

Public Document Pack



Date: 29 January 2016
Our ref: Corporate Performance Review WP/Agenda
Ask For: Charles Hungwe
Direct Dial: (01843) 577186
Email: charles.hungwe@thanet.gov.uk

CORPORATE PERFORMANCE REVIEW WORKING PARTY

8 FEBRUARY 2016

A meeting of the Corporate Performance Review Working Party will be held at **7.00 pm on Monday, 8 February 2016** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

Councillor G Coleman-Cooke (Chairman); Councillors: Bambridge, Campbell, Connor, Curran, Dennis and Dawson

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 - 4)
To approve the Minutes of the Corporate Performance Review Working Party meeting held on 30 September 2015, copy attached.
4. **QUARTER 3 PERFORMANCE MONITORING REPORT** (Pages 5 - 28)
5. **EAST KENT SERVICES AND EK HUMAN RESOURCES Q3 PERFORMANCE REPORT 2015/16** (Pages 29 - 36)
To include performance report on the East Kent Human Resources.
6. **EAST KENT HOUSING Q3 PERFORMANCE UPDATE REPORT 2015/16** (Pages 37 - 62)
7. **MONITORING PERFORMANCE AGAINST THE NEW CORPORATE PRIORITIES** (Pages 63 - 94)
8. **PROJECT MANAGEMENT APPROACH** (Pages 95 - 100)
9. **VERBAL UPDATE ON THE PEER REVIEW FOLLOW-UP**
Tim Willis, Director of Corporate Resources & S151 Officer to provide the verbal update.

Item
No

Subject

Declaration of Interest form - back of agenda

CORPORATE PERFORMANCE REVIEW WORKING PARTY

Minutes of the meeting held on 30 September 2015 at 7.00 pm in Council Chamber,
Council Offices, Cecil Street, Margate, Kent.

Present: Councillor Glenn Coleman-Cooke (Chairman); Councillors Campbell, Connor and Dennis

In Attendance: Councillors D Saunders and Taylor-Smith

165. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Curran and Councillor Hillman.

166. DECLARATIONS OF INTEREST

There were no declarations of interest made at the meeting.

167. MINUTES OF PREVIOUS MEETING

Councillor Campbell proposed, Councillor Connor seconded and Members agreed the minutes to be a correct record of the meeting that was held on 6 July 2015.

168. EK SHARED SERVICES AND EK HUMAN RESOURCES PERFORMANCE

Dominic Whelan, Director of EK Services introduced the agenda item. With reference to the report in the agenda pack, he gave an outline of the performance of EK Services and EK Human Resources for the period April to August 2015. ICT team was performing above set standard even though the team was faced with staff shortage. Mr Whelan said that the organisation was currently undertaking a new staff recruitment drive. Members were advised that there were a number of key projects being undertaken to achieve further performance improvements in the delivery of shared services.

EK Services was conducting a review of the existing cost and financial model; the aim is to provide better granularity on the cost of managing and delivering the service to the partner local authorities and to allow accurate benchmarking and commercial pricing for potential new business, where applicable. They were exploring other potential revenue sources that would bring in additional income to the shared services arrangements for the benefit of the partner local Councils.

EK Services were also progressing well with the implementation of two new technical projects. A single Revenues and Benefits system is being introduced that would bring all three partner Councils onto a common platform that will provide operational improvement, better customer self-serve options as well as delivering savings. A new single telephony system is being procured to replace the existing and obsolete current system.

EK Human Resources were in process of delivering a new Human Resources system that would make it easier for staff to access their personal information, submit claims and apply for leave. The system would also bring payroll in-house. This will provide major benefits to the users such as self-serve claims, reduce paper based transactions and deliver savings over the current payroll provider.

Members sought advice on how Thanet District Council contribution to the overall EK Services budget was worked out. In response, Mr Whelan said that TDC contributed 36.34% and this was worked out at the start of the shared services arrangement in 2011

and was based on the budget spend by each of the partner Councils. The overall budget monitoring was conducted in consultation with the section 151 officers for the partner local Councils.

EK Services were in the process of review their financial model whose results could be available in the next few months. The organisation was also trying to source for new business in order to help reduce the costs each of the partner Councils was paying towards the EK Services budget.

Members asked whether the roll-out of the universal credit would affect the Council's revenue collection. Mr Whelan said that initially there would be minimal impact as the roll-out would initially be limited to single parent cases and that the organisation would be monitoring the situation carefully. A Members Briefing would be held to advise councillors on the new benefits system to be introduced in October 2015.

Members noted that the performance of all the shared services arrangements was generally satisfactory and that there were no major concerns. The report was noted.

169. EK HOUSING - HALF YEAR REVIEW

Brendan Ryan, Chief Executive of East Kent Housing (EK Housing) led discussion on the item. He said that he was pleased with the performance to date as there has been a year to year improvement. The organisation was working on improving the procurement process in order to further improve delivery of capital programme. EK Housing was also working with contractors to improve on customer satisfaction data collection and reporting.

Mr Ryan advised Members that EK Housing and EK Services were working towards integrating the four different ICT systems currently serving the partner local Councils into one platform of service. This would improve performance. E.K Housing were working on a new Delivery Plan which would incorporate partner Councils' and tenants' priorities for the next four years. Members asked whether the proposed demolition of garages at some of the Council properties would actually go ahead and replaced with housing. Madeline Homer, CEx offered to provide a response to Members outside the meeting.

East Kent Housing were also working on a new single ICT system to serve the four partner local Councils. This would replace the current four separate ICT systems. The organisation was concluding work with tenants and the Councils to agree a new set of commitments to be given to tenants for the next four years.

Member noted the report.

170. CORPORATE PERFORMANCE REPORT

Tim Willis, Director of Corporate Resources & Section 151 Officer led debate on the item. Members asked for additional detail regarding what the historical issues were that had been reported under the 'Next Steps' waste collection project (PR061). Madeline Homer agreed to provide a fuller response outside the meeting.

Members noted that there had been some improvement regarding the cleanliness of the Thanet beaches and other public spaces. They were concerned about long term sickness being faced the organisation. Speaking under Council Procedure 24.1 a Member requested for information regarding the specific causes of and the departments affected by the long term sickness. They also asked management to look into how this issue could best be addressed. In response Tim Willis agreed to provide the requested information outside the meeting.

Tim Willis agreed to bring back a report with the breakdown of information as requested by the working party. He advised the meeting that management had reviewed the processing of Freedom of Information Requests (FOIs) and had set up a two stage process to replace the previous three stage process. It was hoped that this would improve the response times of processing these requests.

Members noted the report.

171. DREAMLAND UPDATE REPORT

Nick Dermott, Heritage Development Advisor introduced the joint officer presentation. He gave a historical background to the Dreamland Project. Grant Burton, Capital Development Manager gave a presentation on the key project works that were carried out restore the Dreamland. Tim Willis then provided financial information on the project, including a budget background commentary on the sources of funding that have been used to date to fund the Dreamland. He said that the Dreamland budget had been affected by key events that included the following:

1. The breakdown in relations with the former land owners and subsequent CPO meant they would no longer contribute monies to the scheme;
2. The prolonged length of the Compulsory Purchase Order (CPO) process and the spend deadline for Sea Change grant monies meant it could no longer count as match funding towards the Heritage Lottery Fund (HLF) grant;
3. The potential costs of compensation to the former land owners;
4. The increase in HLF grant from £3m to £5.8m;
5. The latest report detailing an increase in costs associated with the project.

The meeting was further informed of the following on-going costs associated with the Dreamland project:

1. The Council continues to incur on-going costs for the up-keep of the wider Dreamland estate, e.g. maintenance, insurance and general estate management;
2. Under the lease for the Heritage Amusement Park some of these costs can be recharged to the incoming operator, but the Council is liable for the costs associated with the remainder of the cinema building (until tenants can be found) and the car park;
3. Current forecasted costs can be met through income achieved by the car park and from base budget;
4. The car park income is not ring-fenced for the project but is being utilised to finance the initial estate costs.

Madeline Homer advised the meeting that due diligence had been undertaken in order to ascertain the viability of the new operator for the Dreamland and that a budget had been set aside for the CPO compensation. Negotiations for compensation with previous owner were currently on-going.

Members noted the report.

Meeting concluded: 8.40 pm

This page is intentionally left blank

Corporate Performance Report

To: **Corporate Performance Working Party – 08 February 2016**

Main Portfolio Area: **Financial Services and Estates**

By: **Tim Willis, Director of Corporate Resources & S151 Officer**

Classification: **Unrestricted**

Ward: **All wards**

Summary: **Presenting the Corporate Performance Report for the period April 2015 to December 2015 - setting out the performance of the Council against the medium term financial strategy and the corporate plan.**

For Decision

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 the 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.
- 1.3 This report and annex will be considered at Cabinet on the 03 March 2016.
- 1.4 The Working Party should note that this report is structured around the old corporate priorities. A separate item on this agenda proposes a new format corporate performance report, driven by the new corporate priorities, which will be used in future.

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 December 2015 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. 5 have been completed, 18 are on target.

- 2.3 Revenues & Benefits Team data shows that the percentage of correct Housing Benefit and Council Tax decisions still remains above target and the average time to process all new claims is currently at 7.37 days, below the target threshold of 9 days.
- 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 Sickness levels are 10.9 days per FTE.
- 2.7 Responses to Freedom of Information (FOI) and customer complaints is currently below target. However, a departmental review has been undertaken of the process for complaints. As result of this, the authorisation process for the response to complaints has been shortened. The Freedom of Information response rates have seen a 1% increase from 2014-15.
- 2.9 The number of complaints to date have decreased, as compared to this point last year.

3.0 Options

- 3.1 To note the Council's performance.
- 3.2 To note the Council's performance and make recommendation to Cabinet.

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 To note the council's performance.

Contact Officer:	Nicola Walker, Interim Head Of Finance
Reporting to:	Tim Willis Director of Corporate Resources & s151 officer

Annex List

Annex 1	Corporate Performance Report for the period April 2015 to August 2015
---------	---

Background Papers

Title	Details of where to access copy
Corporate Plan 2012-16	http://www.thanet.gov.uk/council_democracy/corporate_plan_2012_to_16.aspx

Corporate Consultation Undertaken

Finance	N/A
Legal	Tim Willis Director of Corporate Resources & s151 officer
PR	Hannah Thorpe, Interim Head Of Communications

This page is intentionally left blank

Corporate Performance Report: Annex 1

For the period April 2015 to December 2015



Page 9

Annex 1
Agenda Item 4

Contents

<i>For the period April 2015 to December 2015</i>	1
Section 1: Introduction & Summary	3
Summary position: Corporate Plan Projects Progress as at end of December 2015	3
Achievements	4
Section 2: Reporting on the Corporate Plan and Focus Areas	5
Focus 1 - Environment and Place	5
Focus 2 - Economic Development.....	7
Focus 3 - Housing.....	9
Focus 4 – Communication	11
Section 3: Managing the business: Shared services, staff & customer relations	12
East Kent Housing Services to Thanet Council house tenants:	12
Revenues & Benefits.....	13
Customer Services: Computers and phones	14
Human Resources	15
Staff Sickness	16
Customer Services: Customer contact:	17
Health & Safety	18
Section 4: Key Performance Indicators	19

Section 1: Introduction & Summary

The purpose of this report is to demonstrate the council's performance for the period 1st April to 31st December 2015 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 Projects Progress as at end of December 2015

Alert	Status	Environment and Place	Economic Development	Housing	Communication	Total	%
✓	Project completed	1 ✓	3 ✓✓✓	1 ✓	0	5	22%
★	Project on target	6 ★★★★★★	4 ★★★★	5 ★★★★★	3 ★★★	18	78%
●	Project scope/ target date requires attention	0	0	0	0	0	
▲	Project requires amendment	0	0	0	0	0	
X	Project aborted/closed	0	0	0	0	0	
	Total	8	7	6	3	23	

- This year 24 key projects are now tracking the core priorities of the corporate plan. As at the end of December 2015, 18 of the key projects are on target and 5 are completed.
- 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 complete. It has attracted nearly £470,000 of external funding that has enabled refurbishment of the Military Road arches and improved harbour facilities.
 - **Dreamland Heritage Park:** This is one of the economic game-changers in Thanet. Works are on site in the cinema and external areas. The park opened to the public for the first time on 19th June 2015. The iconic Scenic Railway opened to the public in October 2015 <https://www.thanet.gov.uk/the-thanet-magazine/press-releases/2015/october/the-scenic-rides-again/>
 - **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.
 - **North Sea Wall:** The project was delivered below budget with additional permission to spend the remaining budget on additional elements. Three separate lengths of sea wall have refurbished protecting the coastline and residents between Grenham Bay and Mildred's Bay. <http://thanet.gov.uk/your-services/emergencies/westgate-flood-and-coastal-protection/north-thanet-sea-wall/>
 - **Street Cleansing improvements:** Improvements have been made to the cleansing of streets in Thanet including:
 - The Bin it for Good anti-litter campaign #BinItForGood <http://thanet.gov.uk/the-thanet-magazine/press-releases/2015/september/bin-it-for-good-launches-in-margate/>
 - A new FIDO (Faeces Intake Disposal Operation) machine to combat dog mess and keep Thanet clean and beautiful <http://thanet.gov.uk/the-thanet-magazine/press-releases/2015/august/council-invest-in-new-dog-waste-cleaning-machine-for-thanet/>

Section 2: Reporting on the Corporate Plan and Focus Areas

Focus 1 - Environment and Place

•Waste and recycling •Destination Management Plan •Sport & Leisure in Thanet •Street Scene •Margate Task Force

Key Projects

Alert Description	Head of Service	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
★ The 'Next Steps' waste collection project (PR061)	Geoff Dunne	May 2016	Work has been underway to implement round efficiency following the use of a comprehensive route modelling software called Webaspx. Work is presently being undertaken to rationalise rounds where possible to ensure they are more efficient, with the intention to implement the full review early 2016– rather than the proposed October date. It should be noted that this is focused on maximising productivity and does not impact residents on either the materials we collect or the receptacles they use.	Project delayed due to a change in tipping location from Richborough to Canterbury means all data requires revisiting and rounds changed accordingly. Anticipate implementation by end Q1 2016
★ Deliver the Dreamland Heritage Amusement Park (PR024)	Madeline Homer/Tim Willis	Jun 2016	The park opened to the public on the 19th June 2015. the first phase of the amusement park is nearing completion, with full handover to the operator taking place in Spring 2016.	
★ Implement the Destination Management Plan (DMP) (PR065)	Abigail Raymond	Mar 2016	The 'Destination Management Plan' has been refreshed and its action plan refined with the Destination Management Plan partnership and reported to Corporate Management Team 13-Jan- 2016	
★ Review sport, leisure and play facilities in Thanet (PR053)	Penny Button (Strategic) & Abigail Raymond	Dec 2016	The New Sport and Active Recreation Strategy was completed and signed off by Cabinet in February 2015. Enhancing sports facilities remains a focus area in the 2015-2019 plan. A Open Space and Recreation Strategy is underway with a cross department working group which is likely to take 12 months to complete and will give a robust assessment of future requirements and how these might be met.	
★ Implement the National Food Hygiene Rating Scheme (FHRS) (PR011)	Penny Button	Mar 2016	We are continuing to progress this well and exceed targets.	

Alert Description	Head of Service	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
★ Efficiencies in CCTV provision (PR048)	Geoff Dunne	Jun 2016	Additional project work still being undertaken..	Procurement process commenced – Bidders “open day” 10/12/15
✓ North Thanet Sea Wall reconstruction (PR030)	Mike Humber	Jun 2015	The North Thanet Sea Wall Scheme (as contracted) was completed at the end of July 2015. Additional works are still being undertaken. However this is good news as the original contract was completed under budget and we have gained permission to spend some of the remaining 100% grant funds on the additional elements.	

Focus 2 - Economic Development

•The Local Plan •Transport Infrastructure •Invest Thanet •Ramsgate Port & Harbour •Helping Troubled Families

Key Projects

Alert	Description	Head of Service	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
★	Develop the Local Plan (PR001)	Abigail Raymond	Feb 2017	<p>The Draft Thanet Local Plan Preferred Options Documents went out to consultation from 9 Jan – to 3 March 2015. In light of emerging evidence it is likely to be reviewed by the informal Local Plan Working Group on 19 October 2015.</p> <p>The Pre-submission Consultation is due to be published in Feb/Mar 2016 with an expected Examination in Sept-Oct 2016.</p> <p>The draft Local Plan has been delayed for a number of reasons:</p> <p>(1) The Strategic Housing Market Assessment (SHMA) indicates a higher housing need for Thanet than the draft Plan previously addressed. The new housing figures, and how they might be met, are being considered by Members; and</p> <p>(2) The future of Manston Airport is also fundamental to the draft Local Plan, and this is also being considered by Members, with an Expressions of Interest process currently running.</p> <p>It is anticipated that the Pre-submission consultation could be published in July 2016, but the above decisions have to be made, and additional assessment work completed, before a final decision can be made and the next stage of consultation can take place. It</p>	
★	Transport Strategy for Thanet (PR014)	Abigail Raymond	Feb 2017	<p>The Transport Strategy was reported to the Joint Transport Board in March 2015.</p> <p>It is intended to progress the draft Transport Strategy (prepared by KCC) in parallel with the draft Local Plan.</p>	
✓	Planning enforcement protocol review (PR063)	Rob Kenyon	Mar 2015	<p>The revised protocol was reported to Planning Committee in August 2015.</p>	



Implement the Economic Growth & Regeneration Strategy Action Plan (PR066)

Abigail
Raymond

Sep
2016

The Economic Growth & Regeneration Strategy Action Plan is going to be amalgamated with the Destination Management Plan (and its subsidiary document the Beach Management Plan) to ensure a cohesive economic strategy that shows linkage between these key strategic documents.

It is expected that the documents will be amalgamated into one strategy with renewed focus on key areas of economic development and this will be presented to Cabinet by March 2016

The EG&RS Action Plan is in the process of being updated and will be presented to Cabinet in September 2016.



Yacht Valley project – Ramsgate Harbour and Port (PR004)

Robert
Brown

Mar
2015

Western Gully pontoons are now being installed, final snagging has taken place and the project is now complete.



Troubled Families Programme (PR062)

Penny
Button

Mar
2017

The original programme has been completed and all targets were met. KCC are in the process of recruiting a new District Partnership Manager who will take phase two of the project through to Mar 2017



Develop a new parking policy (PR060)

Geoff
Dune

Mar
2015

The parking policy was approved by Cabinet on 19th February 2015.

Focus 3 - Housing

•More Affordable Housing •Housing Intervention •Council Housing •Empty Properties

Key Projects

Alert	Description	Head of Service	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
★	Excellent homes for all (PR059)	Bob Porter /	Sep 2016	Working in partnership with 5 other Local Authorities and Kent County Council, this PFI development consists of two developments which are currently under construction. Work is due to complete on Library House (former Newington Library) in December 2015, and the 9 unit have been let and are awaiting occupation following official handover. 49 Units at Extra Care Sheltered at the previous Newington School site will be completed In April 2016.	
★	Deliver the Margate Housing Intervention Project (PR019)	Bob Porter /	Mar 2022	The timescale of this project is 2012-2022. TDC have purchased seven properties within Cliftonville West and Margate Central and two properties have been completed and let. Works have begun on three properties and completion is expected in June 2016. The remaining properties are at various stages of planning and works will be tendered to progress these.	
★	Deliver the Selective Licensing Scheme in Margate and Cliftonville (PR041)	Bob Porter /	Apr 2016	Significant efforts are being made to ensure the scheme is comprehensively enforced. Over 20 landlords have been prosecuted for non-compliance (highest fine £20,000) and over 900 property inspections have been completed. Some 600 homes have been made safe since the beginning of the scheme. Housing conditions have improved, anti-social behaviour has reduced by 28.7%, and empty properties are on the decline. Two progress reviews have been published and are on the council's website. A proposal to continue with selective licensing in the area has been subject to public consultation and Cabinet agreed on 19 January 2016 to make a further five-year designation.	
★	Develop an in-house scheme for managing private rented accommodation (PR020)	Bob Porter /	Dec 2016	Work on this project has been scheduled in the Housing Services Service Plan for the coming year. It will include a review of options for the provision of emergency and temporary accommodation for homeless families and for improving access to the private rented sector for vulnerable households.	
★	Complete HRA asset management strategy (PR023)	Bob Porter /	Dec 2016	Resources have been allocated for the completion of a new stock condition survey of the council's homes. The data from the survey will be used to review the resources required to maintain the council's housing stock over the 30 year period of the 30 year Business Plan. Procurement processes to identify a suitable consultant to complete the study has commenced.	

✓ Delivery of HCA empty homes Bob Porter / funding 2012-2015 (PR022)

Jan 2016

This project is now completed. The final home provided by the programme has been completed and will be occupied during January 2016.

Focus 4 – Communication

•Acting on Peer Review •Consultation Means Listening •Devolving Decision Making •Partnership

Key Projects

Alert Description	Head of Service	Due Date	Progress update	Explanation (if not on target) and next steps / remedial action
★ Develop new approaches to undertaking street cleansing to improve results and public perception, whilst reducing costs (PR042)	Geoff Dunne	Sep 2016	<p>A significant amount of work has now been completed, including the introduction of street enforcement officers issuing fixed penalty notices, FIDO dog fouling machine, 2 mechanical sweepers, an All-terrain Vehicle with an integrated spraying unit used for weeding, dog dispensing bins where the authority has been chosen as one of only 7 Councils in the country to trial the sponsorship of litter bins.</p> <p>There has also been a significant improvement in the beach cleaning programme with better use of resources and new equipment.</p> <p>Whilst a substantial amount of work has been undertaken, this is still under constant review to ensure the service continually improves.</p>	<p>Fido in place</p> <p>2 x mechanical Sweepers on hire (now returned) and 5 units (4 compact and large HGV) Mechanical Sweepers to be procured.</p> <p>Service Improvement Plan to be written in Q1 2016</p>
★ Engage communities in developing solutions for waste management and street cleanliness (PR047)	Geoff Dunne	May 2016	<p>Two trials are being undertaken.</p> <p>The first is the use of bin inserts instead of red sacks, to see if this improves the amount of material recycled and also reduce handling and lifting issues for our collection crews.</p> <p>The second is the development of an education and enforcement programme to ensure that residents in flats use their seagull proof bags correctly, reducing the amount of litter in highly populated areas.</p>	<p>Feedback forms from residents post trial – under assessment.</p> <p>Trial is currently in-progress</p>
★ Customer focussed improvement within waste and cleansing workforces (PR067)	Geoff Dunne	May 2016	<p>Positive engagement with all community groups continues to be a priority, with several groups already established to discuss operational issues and engage as to how these are developed to ensure they meet the needs of the residents.</p>	<p>Engagement is on-going</p> <p>feedback provided to service managers and remedial actions agreed and implemented as appropriate</p>

Section 3: Managing the business: Shared services, staff & customer relations

East Kent Housing Services to Thanet Council house tenants:

RAG	Ref (EKHD00)	Performance Indicator	2015-16					Target
			2013-14	2014-15	Q1	Q2	Q3	
G	06T / 03T	Average re-let time in days (all stock excluding major works)	13.90	11.62	13.73	13.48	12.39	15
G	09T / 03T	Average re-let time in days (all stock including major works)	24.70	22.54	23.02	20.47	20.16	24
G	25T	Total current residential arrears (including court costs)	£211,478	£205,028	£222,910	£225,336	£219,936	£235,000
G	48T / 46T	% responsive repairs completed in time	100%	100%	99.79%	99.83%	98.92%	98%
G	99T / 98T	Overall customer satisfaction with day to day repairs	Not compiled	99.72%	100%	100%	100%	98%
	58T	Number of minor aids & adaptations (under £1,000) completed	Not compiled	28	33	80	115	
		Cost of minor aids & adaptations (under £1,000) completed	Not compiled	£10,820	£4,102	£15,178	£31,843	£50,000
	59T	Number of major aids (over £1,000) & adaptations completed in Thanet	Not compiled	58	12	25	35	
		Cost of major aids (over £1,000) & adaptations completed in Thanet	£200,480	£222,852	£10,693	£119,444	£150,264	£400,000
		Average number days taken to complete all aids & adaptations	Not compiled					To be decided

Client side comment on EK Housing performance:

All targets are currently been met

Revenues & Benefits

Services to Thanet benefit claimants (latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Target
					Q1	Q2	Q3	Q4	
G	EKS13t	Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)	7.21	7.03	6.94	7.64	7.37		9.43
G	EKS14t	% correct HB and CTB decisions	97.49%	96.81%	97.42%	97.08%	96.53%		95.90%
G	EKS18t	% Council Tax collected	96.00%	96.15%	29.53%	47.38%	83.80%		96.00%
G	EKS19t	% Business rates collected	98.76%	98.53%	32.63%	49.17%	85.32%		98.05%

Client side comment on Revenues & Benefits performance:

All targets are currently been met

Customer Services: Computers and phones

Services to TDC staff and customers: Computers and phones
(latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16			Target
					Q1	Q2	Q3	
G	EKS01t	% of helpdesk calls resolved within agreed target response time	97%	95%	97.00%	97.00%	97.00%	95%
G	EKS02t	% of service desk calls resolved within a day	70%	69%	67.00%	66.00%	66.00%	50%
G	EKS04t	% availability of email service	100%	100%	99.67%	99.83%	99.89%	95%
G	EKS05t	% availability of corporate website	99.96%	99.98%	99.99%	99.97%	99.93%	99.5%
G	EKS09t	Average face-to-face waiting time for phone calls (mins MM:SS)	9.23	6.97	06:01	06:25	05:44	10:00
G	EKS25t	% of calls dealt with by automation	27.06%	29.59%	29.19%	26.30%	25.56%	20%
G	EKS10t	% abandoned calls	11.29%	7.57%	5.55%	5.29%	4.58%	12.1%

Client side comment on ICT & contact centre performance:

All targets are currently being met.

Human Resources

Response levels from HR to TDC (latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Target
					Q1	Q2	Q3	Q4	
G	EKHR01t	% calls answered by HR within 15 seconds	85%	85%	86%	86%	89%		80%
G	EKHR02t	% customer overall satisfaction with HR	99%	100%	100%	100%	100%		80%
G	EKHR04t	% calls answered by HR at first point of contact	96%	96%	98%	98%	98%		80%
G	EKHR05t	% emails responded to by HR within 3 days	99%	100%	97%	98%	98%		80%
G	EKHR06t	% contracts of employment issued within 4 weeks	98%	100%	100%	100%	100%		80%
G	EKHR07t	% offer letters sent within 2 days	98%	81%	100%	100%	100%		80%

Client side comment on HR performance:

All targets are currently been met

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Targets
					Q1	Q2	Q3	Q4	
Long Term Sickness									
		Days lost	3,184.9	4,170	1,162	2,525	3,479.5		
		% of sickness	63%	72%	78%	79%	78%		
		Average number of long-term days sickness per FTE	7.15	9.35	2.7	6.0	8.4		
Short Term Sickness									
		Days lost	1,802.7	1,471	325	673	987.5		
		% of sickness	36%	25%	22%	21%	22%		
		Average number of short-term days sickness per FTE	4.05	3.30	0.8	1.6	2.5		
Totals									
		Average number of staff (FTE)	445	446	426.4	423.4	411		
		Total days lost due to staff sickness	4,987.6	5,829	1,487	3,208	4,467		
R		Average number of days sickness per FTE	11.2	13.07	3.5	7.6	10.9		8

Comment on sickness trends: The sickness levels are high for the current financial year.

Managers will be reminded of the importance of following the Absence Management Policy (which sets out triggers at which point specific action is taken ultimately leading to a capability review if sickness continues) to pro-actively manage sickness through Management Forum, Team meetings and as part of the objective setting for appraisals.

CMT (with the support of EKHR) monitor overall sickness levels at a strategic level with a view to understanding trends and mitigating actions where appropriate . Increase awareness of staff to utilise Council-provided on-line and other support services to maintain their own physical and mental health, including a counselling service.

RAG	Ref	Performance Indicators	2015-16					Target
			2013-14	2014-15	Q1	Q2	Q3	
Number of FOIs received								
		Numbers of FOIs received	715	795	166	362	545	
		Numbers of FOIs responded to on time	615	669	145	319	463	
R		% compliance with target (within 20 days)	86%	84%	87%	88%	85%	90%
Complaints & Compliments								
		Number of Compliments received	159	137	47	77	117	
		Number of Complaints received	497	428	58	93	126	
		Number of Complaints responded to on time	444	353	50	77	95	
R		% compliance with target (within 10 days)	88%	82%	86%	83%	75%	90%

Comment on customer contact trends: The response time for FOI's and complaints is currently below target.

The Freedom of Information (FOI) response rate has improved from 2014-15

Thanet Council has received fewer complaints than previous years; due to the smaller numbers of complaints if complaints go over the 10 day deadline they will have a bigger impact on the overall percentage

Freedom of Information – Hot Topics

- Manston Airport
- Dreamland
- Pleasurama

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

RAG	Ref	Performance Indicator	2015-16						
			2013-14	2014-15	Q1	Q2	Q3	Q4	YTD
		Total number of reported accidents/incidents, calculated from:	183	153	41	56	44		127
		<i>a. Accidents/ incidents/aggression to employees, agents or contractors</i>	70	63	14	28	19		61
		<i>b. Accidents/ incidents/aggression to members of the public</i>	113	90	27	28	25		66
		Number of reported verbal/physical incidents to employees	3	1	0	4	1		5
		Number of near miss incidents	0	1	0	0	0		0
		Number of Accidents/ incidents registered resulting in employers or public liability insurance/compensation claims	105	86	23	26	24		59
		Number of claims settled	92	64	13	15	4		25

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.

Section 4: Key Performance Indicators

RAG	Date up to	Ref	Performance Indicator	2015-16			
				2013-14	2014-15	Actual	Target
G	Dec 2015	LI369	% of Environmental Health service requests responded to in the service standard response time	90.26%	84.65%	95.82%	90%
R	Dec 2016	LI363	No. of Community Safety Plan initiatives delivered	33	35	7	30
G	Sep 2015	LI539	No. of sport or play facilities improved	8	8	10	8
G	Sep 2015	NI157a	% of major applications processed in 13 weeks	60.98%	74.19%	84.21%	60%
A	Sep 2015	NI157b	% of minor applications processed in 8 weeks	70.75%	66.11%	65.71%	70%
G	Dec 2015	LI203	Average length of time to process DFGs (referral to completion, in weeks)	66.32	47.95	45.20	66
G	Dec 2015	LI251a	No. of private sector housing notices issued on landlords	189	158	103	120
G	Dec 2015	LI401	No. of empty properties brought back into use	120	210	96	110
G	Dec 2015	LI543	No. of dwellings where action taken to improve living conditions	245	428	268	200
G	Dec 2015	LI405D	No. of cases where homelessness was prevented	302	371	264	302
G	Dec 2015	LI545	No. of formal inspections undertaken to assess health & safety risks in dwellings	586	704	343	300
G	Dec 2015	NI195aTH	% streets with litter below acceptable levels	0.34%	1.58%	0.57%	5.0%
G	Dec 2015	NI195bTH	% streets with detritus below acceptable levels	0.26%	0.50%	0.76%	7.0%
G	Dec 2015	NI195cTH	% streets with graffiti below acceptable levels	1.51%	1.00%	0.72%	2.0%
G	Dec 2015	NI195dTH	% streets with fly posting below acceptable levels	0.17%	0.00%	0.00%	0.5%
G	Dec 2015	LI362	No. of street scene enforcement actions	546	507	515	500
G	Dec 2015	LI138	No. of visiting leisure vessels at RRH	4,832	4,721	6,035	5,010
G	Dec 2015	LI340	No. of fishing and angling boats in Ramsgate Marina	38	37	41	38

Major and Minor applications figures are available one month after the end of the quarter.

Of the community safety plan initiatives:

- 19 will be completed in January 2016
- 1 is scheduled to be completed in February 2016
- 3 of the Community Safety initiatives will not be completed in 2015-16 and will be added to the 2016-17 plan

This page is intentionally left blank

EK Services & EK Human Resources Performance

To: **Thanet District Council Corporate Performance Review Working Party (8 February 2016)**

By: **Dominic Whelan – Director of Shared Services**

Classification: **Unrestricted**

Summary: This report provides a summary of performance for the services delivered by EK Services for Thanet District Council, which include ICT, Customer Services, Income (Revenues), Payments (Benefits) and it also reports on the services delivered by EKHR.

The report covers service performance over the period October to December 2015 inclusive.

For Decision

1.0 Introduction and Background

(this section has been repeated from last period for benefit of any new Members and Officers)

1.1 EK Services (EKS) and EK Human Resources (EKHR) have both been established as Shared Services under a Joint Committee arrangement. Each of the partner Authorities¹ have delegated certain 'shared service' functions to the East Kent Services Committee (EKSC) to be discharged. 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 EKSC has in turn delegated the discharge of these functions to the Director of Shared Services (for EKS) and Director of Collaborative Services (for EKHR); both appointments being held by the same person (currently Dominic Whelan) who is employed under the host arrangements of TDC.

1.3 The East Kent Services Board (EKSB) has been established by the Authorities to coordinate and monitor performance of the Shared Services. The Authorities have in turn authorised the respective Chief Executives to act as the Authority representative at the EKSB.

1.4 EKSC approved a new five year Collaboration Agreement on 11 February 2015; the Collaboration Agreement sets out the principles and key objectives; administrative arrangements; duties of the Authorities and delegated functions and other arrangements.

¹ Authorities are: Thanet District Council (also acts as host Authority for EKS), Canterbury City Council and Dover District Council (also acts as host Authority for EKHR).

- 1.5 EKS and EKHR are subject to audit by East Kent Audit Partnership (EKAP) who undertake a rolling review of key services under an audit plan agreed with the Authorities and produce an annual report to EKSC at end of year. In addition to the EKAP audits, there are external audits from TDC and DDC Financial Auditors (Grant Thornton) who review the finance and accounts for the Shared Services as part of the host Authority arrangements including Non Domestic Rates and Council Tax. External Auditors also audit the annual Housing Benefit subsidy claim and test elements of the Council Tax Support scheme.
- 1.6 EKS and EKHR monitor and report on performance monthly and meet with TDC lead client officer (Tim Willis) each month to discuss service performance and specific issues. Below this lead client there is active engagement between EK Services Management and TDC Managers across the relevant service areas. EK HR also provides an HR Business Partner who works within TDC and provides a first point of contact for HR work issues. Head of EK HR also regular attends TDC CMT (Workforce) meetings to report and discuss relevant issues as well as attending the monthly meetings with TDC lead client officer.
- 1.7 *This performance report will cover the Q3 period from October to December inclusive.*
- 1.8 Performance is monitored against agreed Indicators that are contained with Service Level Agreements (SLA); these agreements are subject to annual review and agreement between each of the three partner councils and EK Services. The current SLA for EKHR which, as briefed in the last report, requires significant review as it is based upon services as at the date of establishment is in process of being drafted for implementation next FY.

2.0 Service Performance

- 2.1 **Overall** performance is stable and remains on track to achieve end of year targets. A detailed breakdown of the year to date (by Quarter) is attached at Appendix 1. This shows that, at end of December, we are above target on all indicators although we have seen a drop in the availability of email systems and corporate website since the last period (see section 2.5 below) albeit still above monthly target. The average face to face waiting time in minutes has been steadily dropping. This is partly due to the introduction of new processes within the Gateway to assist with queue reduction and there has also been a gradual reduction in callers (5% reduction on same Quarter last year and monthly reductions throughout the reporting period). The time taken to process claims and changes in Benefits and the accuracy of targets has not been as good this period but this is the expected impact of the extra work and resourcing pressure with the single system project (see Section 2.4.1) and we are confident this will return to normal by end of year.
- 2.2 **Non Domestic Rates (NDR) and Council Tax (CT).** The Income team have continued to work hard to administer the collection of Business Rates and Council Tax and pursuit of debts from corporate customers, residents and businesses. This has seen collection levels trending above the levels in the previous year Q3². We are looking to provide a greater level of detailed Management Information to assist the TDC Finance team and Director of Resources as they work through the various changes expected as a result of new Government policy, albeit it remains unclear what the exact impact will be.

² Council Tax: Q3 2014 - 83.22%; Q3 2015 – 83.80%.
Non Domestic Rates: Q3 2014 – 83.69%; Q3 2015 – 85.32%

- 2.3 **Payments (Benefits) service.** The two major activities in the period within the Payments team were the Single System project and the start of Universal Credit in TDC. Details for each follow:
- 2.3.1 **Single System.** We saw the successful implementation of the new single revenues and benefits solution which is now live. This was a major programme that required the migration and testing of all current customer 'accounts' and backdated information (more than £1Bn of billing history). The programme has been seen as an exemplar by Civica, the system supplier. The implementation required a three week close down period which created an expected backlog of case work which is now being worked through. This means that the performance for EKS13t '*Time taken to process all new claims and change events*' over the past two quarters has been lower than normal. However, this was expected and we remain confident that the workload will level out as we approach the end of year.
- 2.3.2 **Universal Credit (UC).** The rollout of UC within East Kent commenced in TDC on 12 Oct 2015. As at 31 Dec 15, there were approximately 293 claims (of all types) made within Thanet handled by DWP compared to our own core working age caseload of 10.3k in Thanet. We do not expect this core (existing) casework to transfer until 2018-2019. At the same time we are awaiting further information on the possible introduction of new work for Local Authorities that may mean we see some growth in new activity alongside the reduction from Housing Benefit. The Director General overseeing UC in the DWP has written to all Chief Executives to inform that, as the programme gathers pace and more of the existing caseload transfers, a proportion of the LA grant funding is likely to reduce as it switches across to DWP, but for 16/17 they are maintaining grant at current level in recognition of the slow start. It is also worth noting that DWP are saying upfront that they do not believe the loss of work, from Districts to DWP, will fall under TUPE transfer legislation and therefore the anticipated reduction in staffing will most likely result in some redundancies. We will model this impact in detail as we gain further insight into the possible work that may come to Districts.
- 2.4 **ICT.** Service has also been maintained at or above agreed level but there were two major system outages in the period which meant that work was disrupted for approx nine hours throughout December resulting in 98.53% availability for the Qtr 3. Both instances have been investigated, one was due to a technical failure in the data centre and work is ongoing to reduce the chance of this occurring again. The second event was a targeted 'attack' against the government infrastructure in which we were collateral damage. We are working with colleagues across local and national government to try and mitigate and minimise such attacks impacted our work but it is a timely reminder about the need to maintain vigilance over data and information within the web, email and network areas.
- 2.4.1 **Web and Applications.** The resourcing challenges within the Web Support and Development team remain a key risk. We are finding it difficult to recruit staff and the turnover in this particular business area is high as individuals often seek to change their working environment more regularly and demand for their services from companies in London places pressure on recruitment and retainment. We are managing the immediate pressure by using contractors and agency staff but we are now looking towards other options, such as contracting out the work on a retained basis or fully outsourced arrangement. We are incorporating the client demand, in particular from TDC, into this work as the TDC internal resources have been reduced following the re-organisation in the corporate communications team

3.0 Finance

- 3.1 EKS and EKHR report financial performance to East Kent Services Board at half year and at end of year. The end of year report is also presented to East Kent Services Committee for approval. Monthly budget monitoring and routine financial management is conducted by the Director of Shared Services who maintains close contact with the Council Finance Officers. In addition, as EKS is hosted by TDC, the EKS accounts are subject to the same external audit as TDC.
- 3.2 EKS is funded by revenue income from each of the three partner Authorities in the form of 'management fees' and other income from EK Housing and Ashford Borough Council. The income for 2015/16 is £11.656m, of which TDC provided £4.255m. A savings target of £260k was set by the three Councils at the start of the year and we are currently on track to achieve this. This is after absorbing growth in salaries and indexation on certain support and maintenance contracts totalling £220k.

4.0 Innovation and Initiatives in Progress or achieved

- 4.1 **Single System Project (complete).** EKS have completed the implementation of the Civica Open Revenues system meaning that all three councils are now on the same system which will deliver savings and operational improvements as well as customer self-serve improvements.
- 4.2 **Single Telephony Project (awaiting contract, preferred bidder agreed).** Following detailed evaluation with assistance from representatives from each council, a preferred bidder was nominated. The new system is due to be implemented in the first half of 2016.
- 4.3 **East Kent People (Completed – snagging ongoing).** The new East Kent people HR Self-Serve and Payroll system is now live. The system is undergoing a period of 'snagging' to identify improvements and managing any data errors.
- 4.4 **Financial Modelling and Cost Base (in progress).** EKS is completing a comprehensive review of its cost base and financial model in order to provide much greater granularity on costs per service and to build a more accurate service catalogue. This in turn will allow us to benchmark more accurately in order to ensure correct pricing; where applicable provide more detailed breakdown on costs to council business units and also ensure we can deliver correct pricing as and when we seek to take on additional business.

5.0 Recommendations

- 5.1 Comments are invited from Members of the Working Party;
- 5.2 Members to note the report.

6.0 Decision Making Process

6.1 The Corporate Performance Review Working Party can scrutinise the performance of shared service arrangements and make recommendations to the Overview Panel for onward submission to Cabinet.

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

Appendix List

Appendix 1	EK Services and EK Human Resources Performance – Latest position at December 2015
------------	---

Background Papers

Title	Where to Access Document

Corporate Consultation Undertaken

Finance	
Legal	
Communications	

This page is intentionally left blank

Description	Outturn 2014/15	Target 2015/16	Q1	Q2	Q3	Q4	Year to date
Services to Thanet benefit claimants:							
Average time taken to process all new claims and change events in HB and CTB (days)	7.03	9.43	6.95	7.81	7.65		7.47
% of correct HB and CTB decisions	96.81%	95.90%	97.56%	95.66%	95.39%		96.20%
% of Council Tax collected	96.15%	96.00%	29.53%	56.65%	83.80%		83.80%
% of Council Tax collected	£58,852,790						£36,078,072
% of Business Rates collected	98.53%	98.05%	32.63%	58.53%	85.32%		85.32%
% of Business Rates collected	£31,764,840						£20,024,103
Services to TDC staff and customers: Computers and phones:							
% of Service Desk calls resolved within agreed target response time	95.00%	95.00%	96.67%	95.33%	96.67%		96.22%
% of Service Desk calls resolved within one day	69.00%	60.00%	67.33%	64.67%	66.00%		66.00%
% Availability of email service	100.00%	97.50%	100.00%	100.00%	98.53%		99.51%
% Availability of the corporate website	99.98%	99.50%	99.99%	99.91%	99.79%		99.90%
Average face-to-face waiting time in minutes	00:06:58	00:10:00	00:06:02	00:05:56	00:04:24		00:05:27
% of abandoned calls	7.57%	12.10%	5.51%	5.89%	2.67%		4.69%
% of calls dealt with by automation	29.59%	20.00%	27.90%	24.42%	23.56%		25.29%
Services to TDC Managers and Employees:							
Calls answered within 15 seconds	85.00%	80.00%	86.00%	88.67%	94.00%		89.56%
Calls answered at first point of contact	96.00%	80.00%	97.00%	98.00%	98.67%		97.89%
Emails responded to within 3 days	100.00%	80.00%	96.67%	100.00%	99.00%		98.56%
Contract of employment within 4 weeks	100.00%	80.00%	100.00%	100.00%	100.00%		100.00%

This page is intentionally left blank

East Kent Housing - Update

To: Corporate Performance Review Working Party – 08 February 2016

Main Portfolio Area: Community Services

By: Brendan Ryan. Chief Executive East Kent Housing

Classification: Unrestricted

Ward: All Wards

Summary: This paper provides a summary of the performance of East Kent Housing (the Arms Length Management Organisation, jointly owned by Thanet DC & the three neighbouring councils) up to the end of December. This paper also highlights a few other issues relevant to the housing management service in the District. Performance remains strong in most areas especially rent arrears and the re-letting of empty homes. Delivery of the capital programme remains an area of concern.

For Information

1.0 Performance

1.1 The Performance Report for the third quarter (up to the end of Dec) is appended to this report. Some of the highlights of the key performance areas are expanded below.

1.2 Rent arrears

Rent arrears are measured in two ways. The actual amount owed by tenants and the amount owed expressed as a percentage of the total annual rent roll. The latter provides a meaningful way of comparing EKH/TDC with other landlords.

Rent arrears follow an annual pattern, which sees a peak in December/January and a reduction to the year end in March. We monitor our performance against this profile and are confident that we are on target to meet our year-end target. Most importantly the current position is nearly £35,000 better than this time last year.

Rent arrears have reduced in each of the four years since EKH was set up and we are on track to continue this trend for a fifth year.

Performance Indicator	Area	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16		2015/16	Annual Target 2015/16
		Value	Value	Value	Value	Target	Value	
Current tenant arrears as a percentage of annual rental income	C'bury	1.06%	1.21%	1.39%	1.11%	1.2%	1.11%	1.04%
	Dover	1.23%	1.33%	1.46%	1.59%	1.8%	1.59%	1.4%
	Shepway	0.93%	1.16%	1.35%	1.16%	1.26%	1.16%	1.04%
	Thanet	1.58%	1.67%	1.67%	1.63%	1.2%	1.63%	1.5%

Rent arrears at March 2011	£262,564
Rent arrears at March 2015	£205,028
Rent arrears at Dec 2015 (Q3)	£219,936
Rent arrears at Dec 2014 (Q3)	£254,818
Target March 2016	£201,915

1.3 Re-lets (Voids)

We re-let up to 250 properties and year. The general long term trend is for reduced turn-around times and this year's performance is in line with this improvement. We have calculated that across the four councils that our improved turnaround times generates around £300,000 additional rental income for the councils each year as well helping to re-house households from the housing register quicker.

Thanet re-let times	2010/11	2014/15	15/16 Q3	Target
Average time - all re-lets	30.87	25.23	20.16	24
Average re-let times exc major works	20.29	12.64	12.39	21

1.4 Capital Programme

This remains a problematic area for EKH. One of the primary issues is around procurement processes and delays between EKH and TDC in getting approvals completed before further statutory consultations take place with leaseholders. In order to maximise value for money for the four councils, we seek to tender contracts in different areas simultaneously but different procurement processes in different councils makes this quite difficult at times. We are in the process of working with procurement colleagues in the four councils to ensure a consistent process and contract documentation going forward.

The major factor is a substantial delay on payment with respect to kitchens due to a dispute which is now substantially resolved. We expect to see this matter fully resolved by the end of January.

The anticipated underspend on the capital programme is due to significant savings on the Invicta House lift refurbishment (£180,000), delays in re-roofing works at Royal Crescent because of listed building consents (£95,000) and the transfer of £23,000 to the Revenue budget in respect of environmental works at Staner Court. Additionally payments of around £190,000 were delayed due to a dispute with a contractor. This contract was also delayed by a temporary suspension of works to allow additional asbestos investigations.

The spend on Disabled Adaptations is less than forecast, but two extensions are due for delivery in Q4 and therefore we expect the budget to be spent.

We are projecting that the revenue expenditure of £3.2m will come in at around 99.9% of the budget

Capital Expenditure

2010/11	2014/15	Dec 2014	Dec 2015	Projected
79.84%	73.68%	48.52%	36.48%	87.89%

2.0 New Priorities and refreshed commitments to tenants

2.1 Working with tenants and leaseholders and their representatives, staff and managers at EKH, the Board and portfolio holders of each council, we have completed a review of our key priorities for the next four years. This work involved reviewing the original promises made by the councils to tenants when EKH was set up. As part of this exercise we have

consulted tenants, through surveys and other events about their aspirations for the next four years. The revised priorities document (appended for information in annex 2) provides the basis for the annual Delivery Plan (see below).

3.0 Delivery Plan 2016/17

3.1 The Annual Delivery Plan is an agreement between EKH, our partner Councils and our residents on service and performance improvements for the year ahead. The Board of EKH monitors progress against the plan and this is reported to the Council in the EKH Annual Performance Report.

The 2016/17 Plan is appended to this report and sets out our improvement aspirations for next year.

4.0 Single IT system

4.1 The migration to a single housing IT system for all four Council areas was reported to the last meeting. The implementation is progressing well and is expected to be completed by the year end. We are now beginning to work with the councils to explore what efficiencies and improvements in the service can be achieved through the application of new technologies. The new system will afford the opportunity to re-think the way services have traditionally been delivered by housing organisations. This might mean things like increasing access to services digitally, adopting more flexible and responsive working patterns and providing more intensive support to more vulnerable tenants who are finding it difficult to sustain their tenancy. The EKH Board have considered some general principles that might underpin a new approach with a view to consulting the Councils and their members more fully over the next six to nine months. The Board paper is available via the EKH website.

5.0 Challenges facing social housing

5.1 This remains a very challenging time for social housing especially for Councils. The Housing Bill currently going through Parliament will have some significant impacts on council housing in Thanet and elsewhere. The most significant changes include:

- Reductions in council housing rents by 1% a year for the next five years- this will reduce the rental income that the council might have expected by around 12%, and impede the councils aspirations to build new council homes.
- The extension of the RTB to housing association tenants – housing associations will be reimbursed for the cost of discounts to tenants, by the enforced sale of empty “high value” council houses. This will reduce the amount of council housing available in places like Thanet reducing the capacity of the Council to re-house homeless households.
- The end of lifetime tenancies. Councils will no longer be able to grant long term secure tenancies to new tenants. The assumption is that social housing is a temporary safety net measure to assist people while they are making alternative arrangements for their future housing. In effect this is a mandatory extension of the flexible tenancy regime.
- Pay to stay – tenants living in social housing earning more than £30,000 a year will be expected to pay higher rents, tapering towards full market rents for those able to pay.

6.0 Recommendation(s)

6.1 The Committee are recommended to note the report

Contact Officer:	Brendan Ryan, Chief Executive, East Kent Housing
Reporting to:	Helen Buller, Chair EKH Board

Annex List




Annex 1	EKH Quarter 3 Performance Report
Annex 2	EKH Vision and Priorities
Annex 3	2016/17 Delivery Plan

East Kent Housing Quarterly Performance Report 2015-16

Quarter 3 (1st October – 31st December 2015)

Key to Symbols

The RAG status icons compare the current performance to the target

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

Stock Levels as at Quarter 1

	Garage Stock	General Needs	Leasehold Stock	Sheltered/Enhanced Stock
Canterbury	966	4590	359	584
Dover	911	4108	447	294
Shepway	819	2761	216	616
Thanet	487	3040	364	N/A
EKH Total	3,183	14,499	1,386	1,494

East Kent Housing Overall

Income & Arrears

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16		2015/16	Annual Target 2015/16
	Value	Value	Value	Value	Current Target	Value	
Current tenant arrears as a percentage of the projected annual rental income	1.17%	1.31%	1.45%	1.35%	1.51%	1.35%	1.25%
FTAs as a percentage of the projected annual rental income	0.87%	0.9%	0.89%	0.52%	1%	0.52%	0.97%

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16
	Value	Value	Value	Value	Value
Total current tenant arrears including court costs	£857,240	£984,924	£1,088,722	£996,088	£996,088
Total former tenant arrears including court costs	£420,922	£446,809	£444,020	£386,636	£386,636

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16		2015/16	Annual Target 2015/16
	Value	Value	Value	Value	Target	Value	
Garage arrears as a percentage of the projected annual rental income	0.12%	0.61%	0.49%	0.47%	0.44%	0.47%	0.44%

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16
	Value	Value	Value	Value	Value
Garage arrears	£1,835	£8,767	£7,587	£7,158	£7,158

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16
	Value	Value	Value	Value	Value
No. evictions due to rent arrears	53	12	13	12	37

Voids & Re-lets

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
	Value	Value	Value	Value	Value	
Average days to re-let general needs properties excluding major works	15.2	13.89	13.25	12.1	13.11	17.38
Average days to re-let all properties excluding major works	16.42	16.55	15.91	14.8	15.78	18.38

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
	Value	Value	Value	Value	Value	
Average days to re-let all properties including major works	24.56	23.85	23.49	21.83	23.09	24.25

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16
	Value	Value	Value	Value	Value
Number of general needs re-lets in the month	910	236	235	215	686
No sheltered housing re-lets made in the period	170	44	39	37	120
Total number of all re-lets made in the period	1080	280	274	252	806
Number of mutual exchanges completed during the period	325	88	74	102	264

Customer Care

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
	Value	Value	Value	Value	Value	
Percentage of tenants satisfied with day to day repairs	99.84%	99.9%	99.77%	99.8%	99.84%	98%

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
	Value	Value	Value	Value	Value	
Average days taken to close complaints		8.13	7.78	11.18	9	10
Percentage of all complaints closed on time	88.39%	86.67%	83.33%	84.85%	84.85%	90%

Repairs & Maintenance

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
	Value	Value	Value	Value	Value	
Percentage of emergency repairs completed on time	99.48%	99.68%	99.42%	99.79%	99.59%	98%
Percentage of routine repairs completed on time	97.75%	97.82%	96.89%	97.35%	97.36%	95%
Percentage of repair appointments kept	91.96%	96.92%	97.03%	96.88%	96.95%	94%

Performance Indicator	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
	Value	Value	Value	Value	
Number of properties without a valid LGSR	1	1	3	3	0

Performance Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16		2015/16	Annual Target 2015/16
	Value	Value	Value	Value	Target	Value	
Percentage of capital programme spent	92.7%	10.87%	30.52%	53.07%	67%	53.07%	100%

East Kent Housing Areas

Income & Arrears

Performance Indicator	Area	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16		2015/16	Annual Target 2015/16
		Value	Value	Value	Value	Target	Value	
Current tenant arrears as a percentage of the projected annual rental income	Canterbury	1.06%	1.21%	1.39%	1.11%	1.2%	1.11%	1.04%
	Dover	1.23%	1.33%	1.46%	1.59%	1.8%	1.59%	1.4%
	Shepway	0.93%	1.16%	1.35%	1.16%	1.26%	1.16%	1.04%
	Thanet	1.58%	1.67%	1.67%	1.63%	1.2%	1.63%	1.5%
FTAs as a percentage of the projected annual rental income	Canterbury	1.2%	1.18%	1.18%	1.2%	Data only	1.2%	1.2%
	Dover	0.51%	0.52%	0.62%	0.39%	0.53%	0.39%	0.5%
	Shepway	0.56%	0.62%	0.67%	0.81%	1.01%	0.51%	0.5%
	Thanet	1.81%	1.83%	1.57%	1.7%	1.96%	1.7%	1.9%

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16
		Value	Value	Value	Value	Value
Total current tenant arrears including court costs	Canterbury	£265,228	£306,727	£352,044	£274,509	£274,509
	Dover	£243,485	£271,749	£297,998	£323,781	£323,781
	Shepway	£143,499	£183,538	£213,344	£177,861	£177,861
	Thanet	£205,028	£222,910	£225,336	£219,936	£219,936
Total former tenant arrears including court costs	Canterbury	£298,556	£299,609	£300,112	£297,249	£297,249
	Dover	£99,785	£106,050	£126,481	£78,745	£78,745
	Shepway	£86,155	£97,411	£105,736	£78,548	£78,548
	Thanet	£234,982	£243,349	£211,803	£229,343	£229,343

Performance Indicator	Area	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16		2015/16	Annual Target 2015/16
		Value	Value	Value	Value	Target	Value	
Garage arrears as a percentage of the projected annual rental income	Canterbury	0.26%	0.4%	0.32%	0.17%	0.39%	0.17%	0.39%
	Dover	0.07%	0.29%	0.36%	0.3%	0.59%	0.3%	0.59%
	Shepway	0.11%	1.35%	1.03%	1.25%	0.39%	1.25%	0.39%
	Thanet	0.27%	0.43%	0.19%	0.12%	0.39%	0.12%	0.39%

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16
		Value	Value	Value	Value	Value
Garage arrears	Canterbury	£1,144	£1,623	£1,303	£683	£683
	Dover	£403	£1,521	£1,941	£1,587	£1,587
	Shepway	£406	£5,118	£3,911	£4,616	£4,616
	Thanet	£280	£504	£432	£272	£272

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16
		Value	Value	Value	Value	Value
No. evictions due to rent arrears	Canterbury	7	2	0	2	4
	Dover	16	3	5	1	9
	Shepway	6	4	3	5	12
	Thanet	24	3	5	4	12

Voids & Re-lets

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
		Value	Value	Value	Value	Value	
Average days to re-let general needs properties excluding major works	Canterbury	16.47	13.44	12.56	11.73	12.55	18
	Dover	13.82	12.41	12.93	12.45	12.6	17.5
	Shepway	18.12	18.03	14.75	15.43	15.95	19
Average days to re-let all properties excluding major works	Canterbury	14.55	16.19	17.45	16.83	16.81	20
	Dover	15.05	12.99	12.97	12.99	12.98	17.5
	Shepway	23.34	25.5	19.63	18.64	21.32	21
	Thanet	12.64	13.73	13.19	9.72	12.39	15

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
		Value	Value	Value	Value	Value	
Average days to re-let all properties including major works	Canterbury	22.08	19.94	22.59	24.2	22.3	24
	Dover	31.96	24.33	27.75	20.6	24.38	25
	Shepway	25.65	30.33	24.48	21.25	25.56	24
	Thanet	25.23	23.02	17.44	19.38	20.16	24

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16
		Value	Value	Value	Value	Value
Number of general needs re-lets in the month	Canterbury	313	64	64	71	199
	Dover	198	74	72	62	208
	Shepway	163	36	47	35	118
	Thanet	236	62	52	47	161
No sheltered housing re-lets made in the period	Canterbury	55	22	18	23	63
	Dover	41	4	4	5	13
	Shepway	74	18	17	9	44
Total number of all re-lets made in the period	Canterbury	368	86	82	94	262
	Dover	239	78	76	67	221
	Shepway	237	54	64	44	162
	Thanet	236	62	52	47	161
Number of mutual exchanges completed during the period	Canterbury	116	31	30	46	107
	Dover	116	34	16	35	85
	Shepway	54	11	9	12	32
	Thanet	39	12	19	9	40

Customer Care

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
		Value	Value	Value	Value	Value	
Percentage of tenants satisfied with day to day repairs	Canterbury	99.87%	99.83%	99.66%	99.37%	99.6%	98%
	Dover	100%	100%	100%	100%	100%	98%
	Shepway	99.78%	100%	99.47%	99.88%	99.78%	98%
	Thanet	100%	100%	100%	100%	100%	98%

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
		Value	Value	Value	Value	Value	
Average days taken to close complaints	Canterbury		7.79	7.57	8	7.73	10
	Dover		7.73	2.09	8.33	5.64	10
	Shepway		9.5	12.5	8.43	10.37	10
	Thanet		10	17	14.67	14.79	10
Percentage of all complaints closed on time	Canterbury	87.5%	78.57%	92.86%	100%	87.88%	90%
	Dover	97.22%	90.91%	100%	83.33%	92.86%	90%
	Shepway	93.33%	100%	50%	100%	78.95%	90%
	Thanet	72%	100%	66.67%	73.33%	73.68%	90%

Repairs & Maintenance

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16	Annual Target 2015/16
		Value	Value	Value	Value	Value	
Percentage of emergency repairs completed on time	Canterbury	100%	100%	100%	99.76%	99.91%	98%
	Dover	97.92%	99.61%	100%	100%	99.87%	99%
	Shepway	99.21%	99.22%	98.48%	100%	99.16%	98%
	Thanet	99.71%	99.49%	99.42%	99.79%	99.59%	98%
Percentage of routine repairs completed on time	Canterbury	98.39%	97.76%	97.97%	98.97%	98.25%	98%
	Dover	93.95%	96.53%	91.81%	92.75%	93.63%	95%
	Shepway	98.58%	96.62%	97.64%	99.23%	97.91%	90%
	Thanet	99.72%	99.79%	99.87%	97.32%	98.92%	98%
Percentage of repair appointments kept	Canterbury	96.39%	96.84%	96.3%	96.02%	96.4%	96%
	Dover	90.28%	97.79%	98.54%	97.46%	97.94%	90%
	Shepway	96.35%	96.67%	97.04%	98.32%	97.33%	95%
	Thanet	93.01%	96.24%	95.86%	95.76%	95.95%	96%

Performance Indicator	Scope	Q1 2015/16	Q2 2015/16	Q3 2015/16		2015/16	Annual 2015/16
		Value	Value	Value	Target	Value	
Number of properties without a valid LGSR	Canterbury	0	0	0	0	0	0
	Dover	0	1	1	0	1	0
	Shepway	0	0	2	0	2	0
	Thanet	1	0	0	0	0	0

Performance Indicator	Scope	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16		2015/16	Annual 2015/16
		Value	Value	Value	Value	Target	Value	
Percentage of capital programme spent	Canterbury	92.13%	11.81%	34.08%	54.88%	67%	54.88%	100%
	Dover	101.09%	10.38%	29.75%	65.3%	67%	65.3%	100%
	Shepway	99.13%	5.87%	30.54%	50.85%	67%	49.9%	100%
	Thanet	73.68%	13.81%	23.94%	36.48%	67%	36.48%	100%

This page is intentionally left blank

Our vision, priorities and new commitments to residents



1. Priorities for EKH

Places People Want to Live

Provide good quality homes and estates

- Ensure a reliable repairs service
- Maintain clean, well looked-after estates
- Develop and deliver investment plans to ensure residents' homes have modern energy efficient facilities and are cost effective to run, based on a good understanding of stock condition
- Be strong on health and safety

Create consistent and targeted customer contact

- Develop a better insight in to the characteristics and needs of residents
- Provide consistent and effective customer contact
- Offer a range of access methods through improved use of technology, especially for self-service

Working In Partnership with the Councils

Build and maintain the confidence of the Councils

- Deliver and demonstrate value for money
- Make clear promises and keep them
- Plan for the retendering of the repairs service in 2020
- Review, define and agree 'core services'
- Deliver high levels of performance with agreed funding

Develop a more strategically focused relationship with the Councils

- Understand, support and influence the Councils' strategic aspirations
- Improve procurement processes to maximise efficiency and value for money
- Be the Councils' partner of choice for housing, and develop tailored additional services when required
- Anticipate the Councils' future priorities and be ready to deliver them through effective long-term planning

Valuing and Enabling Staff

Build a leadership model that staff will have trust and confidence in

- Develop our managers as leaders to inspire, support and empower their teams
- Invest in staff to ensure they have the skills and resources to do their jobs
- Implement robust, consistent and clear processes to manage and support all staff

Be a place where people want to work

- Create a culture where staff feel valued and recognised for what they do
- Support staff in making the most of their career opportunities
- Promote the well-being of staff, helping them to maintain a good work life balance and deal effectively with work pressures.

2. Overarching vision for East Kent Housing

“Trusted by our residents, the Councils and our staff to deliver a great and reliable service”

3. Key themes for 2016/17 Delivery Plan

Based on the priorities proposed by residents, and consultation with officers in the councils it is proposed that the key themes for the 2016/17 Delivery Plan are:

- Single system- completing the implementation and planning for changes in service delivery post implementation
- Universal Credit – Ensuring that the implementation process causes minimum disruption to residents and performance
- Improving repairs – responding to the concerns identified by residents in the Tenants Survey, preparing for re-tender of contracts in 2020, improving options to make resident’s homes more energy efficient
- Improving estate conditions – responding to the aspirations of residents and staff to have better maintained estates
- Improving Customer Satisfaction – making customer service a real driver of our business

4. Commitments to Residents –*subject to council approval*

We will make it easier for residents to contact us.

- We will have one telephone number staffed with people trained to deal with enquiries without the need to be passed on to someone else
- We will create opportunities for residents to request and use services on-line
- We will make appointments when visiting residents’ homes and will remind them by text of the date & time of the appointment

We will continue to improve the appearance of our estates

- We will look to improve the way in which we manage the storage and disposal of household waste
- We will improve the way in which we respond to fly tipping and dumped rubbish on estates
- We will monitor the performance of contractors more effectively to ensure that estates look better, with effective grass cutting and weeding of communal areas

We will work with contractors to continue to improve the repairs service

- We will improve ways for residents to report workmanship that they are not happy with
- We will seek to improve the way we record and monitor satisfaction with the repairs service
- We will work with contractors to record, monitor and increase the level of jobs done “right first time” and in one visit
- We will make it clear what standards residents can expect from our repair service

We will continue to invest in improving residents’ homes

- We share with residents our long term plans to upgrade the facilities and amenities in their homes and give as much notice as possible when improvement works are due in their homes
- We will review how we can improve the security of the homes of residents living in flats and if car parking can be improved on estates and explore with the councils options potential funding of these improvements

1. Single System

Priority	Objective	Task	Target date	Revised Target	Lead	Commentary -Status/Progress/outcome forecast/slippage/revisions/risks/
High	Single System Implementation	1.1 Implement a fully functional, tested live system in Shepway	Sept 16		HCS	<i>Priority - Create consistent & targeted customer contact</i>
High		1.2 Implement a fully functional, tested live system in all four areas	Dec 16		HCS	<i>Priority - Create consistent & targeted customer contact</i>
Medium	Maximise opportunities from the single system to improve our ways of working and delivering services	1.3 Evaluate options for new ways of working (including mobile & remote working, customer contact points and self-serve etc)	July 16		HCS	<i>Priority – Be a place where people want to work / Invest in our staff to ensure they have the skills & resources to do their jobs Priority - Create consistent & targeted customer contact Tenant Promise – We will make it easier for tenants to contact us Tenant Promise – we will create opportunities for tenants to request and use services on line</i>

2. Welfare Reform

Priority	Objective	Task	Target date	Revised target	Lead	Commentary Status/progress/outcome/forecast/slippage/revisions/risks
High	Manage the impact of changes to the Benefits Cap	2.1 Evaluate the impacts of capping, identifying caseload and agree a plan for the management of these cases with the Councils (including any resource requirements)	Mar 17		HF	<i>Priority – Build & maintain the confidence of the Councils</i> <i>Priority – Develop a better insight into the characteristics and needs of our residents</i>
High	Mitigate the impact of Universal Credit	2.2 Implement the actions contained within the WR Strategy	Mar 17		HF	<i>Priority – Build & maintain the confidence of the Councils</i> <i>Priority – Develop a better insight into the characteristics and needs of our residents</i>
High		2.3 Develop partnerships with other agencies and identify the gaps in the delivery of the DPA that need to be addressed on behalf of the landlord	Dec 16		HF	<i>Develop a more strategically focused relationship with the Councils</i>

3. Improving the Repairs Service

Priority	Objective	Task	Target date	Revised target	Lead	Commentary Status/progress/outcome/forecast/slippage/revisions/risks
High	Investing in residents homes	3.1 Utilise new Strategic Asset Management (SAM) system to produce 5 year asset management plan	Mar 17		DO	<i>Priority – Develop and deliver investment plans to ensure our homes have modern facilities and are cost effective to run, based on a good understanding of stock condition Promise – We will provide a 5 year plan of improvements planned for their homes indicating when they are due new kitchens, bathrooms & door entry systems</i>
High		3.2 Provide access for residents to view investments plans affecting their home on- line	Dec 16		DO / HC	<i>Priority – Develop and deliver investment plans to ensure our homes have modern facilities and are cost effective to run, based on a good understanding of stock condition Promise – We will provide a 5 year plan of improvements planned for their homes indicating when they are due new kitchens, bathrooms & door entry systems</i>
Medium	Prepare for the 2020 responsive repairs contract	3.3 Prepare options appraisal for the Councils on procuring options including underlying principles that might be included in new contract arrangements	Dec 16		DO	<i>Priority – Ensure a reliable repairs service Priority – Build and maintain the confidence of the Councils Promise – We will work with our contractors to improve the repairs service</i>
		3.4 Agree with the Councils a project plan for the re-tendering process with key milestones	December 16		DO	<i>Priority – Ensure a reliable repairs service Priority – Build and maintain the confidence of the Councils Promise – We will work with our contractors to improve the repairs service</i>

Medium	Work with contractors to improve the repairs service	3.5 We will make it clear about what residents can expect from their repair	Dec 16		HC	<p><i>Priority – Ensure a reliable repairs service / Provide consistent & effective customer contact</i></p> <p><i>Promise – We will work with our contractors to improve the repairs service / We will make it clear what standards tenants can expect from our repair service</i></p>
Medium		3.6 Create service standards and publish for residents so expectations are managed	Dec 16		DO/ HC	<p><i>Priority – Ensure a reliable repairs service / Provide consistent & effective customer contact</i></p> <p><i>Promise – We will make it clear what standards tenants can expect from our repair service</i></p>
High		3.7 We will review and improve the way we measure and monitor customer satisfaction with the repairs service	May 16		REM	<p><i>Priority – Ensure a reliable repairs service / Provide consistent & effective customer contact</i></p> <p><i>Priority- Develop a better insight into the characteristics and needs of our residents</i></p> <p><i>Promise – we will seek to improve the way we record and monitor satisfaction with the repairs service</i></p> <p><i>Promise – We will make it clear what standards tenants can expect from our repair service</i></p>
Medium	Finalise the Asset Lean Review	3.8 Review outcomes of the lean review process and determine if we will continue with the lean programme to the next phase	Jun 16		HCS	<p><i>Priority – Build and maintain the confidence of the Councils</i></p>
High		3.9 Complete the lean review action plan and implement any interim changes to the staff structure	Apr 16		DO	<p><i>Priority – Implement robust, consistent and clear processes to manage & support staff</i></p>

4. Improving estate conditions

Priority	Objective	Task	Target date	Revised target date	Lead	Commentary Status/progress/outcome/forecast/slippage/revisions/risks
Medium	Improve the management of storage of refuse and fly tipping on our estates	4.1 Explore ways to reduce the costs of the current ad hoc waste removal services	Sept 16		DO	<i>Priority – Maintain clean, well looked after estates</i> <i>Promise – We will improve the way in which we respond to fly tipping and dumped rubbish on our estates</i>
Medium		4.2 Assess recycling facilities within blocks and recommend to the Councils possible solutions to key issues	Sept 16		DO	<i>Priority – Maintain clean, well looked after estates</i> <i>Promise – We will improve the way in which we manage the storage and disposal of household waste</i>
Medium		4.3 Assess the potential for extending “caretaking” services to other estates and areas	Mar 17		DO	<i>Priority – Maintain clean, well looked after estates</i> <i>Promise – We will improve the way in which we manage the storage and disposal of household waste</i> <i>Promise- we will improve the way in which we respond to fly tipping and dumped rubbish on our estates</i>
Medium	Improve the grounds maintenance standards	4.4 identify & publish all the grounds maintenance standards	Jul 16		DO /HC	<i>Priority – Maintain clean, well looked after estates</i> <i>Promise – We will monitor the performance of our contractors more effectively to ensure our estates look better, with effective grass cutting & weeding of communal areas</i> <i>Promise – We will make it clear what standards our tenants can expect from our repairs service</i>

High		4.5 We will publish the results of estate monitoring and inspection, with comparisons of score between areas	Jul 16		DO	<p><i>Priority – Maintain clean, well looked after estates</i></p> <p><i>Promise – We will monitor the performance of our contractors more effectively to ensure our estates look better, with effective grass cutting & weeding of communal areas</i></p> <p><i>Promise – We will make it clear what standards our tenants can expect from our repairs service</i></p>
Medium		4.6 To undertake a quality review of the grounds maintenance service	Mar 17		DO (David A)	<p><i>Priority – Maintain clean, well looked after estates</i></p> <p><i>Promise – We will monitor the performance of our contractors more effectively to ensure our estates look better, with effective grass cutting & weeding of communal areas</i></p>
Low	Improve the security of estates	4.7 Undertake an audit of the existing provision for door entry systems	Apr 17		DO	<p><i>Priority – Maintain clean, well looked after estates</i></p> <p><i>Promise – We will review how we can improve the security of the homes and explore with the Councils options to fund these improvements</i></p>
low		4.8 Undertake survey of residents living in flats to assess views on security and ASB	Dec 16		CIO	<p><i>Priority – Maintain clean, well looked after estates</i></p> <p><i>Promise – We will review how we can improve the security of the homes and explore with the Councils options to fund these improvements</i></p>
low		4.9 Make recommendations/ options to the Councils on how security in flats can be improved and investment requirements to achieve improvements	Apr 17		DO	<p><i>Priority – Maintain clean, well looked after estates</i></p> <p><i>Promise – We will review how we can improve the security of the homes and explore with the Councils options to fund these improvements</i></p>
low	Increase the access to mobility scooters in sheltered schemes	4.10 Explore the feasibility of leased mobility scooters for sheltered schemes	Dec 16		DO (OMIL)	<p><i>Priority – Maintain clean, well looked after estates / Be strong on health & safety</i></p>

Low	Improve car parking on housing estates	4.11 Develop a toolkit and methodology to assess parking options on estates- pilot on one estate	Mar 17		DO	<p><i>Priority – Maintain clean, well looked after estates</i></p> <p><i>Promise – We will review how car parking can be improved on estates and explore with the Councils options to fund these improvements</i></p>
High	Improve our approach to Energy Efficiency	4.12 Explore how we improve our approach to achieving optimum energy efficiency for residents and present options to the Councils	Sept 16		DO (HAM)	<p><i>Priority – Develop and deliver investment plans to ensure our homes have modern facilities, are cost effective to run, based on a good understanding of stock condition</i></p> <p><i>Promise – We will continue to invest in tenants homes</i></p>

5. Improving Customer Satisfaction

Priority	Objective	Task	Target date	Revised target date	Lead	Commentary Status/progress/outcome/forecast/slippage/revisions/risks
High	Deliver new Tenant Promises	5.1 Establish a baseline for current performance against new tenant promises	Jun 16		HC	<p><i>Priority – Create consistent and targeted customer contact</i></p> <p><i>Priority- Develop a better insight into the characteristics and needs of our tenants</i></p>
High	Have a clear strategy to modernise the way in which residents contact us and access our services	5.2 Develop a Customer Access Strategy to set a clear vision for the ways in which we will interact with customers in the future, including single point of contact, self-serve	Jul 16		HC	<p><i>Priority - Create consistent & targeted customer contact</i></p> <p><i>Priority – Offer a range of access methods through improved use of technology</i></p> <p><i>Promise – We will make it easier for our tenants to contact us</i></p>
Medium	Ensure that residents have easy access to their rent position	5.3 Review & rationalise the ways in which residents access rent statements	July 16		HF/HC	<p><i>Priority - Create consistent & targeted customer contact</i></p>

Medium	Develop a better understanding of tenants' experiences with our repairs service	5.4 Undertake customer journey mapping for repairs	Sept 16		DO	<p><i>Priority – Develop a better insight into the characters and needs of our residents / Ensure a reliable repairs service</i></p> <p><i>Promise – We will work with our contractors to improve the repairs service</i></p>
--------	---	--	---------	--	----	---

Tasks held over from 2015/16 Delivery Plan

Priority	Objective	Task	Target date	Revised target date	Lead	Commentary

CEx	Chief Executive	DO	Director of Operations	HAM	Head of Asset Management
HCS	Head of Corporate Services	HC	Head of Communications	MT	Management Team
HF	Head of Finance			IM	Income Manager
OM(IL)	Operations Manager (Independent Living)	REM	Resident Engagement Manager		

--	--	--	--	--	--

This page is intentionally left blank

Monitoring Performance against the New Corporate Priorities

To: **Corporate Performance Review Working Party – 8 February 2016**

Main Portfolio Area: **Corporate Governance Services**

By: **Director of Corporate Resources**

Classification: **Unrestricted**

Ward: **All Wards**

Summary: This report presents the opportunity for the Corporate Performance Review Working Party to feed into the development of the draft Corporate Performance Report, which will be used to monitor the council's progress against its corporate priorities 2015-19.

For Decision

1.0 Introduction and Background

1.1 The council's Corporate Priorities and Values 2015-19 were approved by Full Council on the 15 October 2015.

2.0 The Current Situation

2.1 The council's performance and governance framework will ensure that the council has the ability to monitor the progress against the agreed measures of success.

2.2 The activities undertaken by the council in support of the Corporate Plan measures of success have been captured within each of the operational service plans. All service plans have been presented to the relevant Portfolio Holder during December 2015.

2.3 The draft Corporate Performance Report is attached to this report as Annex 1.

3.0 Options

3.1 The Corporate Performance Review Working Party is asked to consider whether they wish to see the full level of shared services monitoring data separately – as they currently do, or whether they wish to accept the presented format.

3.2 To make recommendations on the draft Corporate Performance Report format to be submitted to Cabinet/Corporate Management Team.

3.3 To accept the report and the presented draft Corporate Performance Report format as drafted and recommend it be submitted to Cabinet/Corporate Management Team.

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 undertaken within existing budgets, where this is not possible funding proposals will be taken through the appropriate reporting 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, but a review of the Council's corporate and shared services performances through the scrutiny process supports more effective decision making and improves service delivery by Council.

4.3 Equity and Equalities

- 4.3.1 An Equalities Impact Assessment has been undertaken in relation to the Corporate Priorities and Values 2015-19 and there is no reason to state at this time that the content of the draft Corporate Performance Report 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.

5.0 Recommendation

- 5.1 That the Corporate Performance Review Working Party recommend any amendments to the draft Corporate Performance Report format at Annex 1 to Cabinet/Corporate Management Team.

6.0 Decision Making Process

- 6.1 The Corporate Performance Review Working party was established by the Overview and Scrutiny Panel to review and scrutinise issues related to the Corporate Performance and the Council Budget.
- 6.2 Delegated authority by the Overview and Scrutiny Panel (on 13 January 2015) to make recommendations on the corporate performance report directly to Cabinet.
- 6.3 The Corporate Plan is a policy framework document to go to Full Council and is subject to the council's Budget and Policy Framework Procedure Rules which provides the Overview and Scrutiny Panel with an opportunity to comment on the draft proposals before they are finalised by Cabinet and submitted to Council. The Corporate Plan was considered by the Overview and Scrutiny Panel on the 18 August 2015.

Future Meeting: Cabinet/CMT	Date: 31 March 2016
-----------------------------	---------------------

Contact Officer:	Nicola Walker - Interim Head of Finance
Reporting to:	Tim Willis – Director of Corporate Resources

Annex List

Annex 1	Draft Corporate Performance Report
---------	------------------------------------

Background Papers

Title	Details of where to access copy
Equalities Impact Assessment	Email: Carol.cook@thanet.gov.uk
Thanet Vision 2030	http://thanet.gov.uk/about-us/thanet-vision-2030/
Full Council Report 15 October 2015	http://democracy.thanet.gov.uk/ieListDocuments.aspx?CId=141&MId=4084&Ver=4
Cabinet Report 10 September 2015	http://democracy.thanet.gov.uk/ieListDocuments.aspx?CId=151&MId=4048&Ver=4
Overview and Scrutiny Panel Report 18 August 2015	http://democracy.thanet.gov.uk/ieListDocuments.aspx?CId=119&MId=4056&Ver=4

Corporate Consultation Undertaken

Finance	Nicola Walker - Interim Head of Finance
Legal	Ciara Feeney – Head of Legal Services
Communications	Hannah Thorpe – Interim Head of Communications

This page is intentionally left blank

Corporate Priorities 2015 to 2019



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

Update from the Chief Executive

The largest challenge the Council faces over the next four years is to deliver further improvements to its services with reduced funding and resources. This will require the Council to work with its partners and residents to minimise the impact of the challenge ahead and manage the expectations on the Council within its limited resources.

[Corporate Performance Report: Annex 1]

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

A Clean and Welcoming Environment



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

This will involve us:

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

How we will measure success:

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

How we will do this:

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

Highlights

October 2015

- A 10 tonne Fin whale is found at Botany Bay. Council staff work with the Coast Guard, Police and the Institute of Zoology with cleansing staff on site from 5am.
- Margate features on George Clarke's Amazing Spaces thanks to Dom Bridge's bathing machine. Thanet secures its status as a 'Fairtrade Island' for another two years.

November 2015

- 12 Thanet beaches pass new EU water quality regulations which are now twice as strict – eight of these are classified 'excellent'.

January 2016

- Consultation on Cliftonville Conservation Area Proposals commenced.
- The anti-litter campaign 'Bin it for Good' has raised a tremendous £1,500 during its three months for Thanet based charities.
- Thanet District Council successfully prosecuted a recycling company from Lancashire for leaving an unauthorised trading container unit in Westwood Gateway car park, Margate Road.

Key Focus

Refuse Collection

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

Recycling

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

Street Cleaning

- Explore opportunities to innovate and improve street cleansing.

Civil Enforcement (Parking)

- Strategic review of parking provision.

Street Scene Enforcement

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

Open Spaces Coast & Minor Works

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

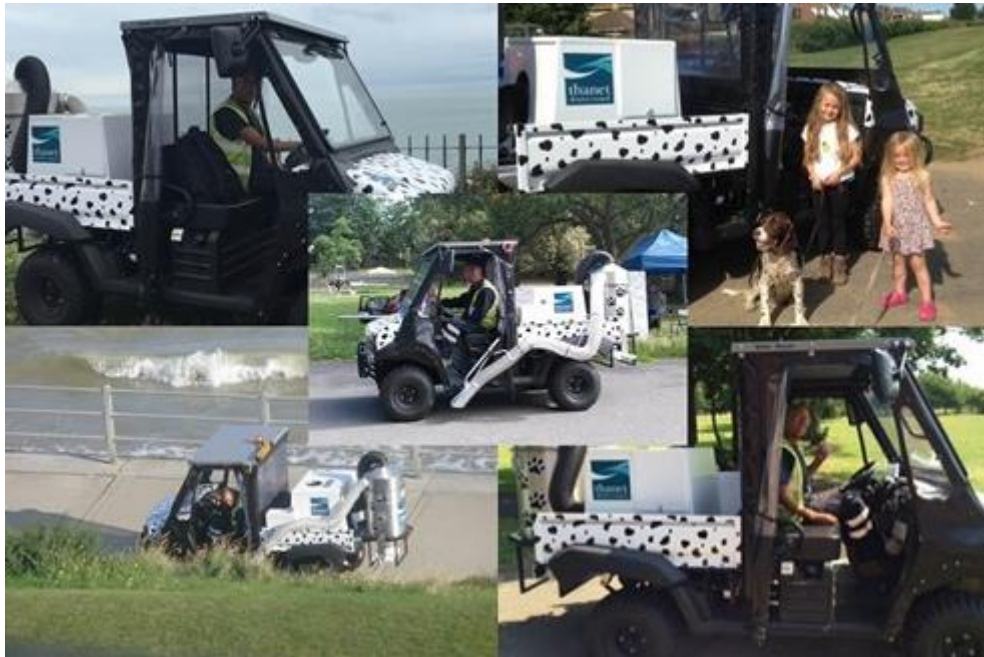
Technical Services

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

Built Environment

- Manage complaints using updated Enforcement Protocol. Ensure compliance of development with planning permissions in respect of Section 106 contributions.
- Preparation of Conservation Area Appraisals for existing conservation areas. Adoption of further conservations areas. Adoption of management plans for conservation areas and prioritise actions as resources.
- Preparation of Heritage Strategy

Supporting Neighbourhoods



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

This will involve us:

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

How we will measure success:

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

How we will do this:

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

Highlights

October 2015

- The Selective Licensing Scheme consultation closes – more than 380 people respond, with the majority (72%) in favour of extending the scheme.

November 2015

- Thanet Sports Awards take place to recognise sporting contributions within Thanet - Team GB Volleyball pair Chris Gregory and Jake Sheaf are special guests.

December 2015

- The Annual Community Safety Partnership Conference is held – helping to identify priorities for Thanet for the year ahead.

January 2016

- Thanet Community Safety Plan 2016-17 consultation commenced.
- The Council was one of only 48 local authorities to successfully secure part of a £5m national cash boost to tackle rogue landlords.

Key Focus

Safer Neighbourhood Service

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

Housing Services

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



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

This will involve us:

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

How we will measure success:

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

How we will do this:

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

HIGHLIGHTS & KEY FOCUS

Highlights

October 2015

- We announce the granting of a licence to transport and logistics company, GEFCO UK Ltd. at the Port to assist with vehicle distribution around the UK.
- The iconic 100 year old Scenic Railway re-opens following a major restoration project led by the council.

December 2015

- The end of year filming report reveals a total of 111 filming days in Thanet for 2015 bringing in an estimated £864,288.00 to the local economy.

January 2016

- The Port of Ramsgate welcomed its first car transporter ship (Tuesday 19 January) marking the start of a new port operation by transport and logistics company GEFCO UK Ltd.

Key Focus

Public Conveniences

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

Crematorium & Cemeteries

- Deliver the crematorium office extension project.
- Implement a programme of memorial inspection and maintenance across cemeteries and closed church yards.

Maritime Operations

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

Technical Services

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

Built Environment

- Local Plan adopted by end of 2017.
- Determination of planning applications for sites of strategic significance.

Economic Development & Asset Management

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

Delivering Value for Money



This will involve us:

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

How we will measure success:

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

How we will do this:

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

HIGHLIGHTS & KEY FOCUS**Highlights****December 2015**

- Annual budget consultation closes – more than 600 people respond – almost 200 more than the previous year.

Key Focus**Financial Services**

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

Democratic Services

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

Policy & Business Planning

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

Housing

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

Refuse Collection

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

Council Assets

- Undertake a fundamental review of all assets.

Civil Enforcement (parking)

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

Open Spaces Coast & Minor Works

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



This will involve us:

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

How we will measure success:

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

How we will do this:

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

Highlights

November 2015

- Council staff take part in a national emergency exercise involving the Police, Fire and Rescue, KCC and Central Government to test how we would respond to an incident.
- Delivered Proceeds of Crime Training.
- Travelers Insurance Group deliver insurance training to staff who carry out inspections and repairs.

December 2015

- Thanet Visitor Information Service win the silver award at the Beautiful South Tourism Awards in the 'Visitor Information Provider of the Year' category.

Key Focus

Democratic Services

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

Policy & Business Planning

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

Safer Neighbourhoods Service

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

Civil Enforcement (parking)

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

Open Spaces Coast Minor Works

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

Technical Services

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

Built Environment

- Ensure new database and application system is implemented effectively



This will involve us:

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

How we will measure success:

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

How we will do this:

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

Highlights

November 2015

- We take part in national social media campaign #Our Day to highlight the variety of services the council delivers.

Key Focus

Democratic Services

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

Communications

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

Policy & Business Planning

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

Street Cleaning

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

Built Environment

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

Performance Measures for the Corporate Priorities 2015-2019

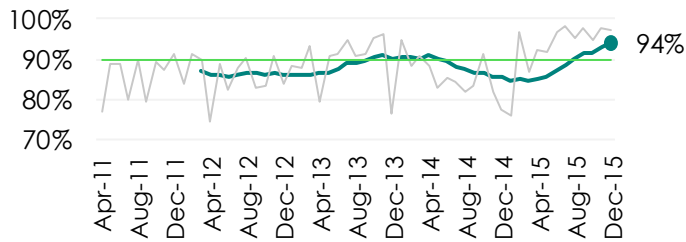
The targets will be RAG rated

R	Red: below target
A	Amber: if actuals are within 5% of the target
G	Green: at target or above target
	does not have a target

A Clean and Welcoming Environment

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

Target: Higher figure is best



- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

G Number of environmental protection service requests dealt with by formal enforcement action (LI567)

Missed Bins as % of bins collected

% of household waste sent for reuse, recycling and composting

Number of street scene enforcement actions

Number of fly tipping reports on Council land

G % streets with litter below acceptable levels (NI195a)

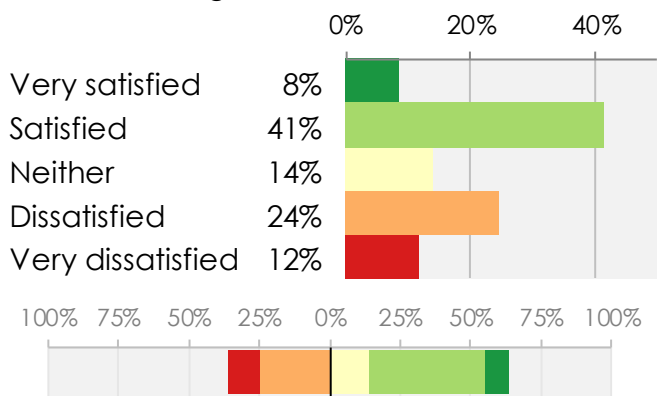
G % streets with detritus below acceptable levels (NI195b)

A % streets with graffiti below acceptable levels (NI195c)

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

Public opinion of the Street Cleaning Service

Please tell us how satisfied you are with street cleaning



- This chart has been included for example purposes – to provide an illustration of how the data can be displayed.

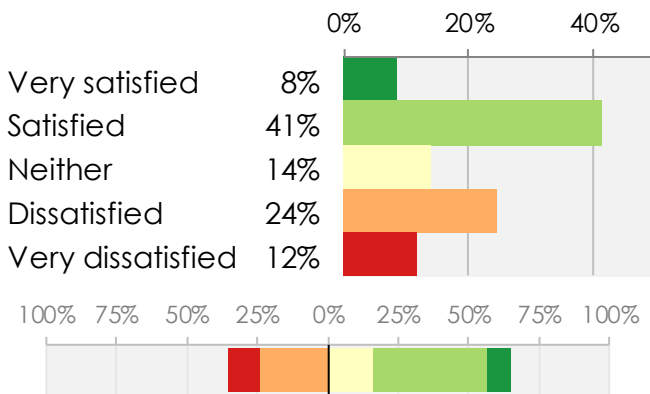
Public opinion of the Recycling Service

Public opinion of Parks and Open Spaces

Supporting Neighbourhoods

Public opinion of the local area as a place to live

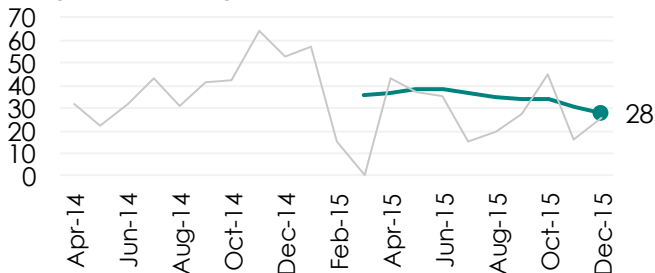
7. Overall, how satisfied or dissatisfied are you with your local area as a place to live?



- This chart has been included for example purposes – to provide an illustration of how the data can be displayed.

Average number of days taken to resolve ASB cases (LI461)

Target: Lower figure is best



- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

Number of Crimes per 1000 population (LI300)

G Empty homes brought back into use (LI401)

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

G Number of homeless cases prevented (LI405D)

G Average time taken to make homelessness decisions

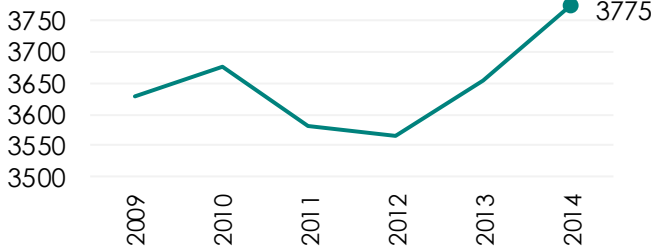
G Average time in bed and breakfast

G Number of long term empty homes in the district

Promoting Inward Investment and Job Creation

Count of active enterprises in Thanet (ONS Table 3.1)

Target: Higher figure better



- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

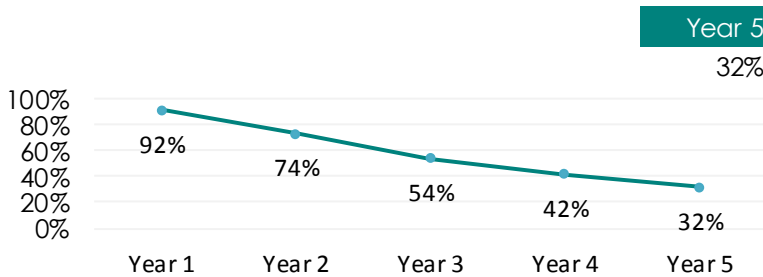
Active

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

- Source:

<http://www.ons.gov.uk/ons/search/index.html?nscl=Business+and+Energy&pubdateRangeType=allDates&newquery=Thanet+District&pageSize=50&applyFilters=true>

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



- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

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

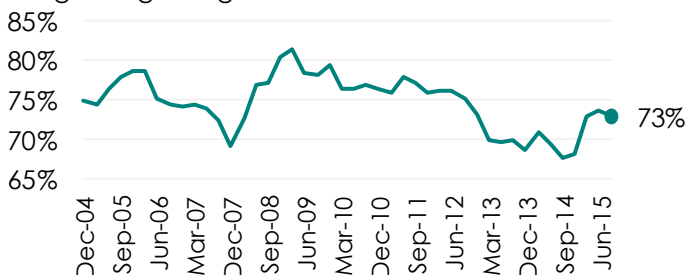
- A business is deemed to have survived if having been a birth in year t or having survived to year t; it is active in terms of employment and/or turnover in any part of t+1

- Source:

<http://www.ons.gov.uk/ons/search/index.html?nscl=Business+and+Energy&pubdateRangeType=allDates&newquery=Thanet+District&pageSize=50&applyFilters=true>

% of the population that is Economically Active aged 16-64

Target: Higher figure is better



- Source of data [nomis](http://nomis.gov.uk) official labour market statistics

- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

% council owned commercial property which is vacant

G Amount of allocated employment land taken up by developers

Void turnaround times for council assets

- Note: this is not housing, it relates to the Council Commercial Assets

Tenant arrears levels for council assets

- Note this is not housing it relates to the Council Commercial Assets

G Major Planning Applications determined within 16 weeks (NI157a)

A Minor planning applications determined within 8 weeks (NI157b)

G Number of visiting leisure vessels at RRH (LI340)

Statistical Information

Public opinion of whether the council provides Value for Money

Thanet District Council Full time Equivalent count

Staff Starters and Leavers

Health and Safety

R Staff Sickness

Registration rate following annual canvas (%) (LI456)

Number of complaints made to the Standards Committee (LI519)

Complaints

A Freedom of Information

Partner Performance

The following measures are collected by shared services

East Kent Housing Services to Thanet Council housing tenants:

RA	Ref		2015-16					Target	
G	(EKHD 00)	Performance Indicator	2013- 14	2014- 15	Q1	Q2	Q3	Q4	t
G	06T / 03T	Average re-let time in days (all stock excluding major works)	13.90	11.62	13.73	13.48	12.39		15
G	09T / 03T	Average re-let time in days (all stock including major works)	24.70	22.54	23.02	20.47	20.16		24
G	25T	Total current residential arrears (including court costs)	£211,478	£205,028	£222,910	£225,336	£219,936		£235,000
G	48T / 46T	% responsive repairs completed in time	100%	100%	99.79%	99.83%	98.92%		98%
G	99T / 98T	Overall customer satisfaction with day to day repairs	Not compiled	99.72%	100%	100%	100%		98%
	58T	Number of minor aids & adaptations (under £1,000) completed	Not compiled	28	33	80	115		
		Cost of minor aids & adaptations (under £1,000) completed	Not compiled	£10,820	£4,102	£15,178	£31,843		£50,000
	59T	Number of major aids (over £1,000) & adaptations completed in Thanet	Not compiled	58	12	25	35		
		Cost of major aids (over £1,000) & adaptations completed in Thanet	£200,480	£222,852	£10,693	£119,444	£150,264		£400,000

Client side comment on EK Housing performance:

All targets are currently being met

Revenues & Benefits

Services to Thanet benefit claimants (latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Target
					Q1	Q2	Q3	Q4	
G	EKS13†	Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)	7.21	7.03	6.94	7.64	7.37		9.43
G	EKS14†	% correct HB and CTB decisions	97.49%	96.81%	97.42%	97.08%	96.53%		95.90%
G	EKS18†	% Council Tax collected	96.00%	96.15%	29.53%	47.38%	83.80%		96.00%
G	EKS19†	% Business rates collected	98.76%	98.53%	32.63%	49.17%	85.32%		98.05%

Client side comment on Revenues & Benefits performance:

All targets are currently been met

Customer Services: Computers and phones

Services to TDC staff and customers: Computers and phones (latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Target
					Q1	Q2	Q3	Q4	
G	EKS01t	% of helpdesk calls resolved within agreed target response time	97%	95%	97.00%	97.00%	97.00%		95%
G	EKS02t	% of service desk calls resolved within a day	70%	69%	67.00%	66.00%	66.00%		50%
G	EKS04t	% availability of email service	100%	100%	99.67%	99.83%	99.89%		95%
G	EKS05t	% availability of corporate website	99.96%	99.98%	99.99%	99.97%	99.93%		99.5%
G	EKS09t	Average face-to-face waiting time for phone calls (mins MM:SS)	9.23	6.97	06:01	06:25	05:44		10:00
G	EKS25t	% of calls dealt with by automation	27.06%	29.59%	29.19%	26.30%	25.56%		20%
G	EKS10t	% abandoned calls	11.29%	7.57%	5.55%	5.29%	4.58%		12.1%

Client side comment on ICT & contact centre performance:

All targets are currently being met.

Human Resources

Response levels from HR to TDC (latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Target
					Q1	Q2	Q3	Q4	
G	EKHR01†	% calls answered by HR within 15 seconds	85%	85%	86%	86%	89%		80%
G	EKHR02†	% customer overall satisfaction with HR	99%	100%	100%	100%	100%		80%
G	EKHR04†	% calls answered by HR at first point of contact	96%	96%	98%	98%	98%		80%
G	EKHR05†	% emails responded to by HR within 3 days	99%	100%	97%	98%	98%		80%
G	EKHR06†	% contracts of employment issued within 4 weeks	98%	100%	100%	100%	100%		80%
G	EKHR07†	% offer letters sent within 2 days	98%	81%	100%	100%	100%		80%

Client side comment on HR performance:

All targets are currently been met

Project Management Approach

To: **Corporate Performance Working Party - 8 February 2016**

Main Portfolio Area: **Financial Services and Estates**

By: **Tim Willis, Director of Corporate Resources**

Classification: **Unrestricted**

Ward: **All wards**

Summary: **This report outlines the current decision-making processes, risk management, good practice and resourcing of project management.**

For information

1.0 Introduction

1.1 The Corporate Performance Review Working Party has for some time had an outstanding item to consider the council's approach to project management. The Working Party received a verbal update at its July 2015 meeting, when the Director of Corporate Resources stated a plan to report in February 2016 on:

- What works and doesn't work, and why
- How to ensure the right projects are prioritised and resourced
- A draft toolkit for project management that is scaleable for project size/complexity (incorporating major/non-major definitions)
- Establish rules (for non-negotiables) and guidance (advisory).

1.2 Thanet is a relatively small local authority, seeking to ensure the delivery of successful projects whilst managing risks, prioritising scarce resources and avoiding unnecessarily burdensome bureaucracy.

1.3 This report outlines a draft toolkit for project management that can be used in Thanet. It also provides context for a decision-making process that aims to ensure the right projects are prioritised and resourced.

2.0 How projects are decided upon

2.1 Within service plans

2.1.1 Annual service plans are produced by each service. This year they were produced in tandem with the budget process, after the new corporate priorities were approved. This timing enabled service plans to contain actions that help deliver the corporate priorities as well as actions for which resources are in place. These actions are mostly "business as usual", i.e. services that are provided on an ongoing basis. However, some actions are projects: there is a defined outcome/set of outcomes that are aimed to be delivered within a set timeframe.

2.1.2 These projects are, in some cases, containable within the service – they deliver results that are wholly within the objectives of the service, they utilise people

employed within the service and they access budgets that are wholly within the control of the service. Projects of this nature do not require separate approval by an individual or body outside of the service, as they form part of the service plan, which requires sign-off by Corporate Management Team (CMT).

2.2 Corporate approval

2.2.1 There will be some projects that help deliver a broader range of corporate priorities, or that require staffing resource beyond the service in question, or require additional funding beyond what is available within the service. In these cases, CMT would make a decision and/or report as necessary to members.

2.3 Capital programme

2.3.1 The capital programme mostly comprises a list of projects and this is also subject to a decision-making process. Each proposed capital project is scored for inclusion in the overall capital programme, which is then presented to members. Projects can be proposed during the year, although there is an annual process to coincide with budget setting.

2.4 Via earmarked reserves

2.4.1 Some projects span a number of years, resembling a programme of small projects or works. The Destination Management Plan is an example. These projects tend to be funded by holding a reserve earmarked for these purposes. There are very few remaining, as earmarked reserves have been substantially reduced to meet the Council's financial challenges.

3.0 Observations on the project management process

3.1 It is recognised that CMT is not necessarily the most appropriate officer forum to receive individual bids for approval of new projects, it may be possible to delegate some decision-making to another officer group.

3.2 There is very little discretionary funding available to resource new projects, so in theory there should not be a large number of new projects to be considered.

3.3 Most aspects of project management are an officer responsibility, however there will be occasions when strategically important issues arising from projects will be subject to member involvement. This would relate to an issue or issues, rather than a project management process, but officers need to ensure there is a solid framework behind the reporting of issues.

3.4 Some projects funded from earmarked reserves were started prior to adoption of the new corporate plan and have not been subject to a formal review to ensure they deliver the council's new corporate priorities. These projects have been reviewed informally at officer level and it is anticipated that they will receive implicit Council approval when the budget is agreed, as all earmarked reserves are agreed.

3.5 The identification and resourcing of key projects (and rejection and termination of projects that do not meet specified criteria) is under-developed and there needs to be a formal method of prioritising projects. A list of current "projects" would include many that simply need to be deleted, because they are obsolete, or entirely unachievable, or do not meet any reasonable criteria, or are not projects at all, but "business as usual". A fresh list of projects is needed that helps us focus energies on what is important.

3.6 New projects will be identified in future, some of which will require resourcing, in particular projects that deliver efficiencies. For example, the development of a digital strategy; or the changing use or ownership of an asset or group of assets, under the strategic asset management strategy. The organisation needs to be mindful of these projects in the pipeline and ensure there are sufficient resources to fund them.

4.0 Projects and risk management

4.1 Large individual projects will have their own list of risks and will be managed within the project, unless a risk cannot be managed, in which case it would be escalated. This escalation may be to a project executive or sponsor, or to a project board, or to CMT, depending on the project infrastructure.

4.2 It is possible that a project may have risks that are so significant for the authority that the project itself will be on the corporate risk register, and this will be a consideration for the Governance & Audit Committee when it reviews the updated register in March.

4.3 Risk is a consideration when a project is being considered in the first place. This is especially true for the council at this time. Financial resources are depleted, ongoing budgets are subject to efficiencies and earmarked reserves have been reduced substantially. This has reduced our ability to pursue projects with uncertain deliverables or that do not directly support corporate priorities. Even if there are some potential benefits to a project, it may be judged that the risks of embarking upon it outweigh those benefits. Risks could include:

- Abortive costs if a project is terminated
- The opportunity cost of not working on something of greater benefit because resources are utilised on the project
- Uncertainty regarding the future, as yet unrealised benefits of a project, compared to the certainty of incurring immediate costs to deliver it
- Ongoing/future exposure to liabilities that would not otherwise arise.

5.0 Good practice in project management

5.1 There is evidence of good practice in project management and Thanet has some expertise in this area, but not everyone can become highly skilled and experienced project managers. Part of the solution to this is to adopt a toolkit approach. Thanet currently uses a project management toolkit, with accompanied training, that helps managers to discharge their responsibilities as a project manager, as well as spread good practice across the organisation.

5.2 The toolkit, or framework, covers all aspects of project management:

- The rationale: “this project is driven by in order to achieve and will involve these activities”
- Who does what: identification of the key personnel, e.g. project manager, sponsor, any other project team members, the end user/s, stakeholders
- What will be achieved: “the following will change as a result of the project by delivering these outputs and be measured in this way”
- Identification of resources: availability of staff and/or consultants, budget, time constraints
- Risk: what could go wrong, how likely it is to go wrong, what the impact would be if it did, what can be done to reduce risk
- Planning: an implementation plan, who does what and when, critical path identification, managing changes, monitoring
- Review: evaluation and feedback.

5.3 One dilemma regarding project management is that some projects are small, simple, low-cost and low-risk: these will be below the radar for the rest of the organisation. Some projects will be high profile, high-risk, drawing on multiple people from within and outside TDC: these will typically be of interest to members and CMT. But most projects are in between, and to devise a project management framework for only (for example) large complex projects would be to create an overly bureaucratic approach which inhibited the delivery of project benefits.

5.4 Therefore, the toolkit is available for project managers but it is not mandatory. It can be used as a checklist, to ensure all bases are covered. It is not the intention to create a regulatory environment where a team supervises the adherence to project management rules. There are already rules to follow, which are monitored - e.g. financial and procurement rules - and projects are not exempt from following these.

6.0 Resourcing project management

6.1 Whilst it is true that not all events can be anticipated and projects can be blown off track, it is recognised that some projects do not always go according plan. This may, for example, relate to a project overspend or a failure to achieve outcomes within an agreed timetable. There will also have been projects that were started with a fanfare but for a variety of reasons, never delivered the expected benefits. This can result in a failure to deliver service improvements and it can be damaging to the council's credibility. When a project misses a deadline, or overspends, or needs to be aborted, it doesn't mean it has failed. But there should be proper recognition of the change and a conscious decision to extend the project deadline, or identify extra funding, or terminate the project – and to communicate the fact to stakeholders.

6.2 In addition to the toolkit, project management capacity will be increased by the establishment of a small team whose job it will be to manage some of the larger projects of corporate significance. This will have the obvious benefit of improving the quality of project management of the most important, complex or high-risk projects. It is expected that projects of a more specialist nature, such as ICT or financial projects or restructuring, will be managed by the relevant manager with knowledge and/or experience, rather than a member of this team.

6.3 Over time, the team will increase their project management expertise and this can be shared throughout the organisation. Indeed, part of its function will be to help spread good practice, providing advice to new project managers and managers of ongoing projects on such matters as project structure, roles, decision-making, action planning, etc. Its function will also include a role to:

- Co-ordinate projects across the council, to enable corporate reporting and monitoring of projects
- Act as gatekeeper in the decision-making process, by deciding (by use of a set of criteria) which projects should go ahead, and (where necessary) recommending approval to CMT
- Be the keeper of the project toolkit, ensuring it remains up to date and includes standard, templated documents to aid good project management and corporate monitoring
- Act as lead liaison on projects with other teams such as audit, procurement and legal services as well as staff leading on partnerships with external bodies
- Act as lead on project management for reporting to members and external bodies.

7.0 Next steps

7.1 The following is a summary of next steps in relation to project management:

- Consider the creation of a scoring system to use when considering new projects
- Establish criteria for escalating project risks
- Decide the structure for decision-making regarding new projects (excluding capital projects for which there is already a process)
- Review current projects to establish a list of properly resourced live and pipeline projects that deliver clear outcomes and achieve corporate priorities
- Continue training project managers using the approved toolkit
- Define the role of the new project management team.

8.0 Corporate Implications

8.1 Financial and VAT

8.1.1 As a part of the establishment and approval of a project, funding and risks must be identified in respect of the life of the project.

8.2 Legal

8.2.1 There are no specific legal implications to this report.

8.3 Corporate

8.3.1 This report provides members with an update in respect of project management. Projects are an important way of delivering the council's corporate objectives.

8.4 Equity and Equalities

8.4.1 The equality implications of each project will be considered as part of the project planning process.

9.0 Recommendation(s)

9.1 To note the council's approach to project management.

Contact Officer:	Tim Willis Director of Corporate Resources & s151 officer
Reporting to:	Madeline Homer, Chief Executive

Corporate Consultation Undertaken

Finance	Tim Willis Director of Corporate Resources & s151 officer
Legal	Tim Howes, Director of Corporate Governance
Communications	Hannah Thorpe, Interim Head Of Communications

This page is intentionally left blank

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 £100 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 Democratic Services and Scrutiny 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.