

# Public Document Pack



Date: 21 January 2015  
Our ref: Corporate Performance/Agenda  
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## CORPORATE PERFORMANCE REVIEW WORKING PARTY

29 JANUARY 2015

A meeting of the Corporate Performance Review Working Party will be held at **7.00 pm on Thursday, 29 January 2015** in the Austen Room, Council Offices, Cecil Street, Margate, Kent.

### Membership:

Councillor Gideon (Chairman); Councillors: Campbell, I Gregory, Grove, Matterface and One Vacant Seat

## 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 1 - 2)

To approve the Minutes of the Corporate Performance Review Working Party meeting held on 7 July 2014, copy attached.

4. **CORPORATE PERFORMANCE REPORT** (Pages 3 - 24)

Paul Cook, Director of Corporate Resources to introduce item.

5. **PEER REVIEW UPDATE PRESENTATION** (Pages 25 - 26)

Paul Cook, Director of Corporate Resources to introduce the item.

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

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## CORPORATE PERFORMANCE REVIEW WORKING PARTY

Minutes of the meeting held on 7 July 2014 at 7.00 pm in Austen Room, Council Offices,  
Cecil Street, Margate, Kent.

**Present:** Councillor Gideon (Chairman); Councillors Campbell, I Gregory,  
Grove and Matterface

**In Attendance:** Councillors D Green and E Green

### 141. ELECTION OF CHAIRMAN

Councillor Matterface proposed, Councillor Campbell seconded and Members agreed the Councillor Gideon be the chairman.

Councillor Gideon in the Chair.

### 142. APOLOGIES FOR ABSENCE

There were no apologies received at the meeting.

### 143. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 144. MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting were agreed and signed by the Chairman.

### 145. ESTABLISHING THE CORPORATE PERFORMANCE REVIEW WORKING PARTY WORK PROGRAMME FOR 2014/15

Members requested for updates regarding the outstanding action points as reflected in the minutes of the previous meeting. They asked for some steer from the Acting CEx regarding how the recommendations in the Peer Review Report will be progressed. They said that since the corporate resources were decreasing, Cabinet ought to come up with realistic priorities in the Corporate Plan. They suggested that the working party makes recommendations to the Overview & Scrutiny Panel for onward submission to Cabinet advising the Executive to prioritising issues in the Corporate Plan that required implementation. It was hoped that such an approach would ensure better focus for staff to work towards accomplishing.

Madeline Homer, Acting CEx said that the suggestion would be taken on board by the Senior Management Team (SMT). She suggested that the working party could review the progress of implementing the Peer Review recommendations after the upcoming joint Cabinet/SMT away-day. With reference to the eleven priorities in the Corporate Plan, Madeline Homer said that it would be difficult to reduce these in number as some of the priorities were statutory requirements.

Members expressed the view that the working party could have a role in reviewing the risks associated with implementation of major projects. Madeline Homer indicated that TDC has an existing procedure for managing and reporting on the progress of major projects.

The new terms of reference for the Corporate Performance Review Working Party are as follows:

1. To monitor the performance of the Medium Term Financial Plan;
2. To monitor the savings in Shared Services;
3. To evaluate major projects that Council is involved in;
4. To review the 2012/2016 Corporate Plan to determine progress in relation to delivering projects;
5. To monitor half-yearly, the performance of the shared services or outsourced arrangements against set targets and conduct annual review of agreements for these arrangements to ensure value for money and propose action points for improvement;
6. To review the impact of lack of income and other revenue shortfall in forward budget, and debt management strategies.

Members requested that copies of the Service Level Agreements with the Shared Services be made available to them. The Chairman suggested that the working party reviewed the performance of the current EK Services Service Level Agreement in relation to ICT. They agreed that Donna Reed, Director of EK Services and the Client Officer be in attendance at the next meeting of the working party to lead the debate on the proposed review. Madeline Homer was asked to help structure the timetable for meetings for the working party with the next meeting taking place after the joint Cabinet/SMT Meeting. This would enable Members to consider the strategic direction that would have been set by the Executive. Members also suggested that the next meeting be scheduled for October/November 2014.

The Chairman requested that a report back on the working party recommendation from the 8 May 2014 meeting that states "That a report be brought back to the Corporate Performance Review Working Party detailing the shape and terms of reference of the Improvement Board and the proposed membership;" should be included in the agenda for the next meeting of the sub-group. Members requested that officers find out if the Corporate Performance Working Party can scrutinise the newly established Performance Improvement Board. Madeline Homer agreed to check the role of the Council's scrutiny process in relation to the work of the Improvement Board. The Chairman indicated that Members of the working party would like to review the terms of reference of that Board.

Meeting concluded: 8.00 pm

## **Corporate Performance Report**

To: **Corporate Performance Review Working Party – 29 January 2015**

Main Portfolio Area: **Business and Corporate Resources**

By: **Cllr Elizabeth Green, Cabinet Member for Business and Corporate Resources**

Classification: **Unrestricted**

Ward: **All wards**

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**Summary:** **Presenting the Corporate Performance Report for the period April 2014 to November 2014 - setting out the performance of the Council against the corporate plan.**

## **For Decision**

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### **1.0 Introduction and Background**

1.1 The attached report will go to Cabinet tomorrow. This is an opportunity for the working party to make any comments on the report. Any such comments will be reported back to Cabinet on 19 February 2015.

### **2.0 Options**

2.1 To make recommendations regarding the Council's performance and performance reporting and consider the remedial actions listed.

### **3.0 Corporate Implications**

#### **3.1 Financial and VAT**

3.1.1 As set out in the attached report.

#### **3.2 Legal**

3.2.1 As set out in the attached report.

#### **3.3 Corporate**

3.3.1 As set out in the attached report.

#### **3.4 Equity and Equalities**

3.4.1 As set out in the attached report.

### **4.0 Recommendation**

4.1 To make any recommendations to Cabinet following the working party review.

## 5.0 Decision Making Process

5.1 This is a non-key decision.

Contact Officer:	Nicola Walker, Finance Manager (Technical)
Reporting to:	Paul Cook, Interim Director of Corporate Resources & s151 officer

### Annex List

Annex 1	Covering Report: Corporate Performance Report
Annex 2	Data Report: Annex 1: Corporate Performance Report for the period April 2014 to November 2014

### Background Papers

Title	Details of where to access copy
<i>Corporate Plan 2012-16</i>	<a href="http://www.thanet.gov.uk/council_democracy/corporate_plan_2012_to_16.aspx">http://www.thanet.gov.uk/council_democracy/corporate_plan_2012_to_16.aspx</a>

### Corporate Consultation Undertaken

Finance	N/A
Legal	N/A
PR	N/A

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## Corporate Performance Report

To: **Cabinet – 19 February 2015**

Main Portfolio Area: **Business and Corporate Resources**

By: **Cllr. Elizabeth Green, Portfolio Holder**

Classification: **Unrestricted**

Ward: **All wards**

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**Summary:** **Presenting the Corporate Performance Report for the period April 2014 to November 2014 - setting out the performance of the Council against the medium term financial strategy and the corporate plan.**

### For Decision

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#### **1.0 Introduction and Background**

1.1 The Council's Corporate Plan (CP) 2012-16 was approved in April 2012. It sets out 11 key priorities for the Council. In line with recommendations from Peer Review in 2014 Cabinet have agreed four 'focus areas' that consolidate the priorities of the CP:

1. Environment & Place
2. Economic Development
3. Housing
4. Communication

1.2 The activities undertaken by the council in support of the Corporate Plan continue to be captured within individual team service plans.

#### **2.0 Current performance against strategic and management goals**

2.1 The Corporate Performance Report attached as Annex 1 contains updates to the end of November 2014 on two main elements of the business:

1. Project manager's updates on key projects
2. Management of the business, including figures from all shared services, customer response data and health & safety statistics.

2.2 This year 23 key projects address corporate plan focus areas. Twenty of these are reported as being on track against expectations. A further three projects require a review of the achievability of the current target dates and this is reflected in the progress alerts given for each.

2.3 East Kent Housing data shows that targets for responsive repairs, levels of rent arrears, and re-let times are being met, and customer satisfaction levels are at 99.8%.

The reduced re-let times have resulted in extra rental income being achieved within the Housing Revenue Account.

- 2.4 Revenues & Benefits Team data shows that targets are being met for average claim processing times, and accuracy of decisions, but that collection levels for both council tax and business rates are below the level expected for the time of year. With regard to Business Rates this is due to Government changes in the instalment payments, whereby they used to be paid over ten equal instalments ratepayers can now elect to pay over twelve instalments and so have a longer collection period.
- 2.5 Customer Services data on computer and telephone systems show that systems availability and response time targets are being met, and that the level of call abandonment by telephone callers is within target expectation.
- 2.6 Human Resource (HR) data shows that target times for responses are being met.
- 2.7 As at the end of November 2014 staff sickness levels have exceeded the whole year target of an average of 8 days per full-time equivalent (FTE) member of staff. On a linear projection the whole year figure at present rates would approximate to 12 days sickness per FTE.
- 2.8 Responses to Freedom of Information (FOI) and complaints within target times are at 83% and 85% respectively. Both are below the 90% target. 870 FOIs and complaints have been logged within the period. On a linear projection the whole year figure would be 1305. It is important to note that in the last five years, the number of FOIs received has more than doubled and continue to be incorporated in day to day duties by existing staff.
- 2.9 Customer satisfaction levels recorded as part of the annual budget consultation in December each year show a decline in the four key external areas recorded for 2013 relative to 2012, the results of the December consultation are currently awaited. However, the Council continues to make capital investment in the frontline service vehicles and equipment as reflected within the capital programme.
- 2.10 Health & Safety statistics show a total of 52 incidents, 43 (83%) of which involved staff or agents of the council, and 9 (17%) involve members of the public.

### **3.0 Options**

- 3.1 To note the Council's performance and consider the remedial actions listed.

### **4.0 Corporate Implications**

#### **4.1 Financial and VAT**

- 4.1.1 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.

#### **4.2 Legal**

- 4.2.1 There are no specific legal implications to this report.



### 4.3 Corporate

4.3.1 This report provides members with an update on the council's progress against its Corporate Plan focus areas.

### 4.4 Equity and Equalities

4.4.1 The equality implications of each of the projects identified in the report will be considered as part of the project planning process in accordance with the Council's equality policy.

### 5.0 Recommendation(s)

5.1 That Cabinet note the council's performance and consider the remedial actions listed (as set out in option 3.1 above).

### 6.0 Decision Making Process

6.1 This is a non-key decision.

Contact Officer:	Nicola Walker, Finance Manager (Technical)
Reporting to:	Paul Cook, Interim Director of Corporate Resources & s151 officer

### Annex List

Annex 1	Corporate Performance Report for the period April 2014 to November 2014
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### Background Papers

Title	Details of where to access copy
<i>Corporate Plan 2012-16</i>	<a href="http://www.thanet.gov.uk/council_democracy/corporate_plan_2012_to_16.aspx">http://www.thanet.gov.uk/council_democracy/corporate_plan_2012_to_16.aspx</a>

### Corporate Consultation Undertaken

Finance	N/A
Legal	N/A
PR	N/A

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# Corporate Performance Report: Annex 1

For the period April 2014 - November 2014



## Section 1: Introduction & Summary

The purpose of this report is to demonstrate the council's performance for the period 1<sup>st</sup> April to 30<sup>th</sup> November 2014 in relation to the 2012-2016 Corporate Plan. The report sets out the key projects used to check on progress in terms of the council's four core focus areas – Environment & Place, Economic Development, Housing and Communications. Where a project is not on target an explanation is given and remedial actions are identified.

Also, further detail is given on 'Managing the Business', including staff sickness levels, customer response performance and reports on the larger partnerships funded by the Council.

This report does not contain details of the numerous operational activities ongoing in each service area that contribute to delivering what is important and will make a difference to all in the District. However, these will be reported at year end to give an overview of the year.

### Summary position: Corporate Plan statement at end of November 2014:

Core Priorities	Status of projects				
	✓	★	●	▲	X
Environment/Place	0	6	1	0	0
Economic Development	0	6	1	0	0
Housing	0	5	1	0	0
Communication	0	3	0	0	0

KEY	Symbol	Description
	✓	Project completed
	★	Project on target
	●	Project scope/ target date requires attention
	▲	Project requires amendment
	X	Project aborted/closed

### Achievements to Date



- This year 23 key projects are now tracking the core priorities of the corporate plan. As at the end of November 20 (87%) of the key projects are on target.
- Notable achievements include a number of projects that have faced severe logistical challenges, but by following sound procedure are working towards the long-term betterment of Thanet:




- **Yacht Valley Project, Ramsgate:** This project is now in its final stages. It has attracted nearly £470,000 of external funding that has enabled refurbishment of the military road arches and improved harbour facilities. All but one of the 30 arches has now been let.
- **Dreamland Heritage Park:** This is one of the economic game-changers in Thanet. Works are on site in the cinema, the scenic railway and external areas.
- **Margate Housing Intervention project:** This is another multi-strand and complex series of projects to tackle one of the most challenging housing areas in the South East. The Housing Regeneration Team's purposes have been consistent; though the real rewards will take place over decades.
- **Selective Licencing Scheme:** This legal breakthrough project is enabling the Council to work with the private sector to prevent deterioration in the housing stock in Margate and Cliftonville.
- **The National Food Hygiene Rating Scheme:** This programme has introduced an updated method for protecting the standards in Thanet's food establishments.




## Section 2: Reporting on the Corporate Plan and Focus Areas

<b>Focus 1 - Environment &amp; Place</b>	<ul style="list-style-type: none"> <li>• <b>Waste and recycling</b></li> <li>• <b>Destination Management Plan</b></li> <li>• <b>Sport &amp; Leisure in Thanet</b></li> <li>• <b>Street Scene</b></li> <li>• <b>Margate Task Force</b></li> </ul>
	

### Key Projects

Alert	Description	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
	<b>The 'Next Steps' waste collection project (PR061)</b>	To be agreed	A bid has been submitted to DCLG to implement an incentive scheme for residents and community groups to recycle their waste, through rewards that can be used within their area to improve the local environment.	The results of the bid will be known in January 2015, and this will determine the next steps.
	<b>Deliver the Dreamland Heritage Amusement Park (PR024)</b>	May 2015	The project is progressing well with key construction contractors appointed and works now on site. Particular areas of progress to lower ground floor of the cinema, and external areas of the park infrastructure. Work on the scenic railway is progressing well, and framework is now being constructed.	

Alert	Description	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
	<b>Implement the Destination Management Plan (DMP) (PR065)</b>	September 2015	Implementation work with Tourism Works is on track.	
	<b>Implement the Thanet Community Safety Plan (PR012)</b>	Financial year	<p>There are 15 emerging issues in the current year plan. Thirteen are underway, and the first project has been completed and is continuing to be successful.</p> <p>Two bids have been received for the resident 'community safety fund'.</p> <p>Other actions include:-</p> <ul style="list-style-type: none"> <li>• 'Safer Socialising advert for December advertorial around responsible drinking and socialising.</li> <li>• Annual community safety conference organised for December</li> <li>• Neighbourhood engagement meetings across the district.</li> <li>• Yes+ scheme continued in local secondary schools with an extension specifically for child sexual exploitation victims.</li> <li>• Licence to kill event on road safety delivered to secondary school pupils.</li> </ul>	
	<b>Review sport, leisure and play facilities in Thanet (PR053)</b>	December 2015	<p>The Sport and Physical Activity Strategy consultation ran all through November and results will be analysed and written up in December 2015. The playing pitch survey is anticipated to take place in 2015.</p> <p>The skate-park builds are on schedule to be completed by the end of the year.</p>	




Alert	Description	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
	<b>Implement the National Food Hygiene Rating Scheme (FHRS) (PR011)</b>	March 2016	The inspection programme is now ahead of target.	
	<b>Efficiencies in CCTV provision (PR048)</b>	December 2015	November 2014 Cabinet approved finance to purchase an upgrade for the CCTV control room and the camera stock. Procurement will be tendered in Spring 2015 with a view to installation during winter 2015.	
	<b>North Thanet Sea Wall reconstruction (PR030)</b>	June 2015	A £1.3million grant has been secured for work on the North Thanet coast seawall. Timescales are now being reviewed. This project is an excellent opportunity to protect Thanet's sea defences.	




<b>Focus 2 - Economic Development</b>	<ul style="list-style-type: none"> <li>• <b>The Local Plan</b></li> <li>• <b>Transport Infrastructure</b></li> <li>• <b>Invest Thanet</b></li> <li>• <b>Ramsgate port &amp; harbour</b></li> <li>• <b>Helping troubled families</b></li> </ul>
	

## Key Projects




Alert	Description	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
★	<b>Develop the Local Plan (PR001)</b>	February 2017	The Draft Thanet Local Plan Preferred Options Documents has been agreed by the Local Plan Cabinet Advisory Group and will proceed to December Cabinet, for approval to proceed with public and stakeholder consultation.	
★	<b>Transport Strategy for Thanet (PR014)</b>	February 2017	The Transport Strategy is being progressed with the County Council and will be completed ready for consultation for stage 3 of the Local Plan in September/October 2015.	
★	<b>The Yacht Valley project: Ramsgate harbour and port (Match funded project) (PR004)</b>	Spring 2015	The final parts of the project are now being progressed. Automated barrier equipment has been received for installation in January 2015. Traffic calming for Military Road will be completed in December 2014. Pontoon installation will commence late spring 2015. This action will significantly reduce installation risk and realise £13k revenue saving.	
★	<b>Planning enforcement protocol review (PR063)</b>	March 2015	The revised protocol has been drafted and will be reported to Planning Committee early in 2015	

Alert	Description	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
	<b>PR066 Implement the Economic Growth &amp; Regeneration Strategy Action Plan (PR066)</b>	To be agreed	Further prioritisation of actions is required, which will include revision of timescales in accordance with Local Plan consultation findings.	The plan is scored amber mainly because of a time delay caused by the need to review the plan in light of recent economic changes in the area.
	<b>Troubled Families Programme (PR062)</b>	March 2017	Thanet has achieved its target of identifying 365 families for the three year period of the programme. The programme has now been extended.	
	<b>Develop a new parking policy (PR060)</b>	March 2015	Based on public consultation a draft parking policy has been finalised. It will be submitted to both Overview & Scrutiny and Cabinet in January 2015.	

<b>Focus 3 - Housing</b>	<ul style="list-style-type: none"> <li>• <b>More affordable housing</b></li> <li>• <b>Housing Intervention</b></li> <li>• <b>Council housing</b></li> <li>• <b>Empty properties</b></li> </ul>
	

## Key Projects

Alert	Description	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
★	<b>Excellent homes for all (PR059)</b>	September 2016	<p>Kent County Council (KCC) and five district and borough council partners, including Thanet, received initial approval for private finance initiative (PFI) credits from the Department for Communities and Local Government (DCLG), to be used for delivery of an 'Excellent Homes for All' project.</p> <p>All monies are now committed, and Construction is on both sites (i.e. Melbourne Avenue, Ramsgate previously Newington School - 49 units and previously Newington Library 9 units)</p>	
★	<b>Deliver the Margate Housing Intervention Project (PR019)</b>	March 2022	<p>This 15 year multi-agency initiative remains on track. All aspects are now underway and at varying stages of progress. Likely completion of all current properties by March 2016.</p>	
★	<b>Deliver the Selective Licensing Scheme in Margate and Cliftonville (PR041)</b>	April 2016	<p>The scheme continues to be delivered and the success of the scheme is measured through the quarterly performance indicators.</p>	

Alert	Description	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
	<b>Develop an in-house scheme for managing private rented accommodation (PR020)</b>	To be agreed	Due to the complexities of this project a full service review is required before this project can progress. Staff resources required to deliver it need to be allocated. The scheme will have a longer lead in time than originally envisaged.	The complexities of the scheme and allocation of staff are necessitating an options appraisal that is expected to be submitted to CMT by the end of the year.
	<b>Complete HRA asset management strategy (PR023)</b>	September 2015	Information is being collated to evidence the strategy that is being drafted.	
	<b>Delivery of HCA empty homes funding 2012-2015 (PR022)</b>	March 2018	The original target was provision of 30 homes. This is on track. An extension of time is required for delivery of further homes. This will be in the form of a new bid in 2015 for supply of further homes by March 2018.	

<b>Focus 4 – Communication</b>	<ul style="list-style-type: none"> <li>• <b>Acting on Peer Review</b></li> <li>• <b>Consultation means listening</b></li> <li>• <b>Devolving decision making</b></li> <li>• <b>Partnership</b></li> </ul>
	

## Key Projects

Alert	Description	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
★	<b>Develop new approaches to undertaking street cleansing to improve results and public perception, whilst reducing costs (PR042)</b>	September 2015	A trial of mechanical equipment is being undertaken. This will start in January, to inform an efficiency evaluation (comparison of manual and mechanical methods) and the resulting financial appraisal will evidence new approaches.	
★	<b>Engage communities in developing solutions for waste management and street cleanliness (PR047)</b>	May 2015	Geographical zoning has been undertaken to prioritise the issues in each area according to the different needs of each zone. This approach will start early in the 2015.	
★	<b>Customer focussed improvement within waste and cleansing workforces (PR067)</b>	December 2015	A training matrix has been devised to identify individual training needs for all members of the workforce. This approach will be implemented in 2015. Funding has now been secured to undertake health & safety at work training.	

## Section 4: Managing the business: Shared services, staff & customer relations

### Shared Services data: East Kent Housing

Services to Thanet Council house tenants:					
	Q1	Q2	Q3 (Nov 14)	Q4	Target
Average re-let time (all stock excluding major works)	15.60 days	12.62 days	8.8 days		15 days
Average re-let time (all stock including major works)	32.78 days	21.89 days	17.3 days		24 days
Total current residential arrears (including court costs)	£244,080	£235,303	£222,496		£235,000
% responsive repairs completed in time	98%	97%	Being compiled		98%
Overall customer satisfaction with day to day repairs	98.1%	99.8%	Being compiled		98%
Number of minor aids & adaptations completed in Thanet	Not yet available	Not yet available	Not yet available		Not set
Number of major aids & adaptations completed in Thanet	Not yet available	Not yet available	Not yet available		Not set
Average number days taken to complete all aids & adaptations	Not yet available	Not yet available	Not yet available		Not set

**Client side comment on EK Housing performance:** Reduced void/re-let times resulting in increased rental income within the Housing Revenue Account.

## Shared Services data: Revenues & Benefits

<b>Services to Thanet benefit claimants (latest position at period end):</b>					
	Q1	Q2	Q3 (Nov 14)	Q4	Target
Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)	7.7 days	7.68 days	8.62 days		9.43 days
% correct HB and CTB decisions	96.05%	96.08%	94.74%		95.9%
% Council Tax collected	29.50%	56.51%	74.43%		75.07% (Nov)
% Business rates collected	33.02%	57.87%	74.82%		80.45% (Nov)

**Client side comment on Revenues & Benefits performance:** Revenues & Benefits Team data shows that targets are being met for average claim processing times, and accuracy of decisions, but that collection levels for both council tax and business rates is below the level expected for the time of year. Business rate collection is 5.6% below target. This is due to Government changes in the instalment payments, whereby they used to be paid over ten equal instalments ratepayers can now elect to pay over twelve instalments and so have a longer collection period. Collection for Council Tax is 0.6% below target, within normal monthly fluctuation.

## Shared Services data: Customer Services

<b>Services to TDC staff and customers: Computers and phones (latest position at period end):</b>					
	Q1	Q2	Q3 (Nov 14)	Q4	Target
% of helpdesk calls resolved within agreed target response time	93%	95%	95%		95%
% of service desk calls resolved within a day	71%	73%	64%		50%
% availability of email service	100%	100%	100%		95%
% availability of corporate website	99.9%	100%	100%		99.5%
Average face-to-face waiting time for phone calls (mins)	7.84 mins	6.67 mins	6.47 mins		10 mins
% of calls dealt with by automation	37.12%	27.85%	21.89%		20%
% abandoned calls	8.29%	9.31%	6.09%		12.1%

**Client side comment on ICT & contact centre performance:** All targets have been met with the exception of the % of calls dealt with by automation, which is reducing towards the target figure.

## Shared Services data: HR

<b>Response levels from HR to TDC (latest position at period end):</b>					
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b> (Nov 14)	<b>Q4</b>	<b>Target</b>
% calls answered by HR at first point of contact	99%	96%	86%		80%
% emails responded to by HR within 3 days	100%	100%	100%		80%
% calls answered by HR within 15 seconds	84%	89%	86%		80%
% contracts of employment issued within 4 weeks	100%	100%	100%		80%
% offer letters sent within 2 days	100%	43%	40%		80%
% customer overall satisfaction with HR	100%	100%	100%		80%

<b>TDC staff sickness (periods are accumulative – e.g end of Q2 includes Q1)</b>					
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b> (Nov 14)	<b>Q4</b>	<b>Target</b>
Total days lost due to TDC staff sickness (days)	1220	2570	3653		n/a
Short term days sickness (days)	321	705	988		n/a
Long term days sickness (days)	900	1865	2598		n/a
Average number of staff (FTE)	442	436	443		n/a
Average number of days sickness per FTE	2.8	5.9	8.2		8 days for year end

**Comment on sickness trends:** As at the end of November the level of staff sickness averages 8.2 days per full-time equivalent (FTE) member of staff. This is just above the whole year target of 8 days. Just over 70% of sickness is long-term (over two weeks). A linear projection of current sickness levels would lead to a whole year rate over 12 days per FTE.



## TDC Customer response data:

<b>Customer Services: Customer contact (latest YTD position at period end):</b>					
	<b>Q1</b>	<b>Q2</b>	<b>Q3</b> (Nov 14)	<b>Q4</b>	<b>Target</b>
<b>Number of FOIs received</b>					
Numbers of FOIs responded to	212	422	533		
Numbers of FOIs responded to on time	184	352	444		
% compliance with target	86.79%	83.41%	83.3%		90% within 20 days
<b>Complaints &amp; Compliments</b>					
Number of Complaints received	108	267	337		
Number of Compliments received	35	79	100		
Numbers of Complaints responded to	108	267	337		
Numbers of Complaints responded to on time	94	233	288		
% compliance with target	87.04%	87.27%	85.46%		90% within 10 working days

**Comment on customer contact trends:** Whilst performance overall is below target for Q3, November's FOI performance was significantly higher (89.7%) than October's (80.5%) and the team are working closely with managers to ensure we achieve the year-end target of 90%. It is important to note that in the last five years, the number of FOIs received has more than doubled which is undoubtedly having an impact on the overall performance. Customer compliments to the Council have increased during the year.

<b>Annual customer satisfaction surveys (budget consultation)</b>					
		<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Parks & Open Spaces	No expressing view on satisfaction		1,371		
	% respondents satisfied		50.76 %		
Street Cleansing	No expressing view on satisfaction	1,350	924		
	% respondents satisfied	52.15%	49.78%		
Household Waste Collection	No expressing view on satisfaction	1,338	916		
	% respondents satisfied	79.07%	59.82%		
Recycling	No expressing view on satisfaction	1,346	914		
	% respondents satisfied	70.13%	53.39%		

## Comment on satisfaction survey results:

The reduction in customer satisfaction during 2013 is likely to be related to the series of changes and challenges that public services are now facing. The new collection system roll-out combined with the impact of waste collection issues across Christmas led to a drop in customer satisfaction. Changes to verge management transferring to KCC impacted on levels of satisfaction with parks and open spaces that were historically higher. The Council is responding by a series of initiatives that are outlined in Section 2 (Focus 4) above.

## Health & Safety

The following health and safety report is for information purposes only. Health and safety is a crucial responsibility of everyone within the council.

Health & Safety Monitoring (incremental record)					
	Q1	Q2	Q3 (Nov 14)	Q4	Notes
Total number of reported accidents/ incidents, calculated from:	23	19	10		YTD total 52
<i>a. Accidents/ incidents/aggression to employees, agents or contractors</i>	20	16	7		YTD total 43
<i>b. Accidents/ incidents/aggression to members of the public</i>	3	3	3		YTD total 9
Number of reported verbal/ physical incidents to employees	0	0	2		YTD total 2
Number of near miss incidents	0	0	0		YTD total 0
Number of Accidents/ incidents registered resulting in employers or public liability insurance/ compensation claims	23	6	8		YTD total 37
Number of claims settled	7	8	7		YTD total 22

**Comment on health & safety performance:** Each accident is assessed individually by the relevant manager for the service involved, who looks at the circumstances and whether these drive the need to make changes. In addition, the nature and number of accidents is assessed council wide by the officer and union H&S Committee to look at patterns and trends and whether these need additional action. The council wide figures are affected by the relatively large manual labour force employed by the council, but the trend looked at over several years has been for fewer accidents.

## Improvement Plan November 2014

	Outcome	Priority		Actions to support	Completed	Owner	11th December 2014 update
1	Members all working together in the interests of the council	Medium	↑	Improved member training	31/12/14	Director of Corporate Resources	Facilitator identified. Programme to be trialled early 2015. Fully implemented 2015 member induction.
2	Removal of Value for Money governance qualification in 2014-15 value for money judgment	High	↑	Address 'toxic' councillor behaviours	31/05/14		
3		High	↑	Deliver understanding local demographics training programme	31/12/14	Customer Contact and Engagement	Presentation Council 4.12.14. First session 8.12.14. Emphasis on the benefit to councillors in being able to deliver their role effectively.
4	Standards regime as effective as it can be under current legislation	High	→	Completed	30/09/14	Standards Committee	Standards regime now in operation following training; adopted Kent Code; all outstanding cases processed.
5	Members signed up and demonstrate their commitment to a code of values and behaviours	High	↑	Leadership training	01/06/15	Director of Corporate Resources	LGA-provided leadership training for chairs, group leaders and whips, to focus on leadership of groups and managing council meetings effectively. Trialled early 2015 and fully implemented new councillors 2015.
6		High	→	Revise Code of Conduct	31/12/14	Monitoring Officer/CRWP	It is not considered this Code required revision; priority is being given to the Member; Officer protocol
7	Members are realistic in their demands and SMT firm in their response	High	↑	Visits to beacon sites to see 'what is good?'	31/12/14	Committee Services Manager	Chief Executive and Leader visited Gravesham Council 2nd December 2014.
8		High	↑	Member officer protocol reviewed and fit for purpose.	31/03/15	Monitoring Officer/CRWP	Monitoring Officer /Centre for Public Scrutiny to produce revised version for views of January Improvement Board. Draft then to Constitutional Review Working Party for recommendation to Standards Committee.
9	Stronger collaboration between SMT and Cabinet	Medium	↑	Regular meetings and shared agenda	28/02/15	Chief Executive	Regular meetings CMT/Cabinet and Directors/Portfolio Holders. Further strategic CMT/Cabinet away day planned February 2015.
10	Clear boundaries between political and managerial responsibilities	Medium	↑	Issue clear guidance and provide training for managers and members	31/03/15	Monitoring Officer	Keynote presentation by Ian Lowrie at Performance Board. Training following issue of revised Member:Officer protocol subject to approval of CRWP and Standards Committee. Review progress at February 2015 CMT/Cabinet Awayday.
11	Statutory officers are able to 'speak truth unto power'	Medium	→	Business as usual	31/03/15	Chief Executive	Check progress at weekly Cabinet/CMT meetings. No issues on live projects.
12	Revised and fit for purpose Constitution in place	High	↑	Develop programme of delegation and empowerment training based on revised Constitution.	30/06/15	Monitoring Officer	Part of a wider review of the Constitution to remove conflicting provisions. Review being commissioned externally
13	Staff, members and key external stakeholders know what the council's priorities are	Medium	↑	Clarify and communicate the council's position on major projects e.g. Dreamland, Pleasurama, Manston	31/10/14	Chief Executive and Cabinet	PR attendance at major project group meetings to ensure that regular external and internal communication of activity continues. Work now underway to create dedicated web areas. More work required on external communication.
14		Medium	↑	Clear and concise messages about our priorities and communicate to internal and external stakeholders	30/11/14	Chief Executive	CMT considering future development of the Public Relations function, following comments of the Improvement Board.
15	Resources aligned to deliver the council's priorities	Medium	↑	Refresh the Corporate Priorities	31/10/14	Cabinet and CMT	Four revised priorities now in place. Cascaded through CMT briefings.
16		Medium	→	Review workforce capacity and capability to meet four new corporate priorities	31/03/15	CMT	Corporate Resources Directorate and PR function being reviewed as a priority. Economic Development being reviewed by Head of Service. Reviews will establish if enough capacity to deliver Corporate Priorities and if the structure is fit-for-purpose
17		Medium	↑	Develop and implement workforce development strategy	30/09/15	HR Business Partner	Initial proposal approved CMT Workforce Meeting 25.11.14. Project outline agreed Portfolio Holder and to go for comments to January Improvement Board and subsequently to Cabinet.
18		Medium	↑	Ensure sufficient and suitably trained project management capacity in place	30/09/15	Director of Corporate Resources	Review by Jim Scopes (Local Partnerships) commenced 24/11/14; to present findings to CMT 16.12.14.
19		Medium	↑	Review of IT arrangements to maximise efficiency	31/03/15		
20		Medium	↑	Review the 2015-16 budget in line with agreed priorities and ensure a good fit	31/03/15	Director of Corporate Resources	Budget timetable agreed with CMT and Portfolio Holder. Budget Report at 13 Nov Cabinet reflected the four priorities.
21		Medium	↑	Rationalise asset base to generate revenue	31/03/15	Director of Community Services	LGA support commissioned and project started.
22		Medium	↑	Capital programme arrangements reviewed.	31/03/15	Director of Corporate Resources	Capital programme bids ranked against Corporate Priorities on scoring system 13 October 2014. Stage 2 bids signed off CMT 21 October 2014. Draft Capital approved by Cabinet 13 November 2014.

## Improvement Plan November 2014

	Outcome	Priority		Actions to support	Completed	Owner	11th December 2014 update
23	Managers able to manage	Medium	→	Review and update levels of delegation and empowerment	31/03/15	Monitoring Officer	Revising the scheme of delegation will depend on a full review of the Constitution. CMT is considering the resource to undertake this.
24		Medium	→	Change the role of CMT to focus on strategic running of the business	30/09/14	Chief Executive	CMT arrangements now emphasises strategic role. Heads of Service meeting being developed.
25		Medium	↑	Programme to eliminate unnecessary bureaucracy that wastes manager resource.	31/12/14	Director of Corporate Resources	Staff proposals invited Sep 2014. Changes already made to simplify and empower managers in respect of FoI approval process and Establishment Change requests; Further suggestions submitted by managers (parking permits, train travel, expenses) as part of an ongoing programme of work.
26		Medium	↑	Managers empowered to make decisions within approved budgets and service plans	31/12/14	Chief Executive	CMT arrangements now emphasises strategic role. Heads of Service meeting being developed.
27	Senior posts filled by high-calibre staff	Low	↑	Complete senior staffing restructure	31/03/15	Chief Executive	Campaign Jan 2015 to recruitment permanent staff into senior posts
28		Low	↑	Review remuneration packages to ensure TDC is competitive in attracting senior staff	31/03/15	Chief Executive	Will be considered at the same time as the new recruitment campaign.
29	Peer Review actions communicated to internal and external stakeholders	High	→	Communicate progress to internal and external stakeholders	31/03/15	Press and PR Manager	This is in place.
				Substantially delivered			
				Largely on track, but work still needed			
				Little or no progress yet			
			↑	Improving			
			→	No change			
			↓	Deteriorating			

## THANET DISTRICT COUNCIL DECLARATION OF INTEREST FORM

### Do I have a personal interest?

You have a **personal interest** in any business of your authority where it relates to or is likely to affect:

- a) An interest you must **register**.
- b) An interest that is not on your register, but where the well-being or financial position or you, members of your family (spouse; partner; parents; in laws; step/children; nieces and nephews), or people with whom you have a close association (friends; colleagues; business associates and social contacts that can be friendly and unfriendly) is likely to be affected by the business of your authority more than it would affect the majority of:
  - Inhabitants of the ward or electoral division affected by the decision (in the case of the authorities with electoral divisions or wards.)
  - Inhabitants of the authority's area (in all other cases)

These two categories of personal interests are explained in this section. If you declare a personal interest you can remain in the meeting, speak and vote on the matter, unless your personal interest is also a prejudicial interest.

### Effect of having a personal interest in a matter

You must declare that you have a personal interest, **and the nature of that interest**, before the matter is discussed or as soon as it becomes apparent to you except in limited circumstances. Even if your interest is on the register of interests, you must declare it in the meetings where matters relating to that interest are discussed, unless an exemption applies.

### When an exemption may be applied

An exemption applies where your interest arises solely from your Membership of, or position of control or management on:

1. Any other body to which you were appointed or nominated by the authority.
2. Any other body exercising functions of a public nature (e.g. another local authority)

### Is my personal interest also a prejudicial interest?

Your personal interest will also be a **prejudicial interest** in a matter if all of the following conditions are met:

- a) The matter does not fall within one of the **exempt categories** of decisions
- b) The matter affects **your financial interests** or relates to a **licensing or regulatory matter**.
- c) A member of public, who knows the relevant facts, would **reasonably think your personal interest is so significant** that it is likely to prejudice your judgement of the public interest.

### What action do I take if I have a prejudicial interest?

- a) If you have a **prejudicial interest** in a matter being discussed at a meeting, you must declare that you have a prejudicial interest as the nature of that interest becomes apparent to you.
- b) You should then leave the room, **unless members of the public are allowed to make representations, give evidence or answer questions about the matter**, by statutory right or otherwise. If that is case, you can also attend the meeting for that purpose.
- c) However, you must immediately leave the room once you have finished or when the meeting decides that you have finished (if that is earlier). You cannot remain in the public gallery to observe the vote on the matter.

d) In addition you must not seek to **improperly influence** a decision in which you have a prejudicial interest.

**This rule is similar to your general obligation not to use your position as a Member improperly to your or someone else's advantage or disadvantage.**

**What if I am unsure?**

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

**DECLARATION OF PERSONAL AND, PERSONAL AND PREJUDICIAL INTERESTS**

**MEETING** .....

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

**IS YOUR INTEREST:**

**PERSONAL**

**PERSONAL AND PREJUDICIAL**

**NATURE OF INTEREST:**

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

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

**SIGNATURE:** .....

Please detach and hand this form to the Committee Clerk when you are asked to declare any interests.

