and improve street cleansing for better outcomes, improve public perception and reducing costs.	2017 Q2	✓	✓				

Agenda Item 4

Annex 2

Waste and Street Cleansing	Actively reduce customer complaints by adopting a right first time attitude, and ensuring that frequency and quality are constantly monitored and poor performance challenged.	2017 Q1	✓	✓				
Civil Enforcement Parking	Investigating new handheld technology equipment for the Civil Enforcement Officers .	2017		✓				
Street scene Enforcement	Implementation of CCTV system upgrade, and an options appraisal of CCTV provision going forward	Q1/2017		✓				
Street scene Enforcement	Better integration, analysis, use of deployable resources and an intelligence-led approach to enforcement activities.	Q2/2017		✓				
Street scene Enforcement	Update street scene enforcement protocols to support effective prioritisation of action and in order to keep up with any changes in legislation including a new enforcement and investigation policy and procedure.	Q2/2017		✓				
Street scene Enforcement	Integrate Operation Cleansweep with Margate Taskforce Streetweek operations to avoid duplication and better focus resources.	Q1/2017		✓				
Street scene Enforcement	Increase enforcement activity actions, such as notices, warnings, penalty notices and prosecutions	Q1/2017		✓				
Street scene Enforcement	Coordinated safety, education and enforcement initiatives	Q2/2017		✓				
Street scene Enforcement	Introduction of an internal enforcement education and skills programme	Q3/2017		✓				
Maritime Operations	To increase the port's visibility within the sector.	Mar-20			✓	✓		
Maritime Operations	To work towards achieving 5 stars in the Gold Anchor scheme.	Mar-18	✓	✓	✓	✓		
Growth and Development	Determination of around 1300 Planning Applications p.a. including the following sites of strategic significance: Birchington and Westgate Manston Westwood Manston Green- The Lido and Rendezvous- Airport	Ongoing		✓	✓			✓
Growth and Development	Responding to major consultations on applications determined by other bodies such as: The Richborough connection to be determined by the Planning Inspector under NSIP Thanet Wind Farm extension to be determined by the Planning Inspector under NSIP	RC – 2017; TWF - 2019		✓	✓			✓
Growth and Development	Responding to major consultations on applications determined by other bodies such as: Thanet Parkway likely to be determined by KCC	Ongoing		✓	✓			✓
Growth and Development	Provide clear and consistent pre-application advice to add value to planning proposals and provide certainty to attract inward investment	Ongoing			✓			✓
Information Governance	Improve response rates to all IG requests	2017 Q2					✓	✓

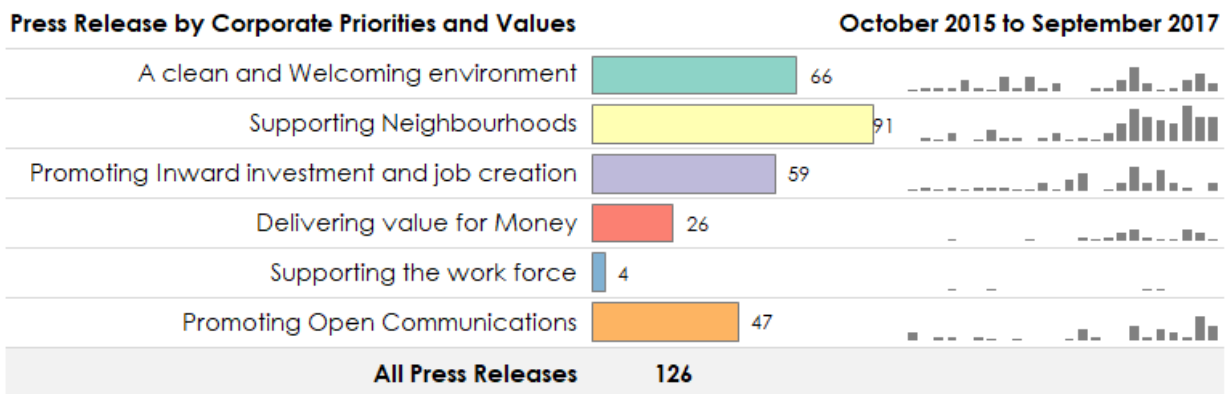
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Annex 3

Corporate Performance Report – Highlights

Thanet District Council

The council has had 192 press releases that have covered 293 corporate priorities and values the following chart shows the balance of highlights against the councils corporate priorities and values



A press release can cover more than one priority or value

The full list of press releases are listed below and further details of all press releases can be found at <https://www.thanet.gov.uk/the-thanet-magazine/press-releases/>

Year	Month	News Release	A Clean and Welcoming Environment	Supporting Neighbourhoods	Promoting Inward Investment and Job Creation	Delivering Value for Money	Supporting the Workforce	Promoting Open Communications
2017	Sept	Applications for Event Grant Funding now open		X				X
		Thanet cracks down on empty homes	X	X				

Agenda Item 4

Annex 3

	Local firms and pubs to benefit from Thanet's business rate relief			X			X
	Sporting Minds: new mental health project for Thanet		X				
	Thanet Landlord Event – Tuesday 26 September		X	X			X
	Margate Caves given new lease of life		X	X			
	Margate graffiti tagger prosecuted	X	X				
	Great British Beach Clean returns to Thanet!	X					
	Brand new residents' survey launches this week!				X		X
	Public Spaces Protection Order (PSPO) for Alcohol Control		X				X
	Council's housing programme ready for business		X				
Aug	Council introduces new Environmental Action Team	X	X		X		
	Thanet's Heritage Open Days, 7 - 10 September		X				X
	Board appointments for Leader of Thanet District Council						X
	Leader's Mid-Term Review		X		X		X
	Council introduces cigarette voting bins to tackle litter	X					X
	Have your say on new PSPO for dog fouling and control	X					X
	New bins added along Thanet's coastline	X			X		
	Kent's first Local Authority Criminal Behaviour Order		X				
	Margate Central By-election results		X				X
	Thanet Coast Project Summer Events 2017		X				X
	Landlord prosecuted for ignoring selective licensing requirements	X	X				
	Knowledge sharing for safer neighbourhoods	X	X				X
Jul	Specialist appointed to Ramsgate HAZ project		X				
	Council to transfer Ice House to 6th Ramsgate Sea Scouts				X		
	Thanet District Council approves a life size Antony Gormley sculpture			X			
	Introducing the Chairman of the Council		X				X
	Captain climate hits Thanet's streets!	X	X				
	Funding secured to improve housing and community integration		X	X	X		
	Ellington Park drawings exhibition	X	X				
	Margate Taskforce - Sunrise Rotary club shine on Margate Task Force		X				
	New seasonal resident only parking scheme		X		X		
	Council enforces £400 fines to string of fly-tippers	X	X		X		
	New safety railings and lighting to be installed on Margate Harbour Arm	X	X				
	Get active and stay active with Thanet's summer programme		X				

Agenda Item 4

Annex 3

	High rise blocks		X				X
Jun	Arts Council awards for Thanet institutions		X	X			
	Dog DNA pilot registration scheme to open across Thanet	X	X				
	Demon Dayz - Cllr Brimm reflects on the Demon Dayz Festival			X			
	Parking update from the Leader of the Council		X		X		X
	General fire safety and cladding		X				X
	Council launch environmental booklet for local schools	X	X				
	Thanet District Council response to CPS announcement		X				X
	Thanet on the crest of a creative wave			X			
May	Dreamland in lights			X			
	Have your say on Planning Validation Checklists		X				X
	Turner Prize 2019 comes to Thanet			X			
	10 of Thanet's beaches named best in Britain	X		X			
	Community Safety Team takes action against street drinking		X			X	
	Sport 4 NRG Project offers new ParkLives activities		X				
	Dreamland cinema building: attitude changes to health and safety			X			
	Restored Sunshine Café windows unveil panoramic views of Margate sands			X			
	General Election		X				X
	Have your say on proposed new parking schemes		X		X		X
	Inaugural Thanet Tourism Volunteer Forum		X	X			
	Kent County Council elections – Thursday		X				X
	Great new way to discover Thanet's coast			X			
Apr	Potential sale of council assets		X		X		X
	New parking schemes on the horizon		X		X		X
	#DreamlandMemories			X			
	New innovative freight model for the Port of Ramsgate		X	X			
	Thanet business owner fined for displaying illegal sign in listed building	X	X				
	UK leading Margate Task Force extends into Ramsgate		X			X	
	Graffiti - let's wipe it out	X	X				
	Expansion to Port of Ramsgate team		X	X			
	'Live Margate' Housing renovation programme goes from strength to strength	X	X				
2017	Mar	Great Eggcase and Scavenger Hunt!		X			
		Tourism Superstar Award and 13 others announced at Pride in Thanet Awards		X	X		

Agenda Item 4

Annex 3

		Plans for East Kent council on hold following Shepway vote			X	X		X
		Ramsgate Main Sands not eligible for Blue Flag this year	X					X
		It's a #CrimeNotToCare when it comes to getting rid of your rubbish	X	X				
		Creation of new single council in East Kent			X	X		X
		Colourisation used to recreate original Dreamland sign	X		X			
		Sale of Dane Valley enterprise units				X		
		Historic lighting technique recreates original Dreamland sign	X		X			
		Council to run dog DNA pilot scheme in April	X	X				
		Thanet Winter Shelter helps 23 individuals to a life off the streets		X				
		Council takes court action to protect Thanet's heritage		X				
		Community and council clean up Thanet	X	X				
		High turnout to see revisions to council's Draft Local Plan		X				X
		Dreamland menageries restored to former glory	X		X			
		Register to receive your council tax bill by email and you could win £1,000!				X		X
		Successful bid for domestic abuse cash		X				
		Owner occupier loans – first for Kent		X	X			
		Destination restaurant on the cards for Margate	X		X			
Feb		Council backs nationwide 'spring clean' in Thanet	X	X				
		Crack down on fly-tippers with new £400 fine	X	X				
		Council unanimously agrees new budget			X	X		
		Botany Bay takes centre stage for Harper's Bazaar fashion shoot			X			
		Local children help spread 'Keep Thanet Clean' message	X	X		X		
		Ground breaking housing scheme for older people launched		X	X	X		
		New rapid response project to prevent homelessness		X				
		Derelict property owners taken to court	X	X				
Jan		Register to receive your council tax bill by email and you could win £1,000!		X		X		
		Legal action taken to protect Isle's heritage	X	X				
		Ellington Park in Ramsgate wins National Lottery Funding	X	X	X	X		
2016	Dec	Council services over Christmas and New Year	X	X		X		X
		Local litterers found guilty in court	X					X
Nov		Thanet tourism booms to £293 million			X			X
		Unlicensed Margate landlord fined £3000		X				X
		Sky Arts choose Margate as its backdrop			X			

Agenda Item 4

Annex 3

		Ramsgate awarded Heritage Action Zone status			X			
		Thanet Council's Sports Awards recognise the district's sporting heroes		X				
		Residents asked for their views on the services which matter to them				X		X
		Agricultural land off the council's disposal list			X	X		X
		Strategic partnership agreed with council			X			
		Children recreate photography history			X			
	Oct	Winter Shelter Scheme and Aspire Homeless Project		X				
		The UK's largest mobile crane is currently being hosted at the Port of Ramsgate!			X			
		Local company seeking to expand operations at Port of Ramsgate			X			
		Ramsgate through to next stage of £1.7m Coastal Community Funding application			X			
		Manston Airport viability study concludes operations 'very unlikely'			X			X
	Sep	Dane Valley Arms		X				
		Team GB Hockey Gold Medallist hosts the Thanet Sports Awards 2016		X				
		September Littering Prosecutions	X					
		Environmental Enforcement Contract awarded	X					
		Thanet District Council wins £33,000 for Museum Cataloguing Project			X			
	2016 Sep	Thanet Community Safety Partnership – Harbour Street, Ramsgate Operation.		X				
		The Great British Beach Clean returns!	X					
	Aug	Heritage Open Days in Thanet			X			
		Dreamland Phase 2: Local contractor Coombs appointed to undertake iconic Dreamland restoration			X			
		Thanet District Council joins the #2minutebeachclean movement	X					
		SEAS Photography 'Beyond the View' temporary exhibition opening at the Droit House in Margate			X			
		Local school children design new anti-litter mascots for Thanet!	X					
		The Thanet Sports Awards 2016 – nominations now open!		X				
		National Charity Partnership to headline sponsor Margate Masters National Beach Volleyball Finals 2016		X				
	Jul	Seaweed and their Secrets	X					
		Littering prosecutions at Canterbury Magistrates' Court	X					
		Thanet District Council, Southern Water and the Environment Agency working together in Viking Bay	X					

Agenda Item 4

Annex 3

	Summer 'Seashore Safaris' along the Thanet Coast	X				
	Manston Airport - Change of use application			X		
	Triple figure fine for Ramsgate fly-tipper	X				
	EAST KENT COUNCILS CONSIDER CLOSER WORKING				X	
Jun	Thanet's beauty unveils in London	X				
	Council Tax Support – your views sought					X
	Thanet District Council cracks down on rogue landlords		X			
	Ramsgate woman to pay £700 for fly-tipping in alley	X				
	Thanet Landlords' Event – 29 June 2016		X			
	A big thank you to our Thanet Visitor Information Volunteers!			X		
May	The Thanet Coast Project hosts 'Seaweed and their Secrets'	X				
	Wildlife walks in Thanet	X				
	Thanet receives ten awards for its stunning sandy beaches!	X				
	Thanet Crematorium to host Public Open Day to mark 50th year		X			
	2nd phase of Dreamland underway – call out for contractors			X		
	Further fines for fly-tippers	X				
	Fine for Margate shop owner selling alcohol without licence		X			
	War against dog waste	X				
	£4.5 m scheme to redevelop Royal Pavilion building in Ramsgate step closer!			X		
Apr	Council crack-down on Fly-tippers	X				
	Margate Masters to host the National Beach Volleyball Finals for fourth successive year			X		
	Thanet District Council commended for significant progress					X
	Summer is coming! Lifeguards prepare for busy seafront in run-up to warmer months		X			
	Calling all landlords		X	X		
	Make sure you know how to have your say on the 5 May					X
	Action to tackle an-social behaviour in Thanet		X			
	It's playtime as Cliffsend's new community play area opens		X			
Mar	Easter Eggcase Hunts!	X				
	Thanet groups take part in national clean-up event	X				
	Thanet wins Visitor Information Provider of the year!			X		X
	Update on Homeless issue at Marine Drive, Margate		X			
	Get ready for important elections in 2016					X
	Thanet District Council introduces £20,000 fund for Cliftonville community projects			X		

Agenda Item 4

Annex 3

Feb	Doggie Pit Stop events to be held in Ramsgate	X					
	Thanet District Council assists BBC programme set in Margate			X			
	Thanet District Council introduces new equipment for upcoming season	X					
	Thanet Council calls for volunteers to participate in anti-litter campaign	X					
	WANTED: Budding scientists to capture our coast	X					
Jan	Selective Licensing Scheme in Margate Extended		X				
	Election Results - By Election Newington, Ramsgate						X
	Council receives £90k to tackle rogue landlords		X				
	Lancashire recycling company prosecuted for unauthorised unit in Broadstairs car park	X					
	Bin it for Good anti-litter campaign celebrates success	X					
	First car transporter ship at Port of Ramsgate			X			
	Consolation on Cliftonville Conservation Area proposals gets underway						X
	Thanet Community Safety Partnership consultation 2016		X				
	Cabinet to discuss 2016-17 Budget				X		
	Thanet receptionist recognised in national Tourism Superstar shortlist			X		X	
2015	Dec		X				
	Awards for Outstanding Contribution to Community Safety presented at Thanet Community Safety Partnership Conference 2015		X				
	Dates for your diary - holiday opening times and waste and recycling collections	X					X
	Silver for Thanet Visitor Information Service at the Beautiful South Tourism Awards 2015!	X					X
	LEADER programme funding available for rural Thanet businesses and communities			X			
Nov	Recycle Now!	X					
	Recognising Thanet's Sporting Stars			X			
	Broadstairs stars in Lady in the Van (links to pictures below)			X			
	Margate man convicted and Fined for breaching abatement notice		X				
	Guest speakers for the 2015 Thanet Sports Awards are announced!		X				
	Council FIDO machine gets spotted!	X					
Oct	Cabinet to consider report which recommends no further action on Manston CPO at the present time						X
	Selective licensing consultation closes Monday 26 October						X
	Residents asked for their views as budget consultation begins						X

Agenda Item 4

Annex 3

Activity at the Port of Ramsgate is set to increase

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

		X			
X					

EK Services Q2 Performance Report for TDC

Corporate Performance Review Working Party	13 November 2017
Report Author	Dominic Whelan, Director of Shared Services
Portfolio Holder	Cllr Derek Crow-Brown
Status	For Information
Classification:	Unrestricted
Key Decision	No
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 2017 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

- 2.1 The key challenge remains in Customer Services where Call Waiting times continue to fall short of target. There is a similar issue in Benefits where payment is not being made as quickly as target, albeit we are still providing a high standard and we believe this should come back towards standard as the new digital benefits solution is introduced.
- 2.2 The principal issue is staffing pressure, due to the number of vacant posts that have either been deleted or held vacant in order for us to achieve the savings required to meet the budget set by Councils. The situation is exasperated by an increase in sickness absence, worryingly including a lament of stress and anxiety, all of which added to the resource strain.
- 2.3 Further specific issues added to the pressure; the volume of calls from the public seeking advice on the new Council Tax Support scheme has been above the norm, although we expect this to settle down. Additionally Hackney Carriage relicencing meant we had to release staff from the phones for a temporary period to the Gateway to assist with the extra 130 customers that we received.
- 2.4 The issue is being addressed as best we can; firstly I have agreed to recruit two additional members of staff to plug some of the vacant posts that are held open and remain within budget. Secondly we are recruiting some more apprentices to assist; thirdly the closure of the Ramsgate District EKS office and other area offices across our locations will release staff to assist in the contact centre that will provide additional and much needed extra resource. Finally, the introduction of the new digital benefits system and risk based verification should help reduce the number of Benefits cases that we deal with on the phones.
- 2.5 The percentage of correct HB and CTS decisions is also below target but the figures have been skewed this month as we were unable to record this PI in September as staff were engaged on a subsidy audit. Our overall year to date figure is 95.35% which is still short of target but we believe this will come back on track as we move forward.

3.0 Key Initiatives/Outcomes

- 3.1 The decision to pursue contract negotiation to potentially contract out some of our services is excellent news; it will provide the platform to maintain a viable service for the District and our other partner councils as well as providing opportunity for jobs growth and new income for councils. If we do agree final contract terms and enter into the partnership arrangement it offers us the best opportunity to sustain high quality services for the Council.
- 3.2 The new Digital Revenues & Benefits solution is currently being deployed with an estimated go live at end of November. This will provide a much easier, faster and accurate method for customers to make claims, update on change in circumstances and submit information using smart phones, tablets, computers etc. It is a fantastic solution that is an end to end process from customer front end right through to back office system integration, which effectively means people can action claims etc 24 / 7 in a much easier way. It will also use Risk Based Verification which means many customers will no longer have to submit the same level of documentation and in some cases none at all. The introduction of this system should help reduce telephone contact and face to face queries.

4.0 Concerns/Risks

- 4.1 The ongoing financial pressure and budget reduction applied this year has now resulted in us having to reduce staff in order to maintain a balanced budget position. This has and continues to put strain on resources and service levels are being hit, particularly in Customer Services. The situation in regard to Performance Targets is exasperated because we agreed to amend our annual targets (tighter) and thus for example: Call Wait times target this year is 50 secs (last year it was 1min 30secs) so we are creating additional pressure by imposing what now appears to be an unsustainable target. Going forward these targets need addressing.
- 4.2 The whole sustainability of EKS provided services going forward into next year and beyond, is now in doubt, unless either additional funding is put in and no further savings achieved from EKS or we are able to innovate and do things differently. The recent decision by councils to potentially enter into a partnership contract will help this situation as well as provide a real opportunity to assist councils by creating a new revenue stream.

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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Description	Outturn 2016/17	Target 2017/18	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)	7.31	8.50	9.33	11.42			10.28
% of correct HB and CTB decisions	96.24%	96.50%	95.71%	94.59%			95.35%
% of Council Tax collected	96.50%	96.15%	29.02%	55.82%			55.82%
£ of Council Tax collected	£64,936,554						£40,086,429
% of Business Rates collected	99.07%	98.20%	32.64%	57.65%			57.65%
£ of Business Rates collected	£34,391,108						£19,761,601
EKS Services to TDC staff and customers: Computers and phones:							
% of Service Desk calls resolved within agreed target response time	96.00%	95.00%	96.00%	95.33%			95.00%
% of Incidents resolved within one working day	NEW	50.00%	73.00%	69.00%			71.00%
% of Incidents resolved within three working days	NEW	80.00%	86.00%	85.00%			85.00%
% Availability of email service	100.00%	97.50%	99.83%	100.00%			99.92%
% Availability of the corporate website	99.98%	99.50%	99.84%	99.98%			99.91%
Average face-to-face waiting time in minutes	00:48	00:50	01:14	01:53			01:32
% of calls dealt with by automation	34.33%	33.00%	39.69%	42.35%			41.13%
HR Services to TDC Managers and Employees:							
Initial Telephone call resolved at first point of contact	98.00%	85.00%	98.00%	94.67%			97.00%
Quality Assurance telephone checks satisfactory or above	NEW*	90.00%	N/A	99.00%			99.00%
EKHR forms are fit for purpose	NEW*	80.00%	N/A	93.00%			93.00%
Customer issues contained in 3 working days	NEW*	90.00%	N/A	100.00%			100.00%

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EAST KENT HOUSING PERFORMANCE Q2

Corporate Performance Review Working Party **13 November 2017**

Report Author: **Deborah Upton, Chief Executive (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 the second quarter of the year 2017-18. The report contains an executive summary to accompany a detailed report by performance indicator.

Out of a total of 16 targeted KPIs, 13 were in target at the end of quarter, 1 is target to be achieved by the year end and the remaining are areas positive action has been taken to deliver improvements.

Particular areas of good or improved performance can be seen in responsive repairs and gas servicing repairs. At the end of the quarter, all properties had a valid LGSR.

Performance in complaints continued to be poor for Q2, as expected, and our management action is now complete. We expect to be back in target for Q3.

The rent arrears target are the values to be achieved by the end of the year and whilst these are currently higher than at the same point last year this is in part due to the continued roll-out of Universal Credit and the monthly cycle of direct debits.

In addition to which EKH has been working with residents to review the Formal Resident Involvement Framework, these proposals will see the structure revised to reflect recommendations made by tenants.

This report is for information and discussion

Recommendation(s):

To note the contents of the report.

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

CORPORATE VALUES (tick those relevant)✓	
Delivering value for money	x
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 EKH and the provision of services to Thanet District Council.

2.0 Income collection

- 2.1 The targets set for arrears are set for the end of the financial year rather than a quarterly target, and therefore we would not expect to achieve the target until the end of Q4. Performance until that point is expected to vary through the year and is dependent upon a number of factors:-

- Rental income comes in over in various levels at various points in the month,
- Direct debts are made monthly, whilst the monies owed increase weekly

This means that over the period, an account could be in both credit and debit, depending on the point at which the report is taken within the period.

- 2.2 Arrears have increased as we are now experiencing the impact of the roll out of Universal Credit in the Thanet area. Universal Credit is paid monthly, and in most cases it is paid at least six weeks in arrears following the initial claim. This means that most claimants will build up arrears during this time as they do not have savings to support them.

- 2.4 We will continue to monitor the roll out of Universal Credit in Thanet to try and model the impact, and whether any additional resources are needed to support customers in respect of their claims

3.0 Void Performance

- 3.1 Our performance continues to be strong, and has resulted from effective joint working between all service areas along with our contractors in order to ensure voids are quickly made available for occupation in order to help minimise voids and rent loss.

- 3.2 Overall the number of properties that have become available for rent has remained constant however in some areas it has decreased slightly. This is due to a number of reasons, including the need to decant a number of properties last year in preparation for redevelopment work.

4.0 Repairs and Maintenance

- 4.1 Performance on responsive repairs continues to be extremely good, with 99.74% of emergency repairs completed on time and 100% of routine repairs completed on time. All responsive repair indicators are in target.

- 4.2 Targets have been met for all heating and hot water repairs with 100% being completed on time (target 98%).

- 4.3 We also monitor gas servicing in relation to the number of properties without a valid Landlord Gas Safety Record (LGSR). At the end of the reporting period (30 September 2017) 100% properties were showing as having a valid LGSR.

5.0 Customer Satisfaction & Complaints

5.1 Satisfaction with repairs remains very high, with 100% satisfied with day to day and heating and hot water repairs. Customer satisfaction with repairs places EKH within the upper benchmarking quartile (threshold 96.84). As members are aware, we have been trialling other methods of collecting customer satisfaction information, and we will be evaluating these over the next quarter, with out contractors.

5.2 The average number of days taken to close complaints this quarter is outside target. Our new complaints role went live on 1st October, and a large number of existing complaints were closed in Q2 prior to this, meaning that all overdue complaints were dealt with and closed. Our new Complaints Officer is responsible for all complaints, member and MP enquiries, and this will ensure that we learn from our complaints and reduce our response times, to improve our service. Members are advised that any queries should be sent to memberenquiries@eastkenthousing.org.uk

6.0 Capital Programme

6.1 Spending on our capital programme was a challenging area of performance in 2016-17. At Q2, the current capital spend is 14.05% which is slightly lower than the position at Q2 last year (17.64%).

7.0 Resident Involvement

7.1 The Tenant Scrutiny Panel (TSP) carried out a review of the formal resident involvement structure and provided recommendations which included:-

- A residents board covering the whole of the EKH area
- Maintaining and reviewing the roles of local groups
- Increased focus of task and finish project groups to produce specific and timely outcomes
- Reducing the duplication of groups
- A consistent approach to the structure of groups, including their terms of reference, number of meetings agendas and their aims and objectives.

In order to develop these recommendations a group of wider residents from the four areas have been supported by an Independent Tenant Advisor to work with EKH to develop and recommend the new structure and the supporting documentation. As part of the work and the development of the revised structure we have worked with tenants to retain the link back to the original recommendations of the Tenant Scrutiny Panel. The proposals are supported by residents and have been developed by them, and they contribute to improved governance at EKH and a greater ability for the Board to hear the voice of residents.

The revised framework Background Papers

Title	Details of where to access copy
None	N/A

Client Officer Comments

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Corporate Consultation

Finance	N/A
Legal	N/A

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.