



Date: **05 February 2018**
Our ref: **Corporate Performance Review WP/Agenda**
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CORPORATE PERFORMANCE REVIEW WORKING PARTY

15 FEBRUARY 2018

A meeting of the Corporate Performance Review Working Party will be held at **7.00 pm on Thursday, 15 February 2018** in the Council Chamber - Council Offices.

Membership:

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

AGENDA

Item
No

Subject

1. **APOLOGIES FOR ABSENCE**

2. **DECLARATIONS OF INTEREST**

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

3. **MINUTES OF PREVIOUS MEETING** (Pages 3 - 4)

To approve the Minutes of the Corporate Performance Review Working Party meeting held on 13 November 2017, copy attached.

4. **TDC CORPORATE PERFORMANCE REPORT QUARTER 3 2017/18** (Pages 5 - 44)

5. **EK SERVICES Q3 2017/18 PERFORMANCE REPORT FOR TDC** (Pages 45 - 50)

6. **EAST KENT HOUSING PERFORMANCE REPORT Q3 2017/18** (Pages 51 - 54)

Declaration of Interest form - back of agenda



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CORPORATE PERFORMANCE REVIEW WORKING PARTY

Minutes of the meeting held on 13 November 2017 at 7.00 pm in Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Present: Councillor Peter Campbell (Chairman); Councillors Connor and Rusiecki

In Attendance: Councillor Crow-Brown

219. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Dexter and Councillor Dennis.

220. DECLARATIONS OF INTEREST

There were no declarations of interest.

221. MINUTES OF PREVIOUS MEETING

Councillor Rusiecki proposed, Councillor Connor seconded and Members agreed the minutes as a correct record of the meeting held on 4 September 2017.

222. TDC CORPORATE PERFORMANCE REPORT QUARTER 2 2017/18

Hannah Thorpe, Head of Communications introduced the item, during which it was noted that:

- Similarly to the last quarter, there were 14 targets categorised as red, two amber and 13 green. While the number of targets within each category remained unchanged, some targets had moved between categories during the quarter.
- There was an expectation that some targets would move out of the red category during quarter three.
- The increase in recorded crime was partly due to a change in recording methods by Kent Police.
- There would be a Members Briefing to report to members what action the Council would take to address homelessness within the District.
- Since the annual survey last year there had been a significant increase (up 28%) in public opinion that the Council offered value for money.

The TDC corporate performance report for quarter two of 2017/18 was noted.

223. EK SERVICES Q2 2017/18 PERFORMANCE REPORT FOR TDC

Dominic Whelan, Director of East Kent Services (Shared Services) introduced the report during which it was noted that:

- It was expected that the error rate and time taken to process housing benefit and council tax benefit should improve following the implementation of a new digital benefits solution. This would help to relieve some of the pressure on teams that dealt with these claims.
- Overall, performance regarding housing benefit and council tax benefit applications compared well against national bench marks.
- There was a resourcing pressure within customer services, as staff vacancies had remained unfilled. This was to achieve a budget saving which had now been met. The pressure was expected to be relieved as the vacant posts would be

filled, some satellite sites had been closed and the service was looking to offer apprenticeships.

- Over the last quarter there had been an increase in work relating to the support of universal credit. EK Services were preparing a business case for the provision of this support which could be recharged to the Department of Work and Pensions.
- Since its closure, some of the services provided by the Ramsgate Office had moved to Ramsgate Town Council. The Visitor Information Centre has been able to provide some support to residents now that tourist visitor numbers have dwindled following the end of the summer season.

The EK Services quarter two 2017-18 performance report noted.

224. EAST KENT HOUSING PERFORMANCE REPORT Q2 2017/18

Ms Deborah Upton, Chief Executive of East Kent Housing introduced the report during which it was noted that:

- Universal credit went live across Thanet in September 2017. Any new benefit claims or change to existing claims would initiate a universal credit claim.
- Arrears had increased following the roll out of universal credit, most claimants find themselves in arrears as claimants were often paid at least six weeks following the claim and did not have savings to support them during this time.
- In recognition of the delay in payment, EK Housing had changed its system of chasing for arrears.
- Arrears before universal credit were around £47,000.00, following its implementation they were around £78,000.00.
- The six week delay in payments related only to new universal credit claims. Changes to those already in receipt of universal credit were usually processed within a couple of days.
- A briefing could be given to Members by Mr Gillmore, (Benefits Manager) and a Housing colleague regarding the roll out of universal credit.
- It was expected that all claimants would be on universal credit by 2020. However payment of pensions and some specialist cases would not be transferred.
- The Department for Work and Pensions (DWP) were responsible for universal credit claims and payment. A digital service would reduce the workforce required to process and manage universal credit applications.
- The Council and Margate Task Force had been working with local DWP officers to identify local challenges to the roll out of universal credit. Some of the Issues identified had not been reported elsewhere in the country and would be fed back to the central DWP.
- There had been continued improvement regarding void properties and relets, this minimised the loss of potential income from having properties empty.
- All overdue complaints had been dealt with and closed during the second quarter of the year, and a new centralised complaints process went live in October 2017. The individual managing this new complaints process would also be the contact point for Member enquires via the email: memberenquiries@eastkenthousing.org.uk.
- The tenant scrutiny panel had worked with an independent tenant advisor to ascertain how best to engage with tenants. It has been proposed that there would be one East Kent level residents panel that would work alongside the local area boards. Ms Upton offered to provide more detail on these proposals at a future meeting of the working party.

The East Kent Housing Performance Report for quarter two of 2017/18 was noted.

Meeting concluded: 7.50 pm

Corporate Performance Report Quarter 3 2017-18

Corporate Performance Review Working Party	15 February 2018
Report Author	Tim Willis, Director of Corporate Resources
Portfolio Holder	Cllr Crow-Brown, Cabinet Member for Corporate Governance
Status	Information
Classification:	Unrestricted
Key Decision	No
Ward:	All Wards

Executive Summary:

This report presents the Corporate Performance Report for the period April 2017 to December 2017 setting out the performance of the Council against the Corporate Plan.

Recommendation(s):

To note the Council's performance for the period up to 31 December 2017

CORPORATE IMPLICATIONS

Financial and Value for Money	All activities listed have been planned within the Council's agreed budget. Remedial actions will usually be carried out within existing budgets, where this is not possible funding proposals will be taken through the appropriate channels in keeping with the Council's established financial controls.
Legal	There are no legal implications directly arising from this report.
Corporate	This is the monitoring report against the Corporate Priorities as agreed at Council on 15 October 2015 and details the performance against the targets set.
Equalities Act 2010 & Public Sector Equality Duty	<p>Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.</p> <p>Protected characteristics: age, gender, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.</p>

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

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

CORPORATE VALUES	
Delivering Value for Money	✓
Supporting the Workforce	✓
Promoting Open Communications	✓

1.0 Introduction and Background

- 1.1 The Council's Corporate Plan (CP) 2015-2019 was approved by Council on 15 October 2015. It sets out three key priorities the Council will focus on over the next four years with three corporate values that identify the way the council will work in order to deliver its priorities.
- 1.2 Annex 1 shows trend information on Key Performance Indicators and contextual information to ascertain the progress of the District against the corporate priorities and values.
- 1.3 Annex 2 outlines the key focus for the council with timescales aligned to the corporate priorities and values.
- 1.4 Annex 3 outlines highlights to date, aligned to the corporate priorities and values.

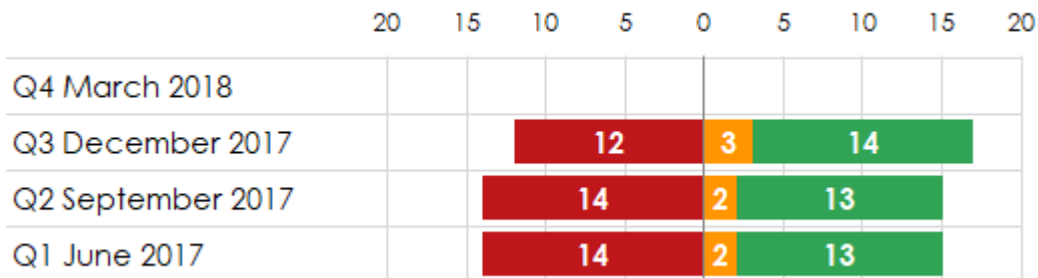
2.0 Current Performance

2.1 The information attached outlines the Council's performance for the quarter ended 31 December 2017. The following table summarises performance against targets:

Summary of RAG rating

Section of Report	R	A	G
Clean and Welcoming Environment	2	0	4
Supporting Neighbourhoods	3	1	2
Promoting Inward Investment and Job Creation	0	0	3
Statistical Information	3	0	0
Partner Performance	4	2	5
Total	12	3	14

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



3.0 Options

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

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

Annex List

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

Background Papers

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

Agenda Item 4

Corporate Consultation

Finance	Ramesh Prashar – Head of Financial Services
Legal	

Annex 1 Corporate Performance Report - Performance Indicators

Thanet District Council

Update from the Chief Executive

We've continued to see a positive improvement in overall performance this quarter with three measures turning green and an additional measure moving out of the red . This reflects our continued drive to focus on our priority services.

As anticipated, we are now on target with the levels of litter and detritus. Whilst this is encouraging we are not complacent and will be looking to carry out more community engagement campaigns around keeping our streets clean.

Enforcement action has continued to increase and we're moving closer to target when it comes to sending household waste for reuse, recycling and composting.

The council's housing team has recently been successfully shortlisted for two national awards - testament to their continued high levels of performance, particularly evident this quarter in the levels of empty property brought back into use and increased action to improve living conditions.

The team is also working hard to address the growing issue of homelessness. Work is underway to prepare the council ahead of the Homeless Reduction Act which will see an increased focus on homelessness prevention. The team are developing personal housing plans to support those at risk of becoming homeless and are also working with local agents to develop incentives to encourage more private landlords to let more homes to households faced with homelessness.

The levels of recorded crime have continued to increase this quarter and a representative from the Police will be invited to brief members on this trend.

In relation to complaints, implementation of the corporate restructure in April will see this function centralised and we expect to see this measure improve as a result.

A Clean and Welcoming Environment



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

This will involve us:

Continuing to improve waste and recycling services, reducing waste and increasing recycling.

Keeping streets, parks and open spaces clean for residents and visitors.

Maintaining zero tolerance to encourage positive behaviour to help improve our environment.

How we will measure success:

Residents and visitors will see cleaner streets and improved parks and open spaces.

Reduction in waste sent to landfill.

Increased recycling levels.

People find it easy to dispose of their waste and know how to dispose of their waste responsibly.

Public awareness raised of the problems of littering and dog fouling on our streets, through increased work with local communities, volunteer groups and residents.

Town and Parish councils engaged with pooling resources to improve local delivery of services.

How we will do this:

Monitor key performance measures on a regular basis.

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

Supporting Neighbourhoods



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

This will involve us:

Continuing our commitment to work with the public, private, voluntary and community sector to ensure the best outcomes for Thanet.

Ensuring local residents have access to good quality housing, which meets people's changing needs and aspirations that is safe and affordable.

Continuing to work with partners to improve community safety.

Proactively enabling a collaborative partnership to reduce health inequalities.

How we will measure success:

Co-ordinated partnership approach to the delivery of projects within the Thanet Community Safety Plan.

Reduction in the number of empty properties in the district.

Completion of the council's Housing Intervention Programmes.

Local communities supported to help resolve local issues.

High quality, cost effective landlord service, which invests in the council's homes.

How we will do this:

Monitor key performance measures on a regular basis.

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

Promoting Inward Investment and Job



Source: Jeff Spicer/Getty Images

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

This will involve us:

Actively seeking inward investment, exploring the potential for using Enterprise Zones; encouraging new and existing businesses which support growth in the local and visitor economy.

Working with partners to make the most of the buildings and land we own. Maximising commercial opportunities for key assets.

Writing a Local Plan which sets planning strategies and policies that support growth of the economy.

Working with education and training providers to develop the skills agenda for the benefit of residents

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

and local businesses.

Delivering Value for Money



This will involve us:

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

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

Delivering services in the most cost effective and efficient way.

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

How we will measure success:

Council achieves a balanced, sustainable budget.

Services commissioned and designed to meet customer needs.

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

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

How we will do this:

Monitor budgets and key performance measures on a regular basis.

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

Supporting the Workforce



This will involve us:

Recruiting and retaining skilled, committed and motivated people.

Setting high performance standards and actively supporting staff to reach them.

Being a forward thinking, innovative employer, encouraging new ways of working.

Encouraging staff to propose new ideas.

Treating our customers fairly and professionally in the delivery of good quality customer service.

How we will measure success:

A skilled and committed workforce is maintained.

High quality customer services delivered throughout the council.

A programme of staff development and training delivered.

Effective appraisal process which supports and recognises staff performance.

The council is recognised for the services its staff deliver.

How we will do this:

Monitor budgets and key performance measures on a regular basis.

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

Promoting Open Communications



This will involve us:

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

How we will measure success:

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

How we will do this:

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

Performance Measures for the Corporate Priorities 2015-2019

The targets will be RAG rated

R

Red: below target

A

Amber: if actuals are within 5% of the target

G

Green: at target or above target



Does not have a target for information.

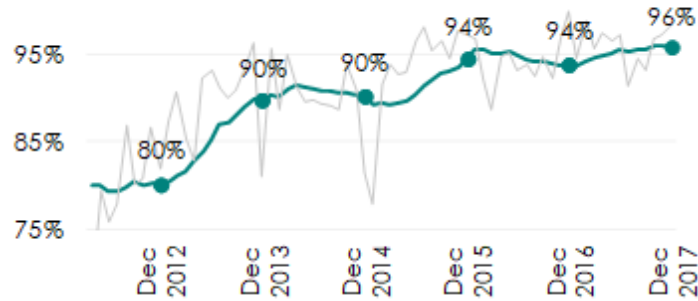
A Clean and Welcoming Environment

G

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

(LI369) (rolling 12 months)

Target: 95% Higher figure is best



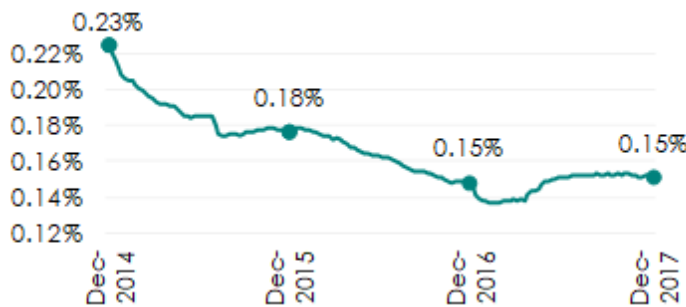
Increased resources have had a positive impact on the figures with the target being exceeded and having the best response rate on record.

G

Missed Bins as % of bins collected

(rolling 12 months)

Target: 0.15% Lower figure is better



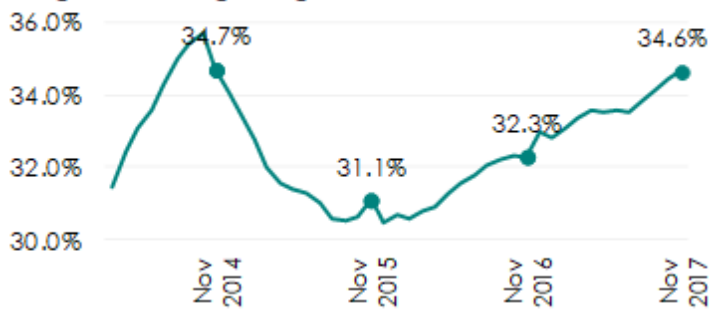
We have maintained performance this quarter despite seasonal challenging issues, such as shutdown periods, ongoing access issues and the weather. The vehicle replacement programme is also helping to tackle this as the new vehicles are more flexible and agile. The missed bin collection average is 50 missed bins per day out of 18,000 successful daily bin collections.

R

% of household waste sent for reuse, recycling and composting

(NI 192) (rolling 12 months)

Target: 36.4% Higher figure is better



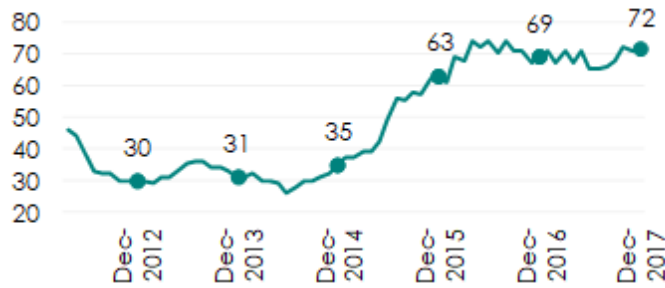
We're continuing to improve overall performance through regular training of staff, by not contaminating recycling streams, issuing information to the public regarding contamination and ongoing education on recycling to increase resident participation.

Agenda Item 4

Annex 1

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

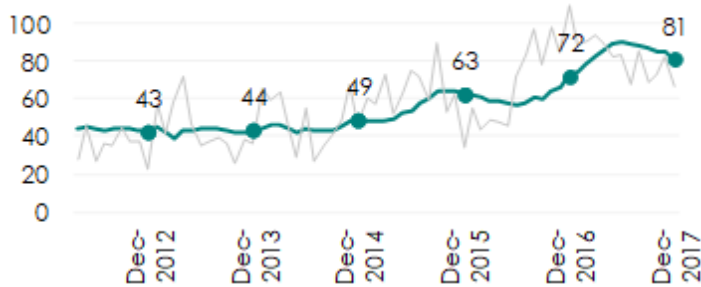
Target: Lower figure is better



We are continuing to use more powers to enforce against dumped rubbish and are making it easier for the public to report dumped rubbish incidents, hence the slight increase. Our increased and targeted enforcement will start to see a reduction in the number of incidents as a result.

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

Target: Higher figure is best

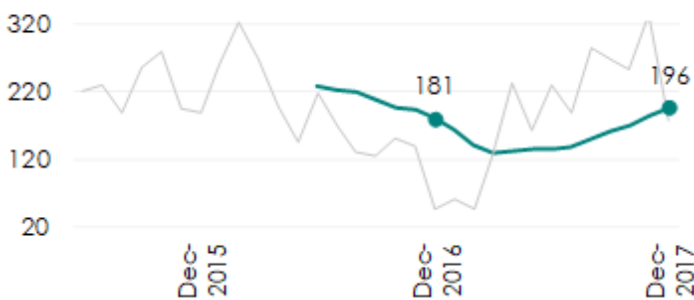


974 street scene enforcement actions were carried out in the last year. A complete review has taken place to change the data used to include all enforcement actions undertaken. We continue to utilise more of the legislative tools and powers available to the enforcement team.

Number of enforcement actions (Litter Fixed Penalty Notices – Environmental Enforcement Contract)

(LI362) (rolling 12 months)

Target: Higher figure is best

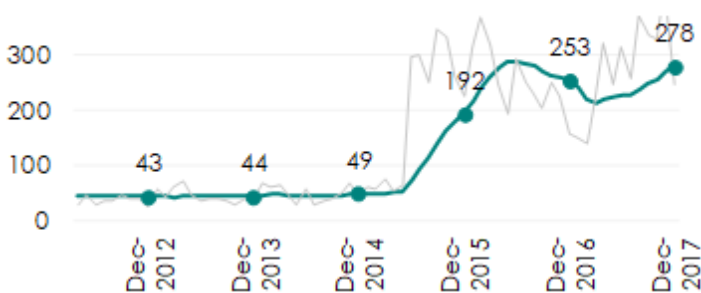


2,356 Litter Fixed Penalty Notices were issued over the last 12 months.

Number of combined street scene enforcement actions

(LI362) (rolling 12 months)

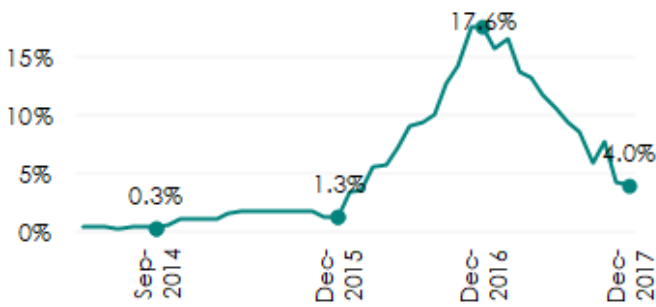
Target: Higher figure is best



3,330 street scene enforcement actions were carried out in the last 12 months, which is the highest number of combined enforcement actions we have ever taken.

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

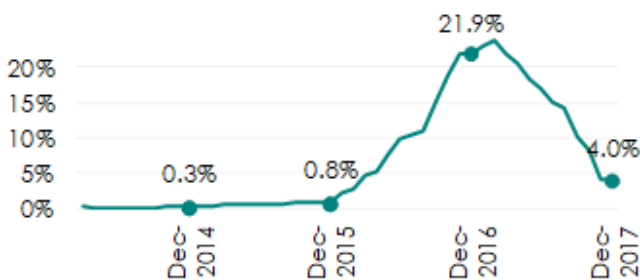
Target: 5.0% Lower figure is better



We now carry out more stringent inspections which is helping us to target our resources more effectively. This positive and proactive action is working and has resulted in us hitting our target.

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

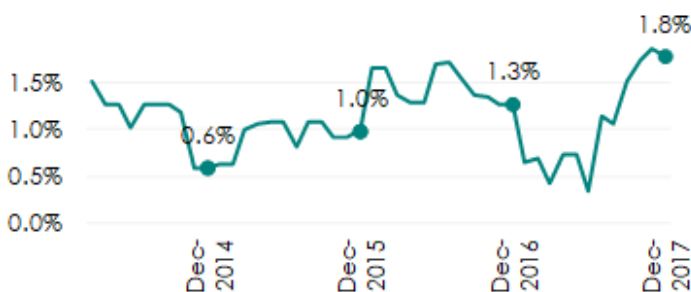
Target: 7.0% Lower figure is better



The new mechanical sweepers became operational in Q1 2017 and are already having a positive effect on these figures. The introduction of a further large mechanical sweeper in October 2017 has contributed to an improvement in our performance.

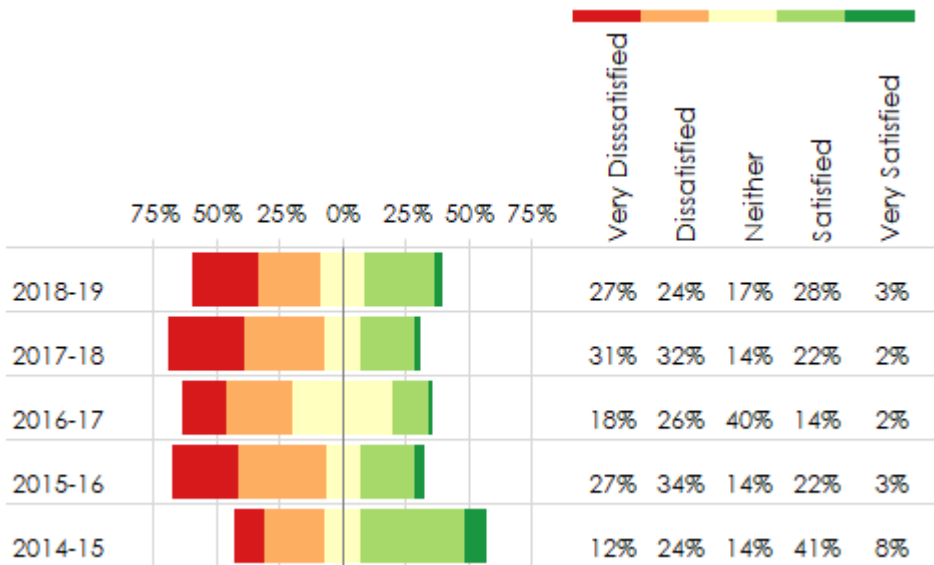
R % streets with graffiti below acceptable levels (NI195c) (rolling 12 months)

Target: 1.4% Lower figure is better



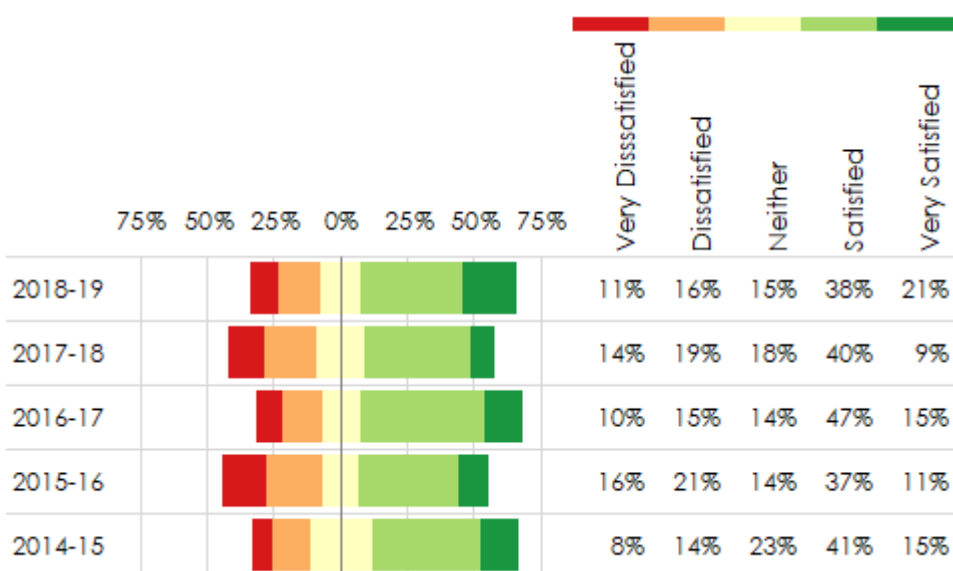
We have seen an increase over the summer, however increased partnership working and a new approach to combined enforcement and cleansing services should reduce these figures further over the next quarter.

Public opinion of the Street Cleaning Service (annual survey)



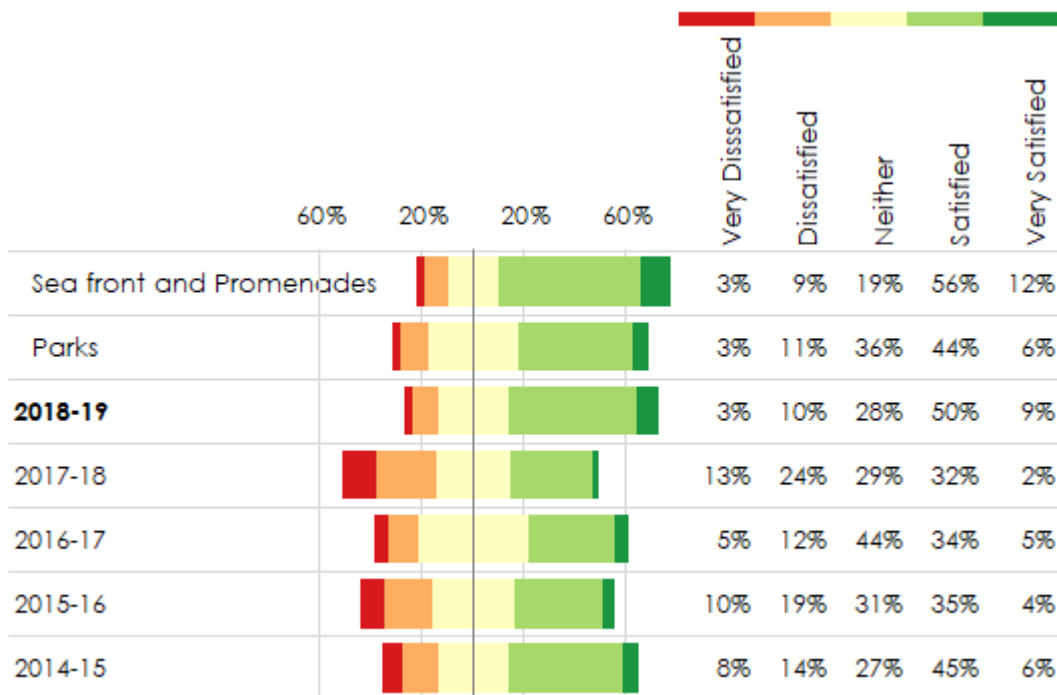
It is encouraging to note an improvement in public perception which corresponds with an improvement in the cleanliness of our streets.

Public opinion of the Recycling Service (annual survey)



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

Public opinion of Parks and Open Spaces (annual survey)



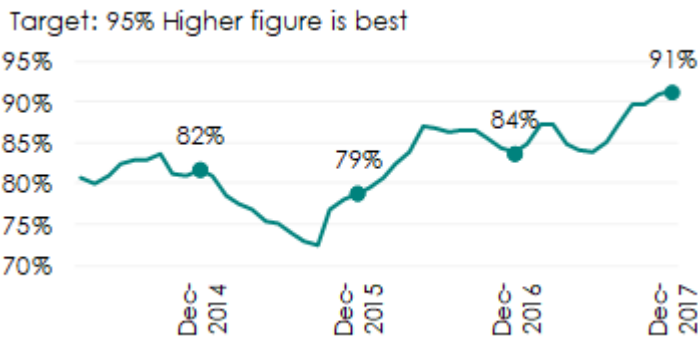
We continue to work hard to improve our parks and open spaces, which has started to improve the use and satisfaction of these spaces.

Supporting Neighbourhoods

A

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

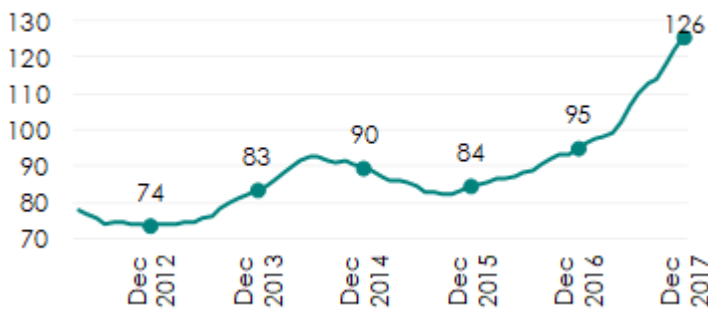
(rolling 12 months)



The team has worked hard to increase the number of cases which are receiving response rates within the service standard. We aim to continue to improve this and introduced this indicator specifically to address this. Results are already being seen with a steady increase in response rates being demonstrated.

Number of Crimes per 1,000 of the population

(rolling 12 Months) (LI300)

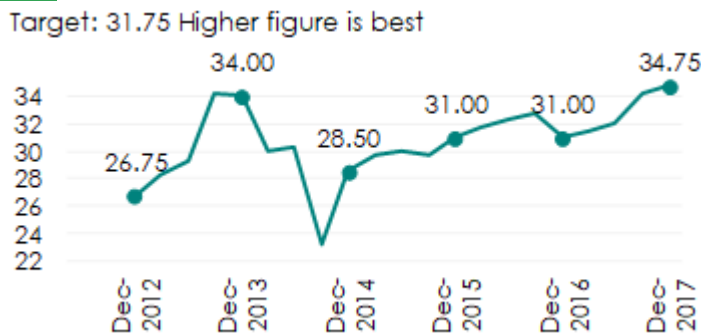


The data for all recorded victim-based crimes for Thanet shows an increase. The Police force has previously stated that an increase in public confidence in reporting crime, improved recording practices, the introduction of new crime types and the inclusion of offences not previously recorded have all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

G

Empty homes brought back into use

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

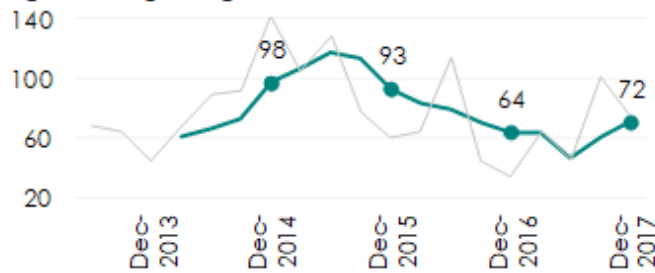


The council's renewed focus on empty homes has prompted a strong third quarter result. There have been robust interventions in respect of known sites and has been promoting the council's work via various forms of media. A new email address of empty.homes@thanet.gov.uk is now available for residents to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

G Number of dwellings where action taken to improve living conditions

(category 1 and 2 hazards) (LI543)

Target: 71 Higher figure is best

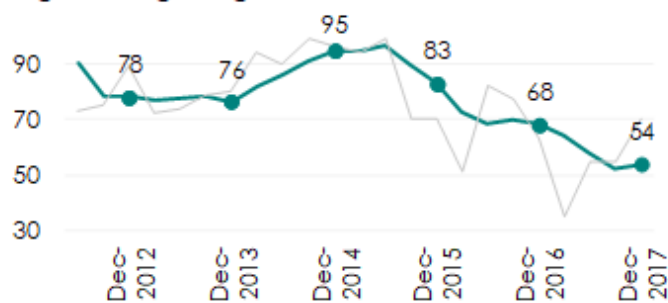


A strong performance in the second and third quarters has made up for a slow start at the beginning of the year. The team is confident that such strong performance will be maintained as a consequence of new proactive initiatives, including a selective licensing inspection programme and a number of rogue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

R Number of homeless cases prevented

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

Target: 76 Higher figure is best

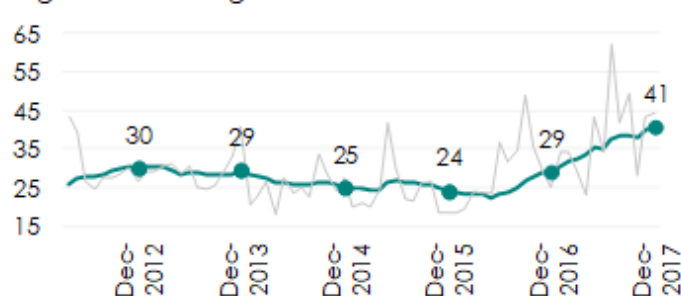


Homelessness continues to increase with the private rented sector remaining unaffordable to many homeless households due to caps on housing benefit payments and the housing element of universal credit. There are particular barriers for households living on low incomes as the gap between average local rents and local housing allowances continues to grow. Our Landlord Liaison Officers have visited local agents to better understand their requirements and develop a package of incentives that will encourage more private landlords to let more homes to households faced with homelessness. We are also working to prepare for the implementation of the new Homelessness Reduction Act 2017 with an increased focus on homelessness prevention. The new legislation comes into effect on 3 April 2018 and will increase the time available for homelessness prevention work from 28 to 56 days. We have made budget provision for 2018 to help respond to the growing pressures on homelessness and to respond to the new legislation, including additional resources for homelessness prevention and new landlord incentives. Every household threatened with homelessness will have a personal housing plan, agreed with the council setting out the support available and the actions that they need to take to secure accommodation. Personal Housing Plans will be available online so that homeless households can access them remotely on computers, tablets and smartphones.

R Average time taken to make homelessness decisions

(rolling 12 months)

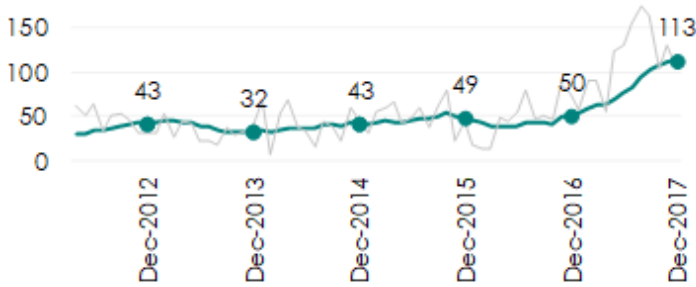
Target: 28 Lower figure is better



This indicator has increased and this is due to the growing number of homeless cases and the work entailed to reach a decision. Homeless Officers have a caseload of over 80 -100 at any one time. In the last quarter 196 homeless decisions were made and home working is proving valuable to ensure the legal letters are completed in a timely manner.

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

Target: 38 Lower figure is better



The number of days in temporary accommodation has increased. This is due to the challenges of finding housing solutions for households to enable them to move out of temporary accommodation more quickly. The number of available affordable homes to let has reduced and access to the private rented sector is more difficult.

An increasing proportion of available homes for social and affordable rent are being let to homeless households, but this alone is insufficient to keep track with growing demand. Contracts have been exchanged for the first 4 new properties to be purchased through the council's acquisition programme and these will be directly offered to homeless households. We are working with Orbit to see if they can also provide direct offers to homeless households. We continue to work on future housing options in preparation for the Homeless Reduction Act.

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

Empty Homes in Thanet

	Mar-16	22 Months	Jan-18	% change since Mar 16	Change since Mar 16
Second Homes (Unoccupied and furnished)	1370		1,547	13%	177
Empties			-		
Unoccupied and unfurnished	614		532	-13%	82
Unoccupied and unfurnished for more than 2 years	244		269	10%	25
Unoccupied and unfurnished, requires or undergoing major repair and/or structural alteration	106		224	111%	118
Property left empty by a deceased person, waiting for probate or letters of administration to be granted	103		100	-3%	3
Other	51		64	25%	13
Total (Excluding Second homes)	1118		1,189	6%	71
Total (including second homes)	2488		2,736	10%	248

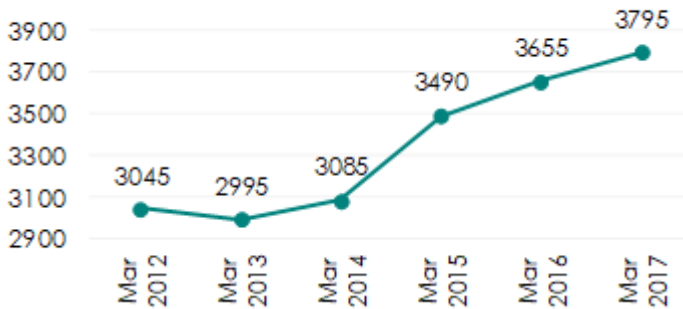
The council's proactive stance on tackling empty homes has contributed to the steady decline in the number of empty properties in Thanet since 2008. Early 2017 started to see increases in the number of empty homes for the first time in some years. The housing and council tax teams have worked together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

Promoting Inward Investment and Job Creation

Count of Enterprises in Thanet

(nomis data)

Higher figure is better

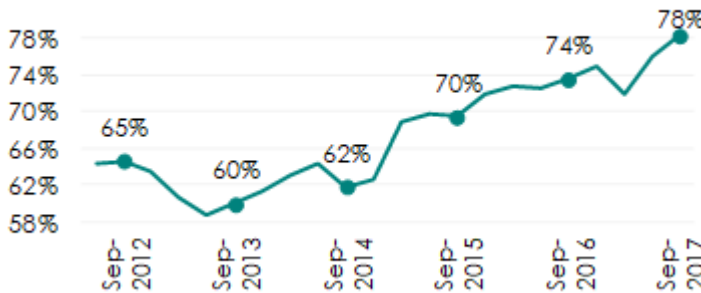


Thanet has seen 24.6% increase in the number of enterprises from March 2012. This increase is more than the South East increase of 19.5% and just under the Great Britain increase of 24.8%.

All people - Economically active - In employment

(nomis data)

Higher figure is better



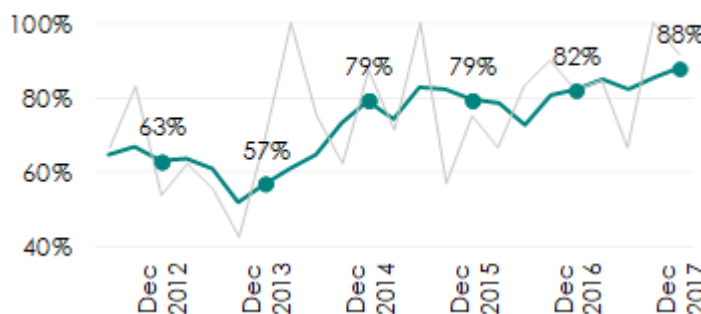
Over the last three years employment levels have continued to increase.

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

G Major Planning Applications determined within 13 weeks or agreed timescale

(NI157a) (rolling 12 months)

Target: 81% Higher figure is best

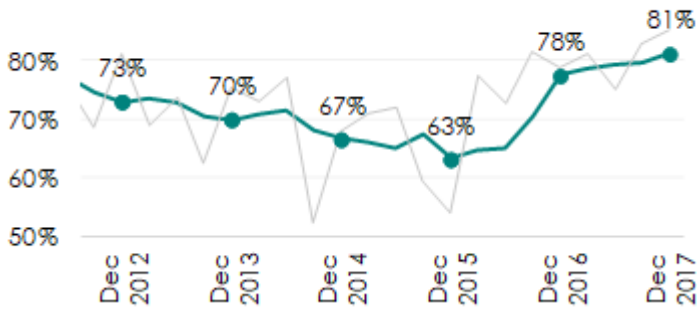


88% of the 41 Major planning applications were determined within the agreed timescale over the last 12 months. This achievement is despite a 14% increase since September 2016 in major planning applications being received. This achievement results from improving how we use Planning Performance Agreements with applicants to support delivery. Whilst this rolling 12 months shows 88% achievement we are anticipating being on target to deliver 81% for the 12 months to March 2018 as we have seen a slight dip in new applications and resource pressures ensuring legal agreements are cleared swiftly.

G Minor planning applications determined within 8 weeks or agreed timescale

(NI157b) (rolling 12 months)

Target: 72% Higher figure is best

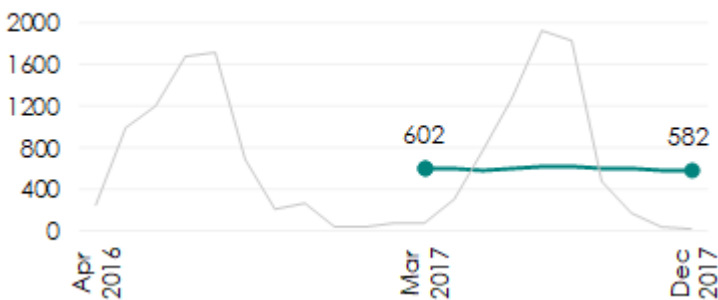


81% of the 314 Minor planning applications determined within the agreed timescale in the last 12 months. Improvement in performance follows refinement of use of Planning Extension Agreements, established procedures and restructure of the department.

Visitor Nights

(LI730) (rolling 12 months)

Higher figure is best

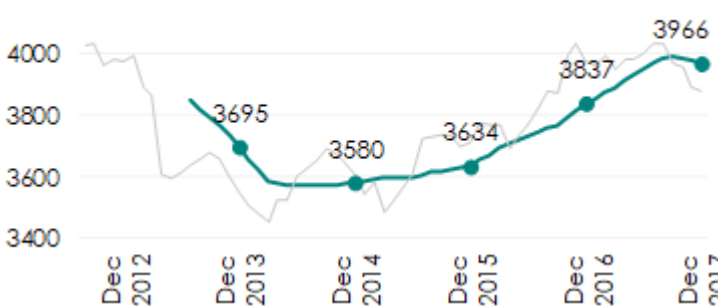


We actively encourage visitors to the harbour to enjoy Thanet's coastline, towns and attractions. This engagement encourages visitors to stay longer in our district and increases the potential for repeat visits in the future. This customer interaction is considered to positively influence this indicator.

G Average total metrage of occupied permanent berths in Royal Ramsgate Harbour

(LI137) (Average rolling 12 months)

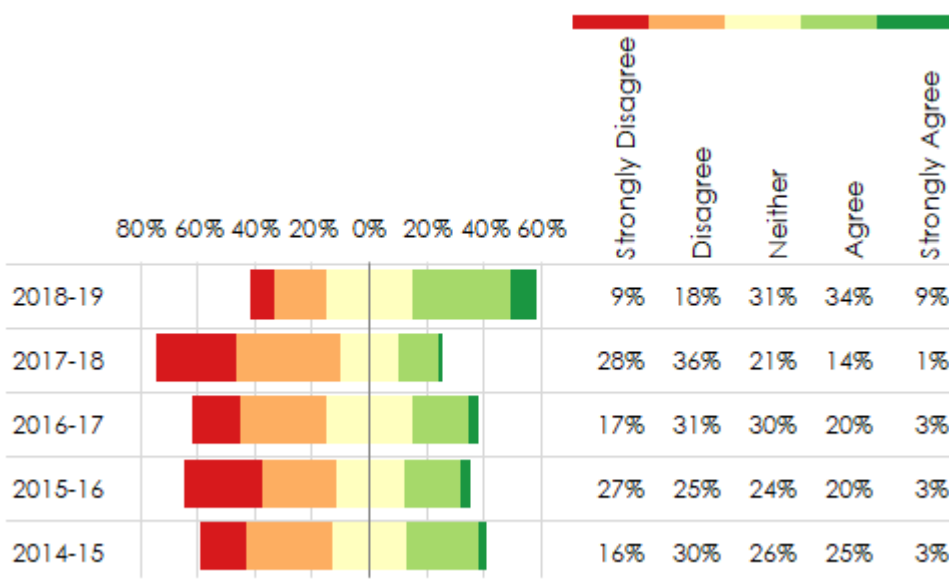
Target: 3600 Higher figure is best



Since early 2014 numbers have seen a steady increase. Factors such as the regeneration of the Military Road quayside and overall success of the harbour are believed to have positively influenced permanent berth holder numbers and attracted new business to Ramsgate. Price point and consistent high quality customer service provided by marina staff, (as recorded again in the 2017 customer survey) are also likely to be contributory factors.

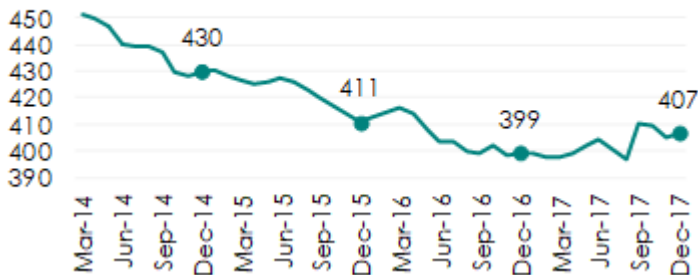
Statistical Information

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

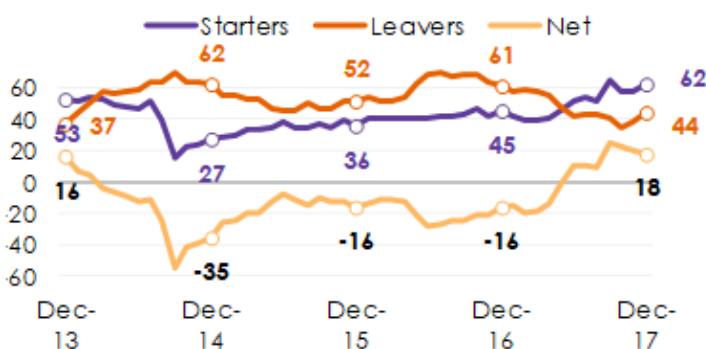


The result is very positive in comparison to the trend in recent years, with 43% agreeing or strongly agreeing that the council provides value for money, compared to 15% last year.

Thanet District Council Full time Equivalent count



Staff Starters and Leavers headcount (rolling 12 months totals)



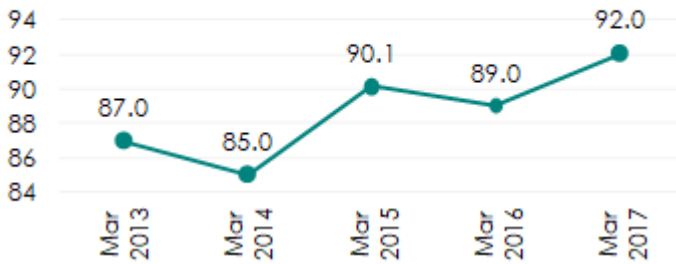
Over the last 12 months there have been:

44 Leavers
62 Starters

Meaning a net increase of 18 staff.

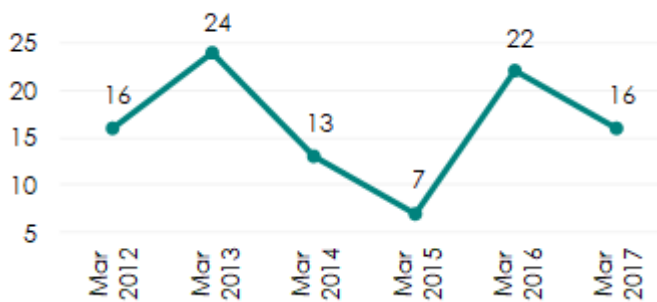
Registration rate for voting following annual canvass (%)
(LI456)

Higher figure is best



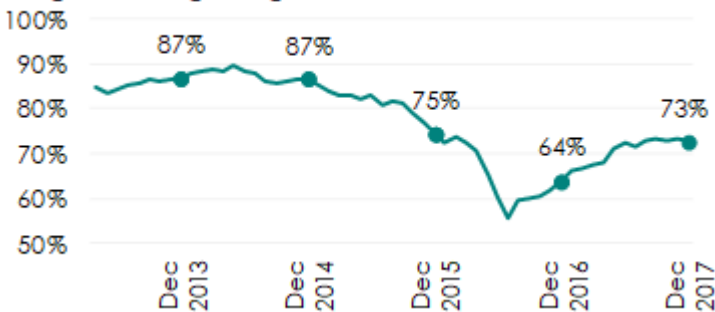
Number of complaints made to the Standards Committee
(LI519)

Target: Lower figure is best



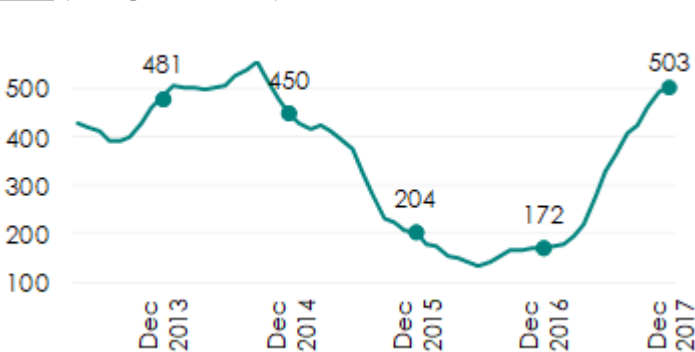
R Complaints Response Rate within 10 days
(rolling 12 months)

Target: 90% Higher figure is better



Following a review of systems, processes and resources, performance has shown a slight upturn. An outcome of the review is to establish a specific resource in the Executive Support team to co-ordinate complaints.

Number of complaints
(rolling 12 months)

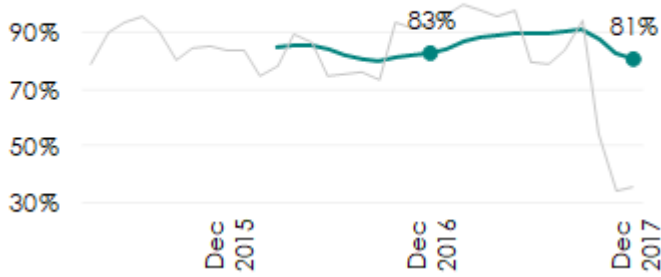


Following a review of systems, processes and resources, a large number of complaints were identified in 2017 as being excluded from this statistic. These are now being reflected in the numbers, which are based on a rolling 12 months.

R Freedom of Information Response Rate within 20 days

(rolling 12 months)

Target: 90% Higher figure is better

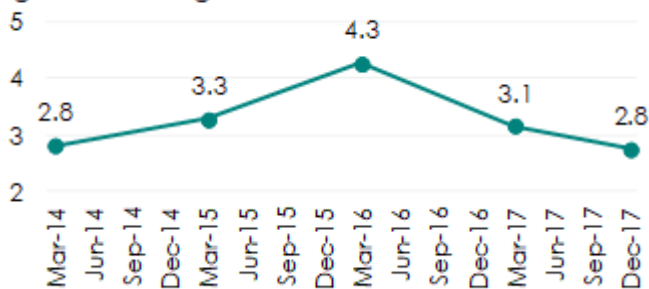


Overall the new processes and procedures introduced by the Information Governance Team from November 2016 has led to more efficient handling of FOIs. However, the dip in the last quarter is due to an increase in the number of more complicated FOIs which require longer handling times.

R Sickness days per Full Time Equivalent

(quarterly)

Target: 2 Lower figure is better



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

Partner Performance

Thanet District Council housing tenants:

	Performance Indicator	13/14	14/15	15/16	16/17	Q1	Q2	Q3	Q4	YTD	Target
G	Average re-let time in days (all stock including major works)	24.7	22.5	19.95	23.85	12.74	15.7	22.71		17.1	20
R	Current tenant arrears as a percentage of the projected annual rental income	1.67	1.58	1.39	1.56	1.65	1.97	2.76		2.76	1.50
G	Overall customer satisfaction with day to day repairs	97.6	99.7	100	99.15	99.8	100	99.89		99.88	98%
R	Percentage of HRA capital programme spent	82.7	76.7	96.54	97.35	2.37	14.05	23.69		23.69	100%

Revenues & Benefits (cumulative year to date)

	Performance Indicator	13/14	14/15	15/16	16/17	Q1	Q2	Q3	Q4	Target
R	Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)	7.21	7.03	6.81	7.31	9.33	10.28	10.13		8.50
A	% correct HB and CTB decisions	97.49	96.81	96.88	96.24	95.71	94.83	95.67		96.50
G	% Council Tax collected	96.00	96.15	96.49	96.50	29.02	55.82	82.83		96.15
A	% Business rates collected	98.76	98.53	99.53	99.07	32.64	57.65	83.32		99.50

Customer Services: Computers and phones (cumulative YTD)

	Performance Indicator	13/14	14/15	15/16	16/17	Q1	Q2	Q3	Q4	Target
R	Average call waiting time (mins MM:SS)	01:20	00:52	00:39	00:48	1:14	1:32	1:32		00:50
G	% availability of corporate website	99.96	99.98	99.94	99.98	99.84	99.91	99.94		99.50
G	% of calls dealt with by automation	27.06	29.59	25.42	34.33	39.69	41.13	41.08		33.00

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Corporate Performance Report – Key Focus

Thanet District Council

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



Team	Focus	Due	A clean and Welcoming environment	Supporting Neighbourhoods	Promoting Inward investment and job creation	Delivering value for Money	Supporting the work force	Promoting Open Communications
Financial Services	Deliver a balanced budget for 2017-2021	2017 Q1	✓	✓	✓	✓		✓
Financial Services	Ensure the HRA and other strategic Business Plans are on a sound financial basis	31-Mar-17		✓		✓		
Housing Services	Empty Homes: Directing resources towards bringing more empty homes back into use.	On-going	✓	✓		✓		
Housing Services	Improving housing conditions across the district, with a particular focus on areas with high levels of deprivation and poor housing conditions.	On-going	✓	✓				
Housing Services	Working with residents and landlords to improve the standard of housing management.	On-going	✓	✓				
Housing Services	Develop new HRA Business Plan for the coming period.	2017			✓	✓		
Housing Services	Working with East Kent Housing to ensure the provision of a high quality, cost effective service to residents.	On-going	✓			✓		
Housing Services	Preventing Homelessness - providing a comprehensive housing options service that focuses on early intervention to support vulnerable households into suitable accommodation. Mitigating the need for temporary or emergency accommodation is an essential part of this.	On-going		✓				
Housing Services	Reviewing the services provided by the Housing options team to ensure that they are able to respond to the increasing number of households at risk of	2017		✓		✓		

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	losing their home.						
Housing Services	Improving the operational efficiency of the housing service, through the use of technology and flexible working	2018			✓	✓	✓
Waste and Street Cleansing	Strive to continually improve the standard of service, adopting a “right first time” approach in order to reduce missed bins and increase efficiencies by reducing dependency on resources allocated to failure demand.	2017 Q1	✓	✓		✓	
Waste and Street Cleansing	Obtain maximum benefit from procurement programmes to reduce capital outlay in fleet (and other) purchasing	2016 Q4				✓	
Waste and Street Cleansing	Optimise the waste collection rounds to realise efficiencies.	2017 Q1				✓	
Waste and Street Cleansing	Develop innovative recycling and waste solutions within high density urban areas.	2017 Q2	✓	✓			
Waste and Street Cleansing	Develop innovative recycling and waste solutions within high density urban areas.	2017 Q1	✓	✓			
Waste and Street Cleansing	Explore all opportunities to increase participation in recycling	2017 Q2		✓			
Waste and Street Cleansing	Implement robust measures to reduce contamination of dry recyclates by both residents and by crews NB: Current contamination rate is 12% (Average 8 RCV's full each month)	2017 Q2		✓			
Waste and Street Cleansing	· Increase the proportion of recycling to waste to meet both regional and national targets NB: National / EU target is to achieve 50% recycling rate by 2020 TDC Rate is currently 32% Failure to achieve the target will result in financial penalties· Explore all opportunities to increase participation	2017 Q2		✓			
Waste and Street Cleansing	Develop educational programmes for schools to encourage children to lead on recycling initiatives at home and at school	2017 Q2		✓			
Waste and Street Cleansing	Meet and maintain the Environment Agency TEEP Test in relation to the quality of recyclate collected.	2016Q3		✓			
Waste and Street Cleansing	· Explore opportunities to innovate and improve street cleansing for better outcomes, improve public perception and reducing costs.	2017 Q2	✓	✓			
Waste and Street Cleansing	· Actively reduce customer complaints by adopting a right first time attitude, and ensuring that frequency and quality are constantly monitored and poor performance challenged.	2017 Q1	✓	✓			
Civil Enforcement Parking	Investigating new handheld technology equipment for the Civil Enforcement Officers .	2017		✓			
Street scene Enforcement	Implementation of CCTV system upgrade, and an options appraisal of CCTV provision going forward	Q1/2017		✓			
Street scene Enforcement	Better integration, analysis, use of deployable resources and an intelligence-led approach to enforcement activities.	Q2/2017		✓			
Street scene Enforcement	Update street scene enforcement protocols to support effective prioritisation of action and in order to keep up with any changes in legislation including a new enforcement and investigation policy and procedure.	Q2/2017		✓			

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Street scene Enforcement	Integrate Operation Cleansweep with Margate Taskforce Streetweek operations to avoid duplication and better focus resources.	Q1/2017		✓				
Street scene Enforcement	Increase enforcement activity actions, such as notices, warnings, penalty notices and prosecutions	Q1/2017		✓				
Street scene Enforcement	Coordinated safety, education and enforcement initiatives	Q2/2017		✓				
Street scene Enforcement	Introduction of an internal enforcement education and skills programme	Q3/2017		✓				
Maritime Operations	To increase the port's visibility within the sector.	Mar-20			✓	✓		
Maritime Operations	To work towards achieving 5 stars in the Gold Anchor scheme.	Mar-18	✓	✓	✓	✓		
Growth and Development	Determination of around 1300 Planning Applications p.a. including the following sites of strategic significance: Birchington and Westgate Manston Westwood Manston Green · The Lido and Rendezvous· Airport	Ongoing		✓	✓			✓
Growth and Development	Responding to major consultations on applications determined by other bodies such as: The Richborough connection to be determined by the Planning Inspector under NSIP Thanet Wind Farm extension to be determined by the Planning Inspector under NSIP	RC – 2017; TWF - 2019		✓	✓			✓
Growth and Development	Responding to major consultations on applications determined by other bodies such as: Thanet Parkway likely to be determined by KCC	Ongoing		✓	✓			✓
Growth and Development	Provide clear and consistent pre-application advice to add value to planning proposals and provide certainty to attract inward investment	Ongoing			✓			✓
Information Governance	Improve response rates to all IG requests	2017 Q2					✓	✓

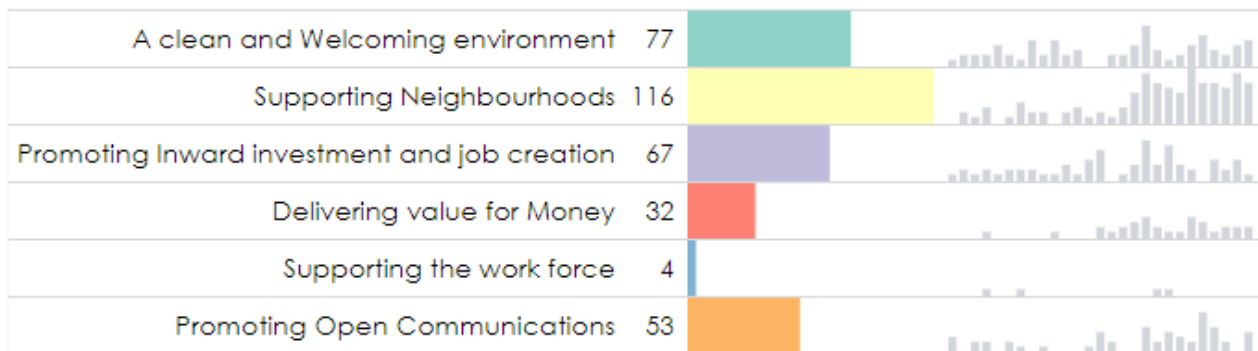
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Corporate Performance Report – Highlights

Thanet District Council

The following chart shows the balance of highlights against the councils corporate priorities and values.



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

Year	Month	News Release						
2017	Dec	Thanet District Council's tourism team ranked number 1 in the South East's Social Media Index				X		X
		New Public Space Protection Order for alcohol control	X	X				
		Fly-tipper caught out by covert cameras	X	X				
		Thanet District Council pressed for legal proceedings on 19 cases of unpaid litter fines and won	X	X				
		Notice of Elections		X				X
		Tonbridge-based Gin seller fined £200 for selling alcohol without a licence.	X	X				
		More than 600 local people take part in annual satisfaction survey		X		X		X
		Ellington Park scheme to be revealed	X	X	X			

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	Council sampling exercise reveals 15% of Thanet's catering premises had invalid gas certificates	X				X
Nov	A successful year for Coastal Wardens and Guardians of the Deep	X	X			
	Thanet's Winter Shelter opens its doors for the second year	X				
	Thanet Community Lotto - YOU could win £25,000			X		
	Ramsgate man to pay £1,172 for fly-tipping in alley	X	X			
	Strong winds affecting bin collections	X	X			
	Thanet's dedicated Environmental Action Team makes great strides	X	X			
	You can now buy tickets for the Thanet Community Lotto			X		
	Thanet District Council successfully prosecutes event organiser		X			
	Ramsgate HAZ research projects gather pace		X	X		
	Remedial work at Royal Sands, Ramsgate commences			X		
	Bay City Strollers going from strength to strength		X			
	Thanet District Council shortlisted for LGC Awards		X	X		
	New PSPO for dog fouling and control comes into force	X	X			
Oct	Update on Local Plan process			X		X
	PSPO for dog fouling and control	X	X			
	Council review leads to increased local support for victims		X			
	Local primary school children asked to become Recycling Rangers	X	X			
	Tributes to Cllr Ken Gregory		X			
	Thanet Community Lotto		X		X	
	Thanet trials new initiative to raise awareness of mental health and well-being		X			
	From toxic to award winning in a couple of years!		X	X	X	X
Sep	Applications for Event Grant Funding now open		X	X		X
	Thanet cracks down on empty homes	X	X			
	Local firms and pubs to benefit from Thanet's business rate relief			X		X
	Sporting Minds: new mental health project for Thanet		X			
	Thanet Landlord Event – Tuesday 26 September		X	X		X
	Margate Caves given new lease of life		X	X		
	Margate graffiti tagger prosecuted	X	X			
	Great British Beach Clean returns to Thanet!	X				
	Brand new residents' survey launches this week!				X	X
	Public Spaces Protection Order (PSPO) for Alcohol Control		X			X
	Council's housing programme ready for business		X			
Aug	Council introduces new Environmental Action Team	X	X		X	
	Thanet's Heritage Open Days, 7 - 10 September		X			X
	Board appointments for Leader of Thanet District Council					X
	Leader's Mid-Term Review		X		X	X
	Council introduces cigarette voting bins to tackle litter	X				X
	Have your say on new PSPO for dog fouling and control	X				X
	New bins added along Thanet's coastline	X			X	
	Kent's first Local Authority Criminal Behaviour Order		X			
	Margate Central By-election results		X			X
	Thanet Coast Project Summer Events 2017		X			X

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	Landlord prosecuted for ignoring selective licensing requirements	X	X				
	Knowledge sharing for safer neighbourhoods	X	X				X
Jul	Specialist appointed to Ramsgate HAZ project		X				
	Council to transfer Ice House to 6th Ramsgate Sea Scouts				X		
	Thanet District Council approves a life size Antony Gormley sculpture			X			
	Introducing the Chairman of the Council		X				X
	Captain climate hits Thanet's streets!	X	X				
	Funding secured to improve housing and community integration		X	X	X		
	Ellington Park drawings exhibition	X	X				
	Margate Taskforce - Sunrise Rotary club shine on Margate Task Force		X				
	New seasonal resident only parking scheme		X		X		
	Council enforces £400 fines to string of fly-tippers	X	X		X		
	New safety railings and lighting to be installed on Margate Harbour Arm	X	X				
	Get active and stay active with Thanet's summer programme		X				
	High rise blocks		X				X
Jun	Arts Council awards for Thanet institutions		X	X			
	Dog DNA pilot registration scheme to open across Thanet	X	X				
	Demon Dayz - Cllr Brimm reflects on the Demon Dayz Festival			X			
	Parking update from the Leader of the Council		X		X		X
	General fire safety and cladding		X				X
	Council launch environmental booklet for local schools	X	X				
	Thanet District Council response to CPS announcement		X				X
	Thanet on the crest of a creative wave			X			
May	Dreamland in lights			X			
	Have your say on Planning Validation Checklists		X				X
	Turner Prize 2019 comes to Thanet			X			
	10 of Thanet's beaches named best in Britain	X		X			
	Community Safety Team takes action against street drinking		X			X	
	Sport 4 NRG Project offers new ParkLives activities		X				
	Dreamland cinema building: attitude changes to health and safety			X			
	Restored Sunshine Café windows unveil panoramic views of Margate sands			X			
	General Election		X				X
	Have your say on proposed new parking schemes		X		X		X
	Inaugural Thanet Tourism Volunteer Forum		X	X			
	Kent County Council elections – Thursday		X				X
	Great new way to discover Thanet's coast			X			
Apr	Potential sale of council assets		X		X		X
	New parking schemes on the horizon		X		X		X
	#DreamlandMemories			X			
	New innovative freight model for the Port of Ramsgate		X	X			
	Thanet business owner fined for displaying illegal sign in listed building	X	X				
	UK leading Margate Task Force extends into Ramsgate		X			X	

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		Graffiti - let's wipe it out	X	X				
		Expansion to Port of Ramsgate team		X	X			
		'Live Margate' Housing renovation programme goes from strength to strength	X	X				
Mar		Great Eggcase and Scavenger Hunt!		X				
		Tourism Superstar Award and 13 others announced at Pride in Thanet Awards		X	X			
		Plans for East Kent council on hold following Shepway vote			X	X		X
		Ramsgate Main Sands not eligible for Blue Flag this year	X					X
		It's a #CrimeNotToCare when it comes to getting rid of your rubbish	X	X				
		Creation of new single council in East Kent			X	X		X
		Colourisation used to recreate original Dreamland sign	X		X			
		Sale of Dane Valley enterprise units				X		
		Historic lighting technique recreates original Dreamland sign	X		X			
		Council to run dog DNA pilot scheme in April	X	X				
		Thanet Winter Shelter helps 23 individuals to a life off the streets		X				
		Council takes court action to protect Thanet's heritage		X				
		Community and council clean up Thanet	X	X				
		High turnout to see revisions to council's Draft Local Plan		X				X
		Dreamland menageries restored to former glory	X		X			
		Register to receive your council tax bill by email and you could win £1,000!				X		X
		Successful bid for domestic abuse cash		X				
		Owner occupier loans – first for Kent		X	X			
		Destination restaurant on the cards for Margate	X		X			
Feb		Council backs nationwide 'spring clean' in Thanet	X	X				
		Crack down on fly-tippers with new £400 fine	X	X				
		Council unanimously agrees new budget			X	X		
		Botany Bay takes centre stage for Harper's Bazaar fashion shoot			X			
		Local children help spread 'Keep Thanet Clean' message	X	X		X		
		Ground breaking housing scheme for older people launched		X	X	X		
		New rapid response project to prevent homelessness		X				
		Derelict property owners taken to court	X	X				
Jan		Register to receive your council tax bill by email and you could win £1,000!		X		X		
		Legal action taken to protect Isle's heritage	X	X				
		Ellington Park in Ramsgate wins National Lottery Funding	X	X	X	X		
2016 Dec		Council services over Christmas and New Year	X	X		X		X
		Local litterers found guilty in court	X					X
Nov		Thanet tourism booms to £293 million			X			X
		Unlicensed Margate landlord fined £3000		X				X
		Sky Arts choose Margate as its backdrop			X			
		Ramsgate awarded Heritage Action Zone status			X			
		Thanet Council's Sports Awards recognise the district's sporting heroes		X				
		Residents asked for their views on the services which matter to them				X		X

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	Agricultural land off the council's disposal list		X	X		X
	Strategic partnership agreed with council		X			
	Children recreate photography history		X			
Oct	Winter Shelter Scheme and Aspire Homeless Project	X				
	The UK's largest mobile crane is currently being hosted at the Port of Ramsgate!		X			
	Local company seeking to expand operations at Port of Ramsgate		X			
	Ramsgate through to next stage of £1.7m Coastal Community Funding application		X			
	Manston Airport viability study concludes operations 'very unlikely'		X			X
Sep	Dane Valley Arms	X				
	Team GB Hockey Gold Medallist hosts the Thanet Sports Awards 2016	X				
	September Littering Prosecutions	X				
	Environmental Enforcement Contract awarded	X				
	Thanet District Council wins £33,000 for Museum Cataloguing Project		X			
2016 Sep	Thanet Community Safety Partnership – Harbour Street, Ramsgate Operation.	X				
	The Great British Beach Clean returns!	X				
Aug	Heritage Open Days in Thanet		X			
	Dreamland Phase 2: Local contractor Coombs appointed to undertake iconic Dreamland restoration		X			
	Thanet District Council joins the #2minutebeachclean movement	X				
	SEAS Photography 'Beyond the View' temporary exhibition opening at the Droit House in Margate		X			
	Local school children design new anti-litter mascots for Thanet!	X				
	The Thanet Sports Awards 2016 – nominations now open!		X			
	National Charity Partnership to headline sponsor Margate Masters National Beach Volleyball Finals 2016		X			
Jul	Seaweed and their Secrets	X				
	Littering prosecutions at Canterbury Magistrates' Court	X				
	Thanet District Council, Southern Water and the Environment Agency working together in Viking Bay	X				
	Summer 'Seashore Safaris' along the Thanet Coast	X				
	Manston Airport - Change of use application		X			
	Triple figure fine for Ramsgate fly-tipper	X				
	EAST KENT COUNCILS CONSIDER CLOSER WORKING			X		
Jun	Thanet's beauty unveils in London	X				
	Council Tax Support – your views sought					X
	Thanet District Council cracks down on rogue landlords		X			
	Ramsgate woman to pay £700 for fly-tipping in alley	X				
	Thanet Landlords' Event – 29 June 2016	X				

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	A big thank you to our Thanet Visitor Information Volunteers!		X			
May	The Thanet Coast Project hosts 'Seaweed and their Secrets'	X				
	Wildlife walks in Thanet	X				
	Thanet receives ten awards for its stunning sandy beaches!	X				
	Thanet Crematorium to host Public Open Day to mark 50th year		X			
	2nd phase of Dreamland underway – call out for contractors			X		
	Further fines for fly-tippers	X				
	Fine for Margate shop owner selling alcohol without licence		X			
	War against dog waste	X				
	£4.5 m scheme to redevelop Royal Pavilion building in Ramsgate step closer!			X		
Apr	Council crack-down on Fly-tippers	X				
	Margate Masters to host the National Beach Volleyball Finals for fourth successive year			X		
	Thanet District Council commended for significant progress				X	
	Summer is coming! Lifeguards prepare for busy seafront in run-up to warmer months		X			
	Calling all landlords		X	X		
	Make sure you know how to have your say on the 5 May					X
	Action to tackle an-social behaviour in Thanet		X			
	It's playtime as Cliffsend's new community play area opens		X			
Mar	Easter Eggcase Hunts!	X				
	Thanet groups take part in national clean-up event	X				
	Thanet wins Visitor Information Provider of the year!			X		X
	Update on Homeless issue at Marine Drive, Margate		X			
	Get ready for important elections in 2016					X
	Thanet District Council introduces £20,000 fund for Cliftonville community projects			X		
Feb	Doggie Pit Stop events to be held in Ramsgate	X				
	Thanet District Council assists BBC programme set in Margate			X		
	Thanet District Council introduces new equipment for upcoming season	X				
	Thanet Council calls for volunteers to participate in anti-litter campaign	X				
	WANTED: Budding scientists to capture our coast	X				
Jan	Selective Licensing Scheme in Margate Extended		X			
	Election Results - By Election Newington, Ramsgate					X
	Council receives £90k to tackle rogue landlords		X			
	Lancashire recycling company prosecuted for unauthorised unit in Broadstairs car park	X				
	Bin it for Good anti-litter campaign celebrates success	X				
	First car transporter ship at Port of Ramsgate			X		

Agenda Item 4

Annex 3

		Consolation on Cliftonville Conservation Area proposals gets underway				X
		Thanet Community Safety Partnership consultation 2016	X			
		Cabinet to discuss 2016-17 Budget			X	
		Thanet receptionist recognised in national Tourism Superstar shortlist		X		
2015 Dec		Awards for Outstanding Contribution to Community Safety presented at Thanet Community Safety Partnership Conference 2015	X			
		Dates for your diary - holiday opening times and waste and recycling collections	X			X
		Silver for Thanet Visitor Information Service at the Beautiful South Tourism Awards 2015!	X			X
		LEADER programme funding available for rural Thanet businesses and communities		X		
Nov		Recycle Now!	X			
		Recognising Thanet's Sporting Stars		X		
		Broadstairs stars in Lady in the Van		X		
		Margate man convicted and Fined for breaching abatement notice		X		
		Guest speakers for the 2015 Thanet Sports Awards are announced!		X		
		Council FIDO machine gets spotted!	X			
Oct		Cabinet to consider report which recommends no further action on Manston CPO at the present time				X
		Selective licensing consultation closes Monday 26 October				X
		Residents asked for their views as budget consultation begins				X
		Activity at the Port of Ramsgate is set to increase		X		
		Porchlight to benefit from Margate's 'Bin it for Good' anti-litter campaign	X			

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EK Services Q3 Performance Report for TDC
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Corporate Performance Review Working Party	15 February 2018
Report Author	Dominic Whelan, Director of Shared Services
Portfolio Holder	Cllr Derek Crow-Brown
Status	For Information
Classification:	Unrestricted
Key Decision	No
Ward:	N/A

Executive Summary:

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

The report will cover service performance over the period October to December 2017 inclusive.

Recommendation(s):

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

1.0 Introduction and Background

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

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

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

2.0 Performance

Performance in the majority of areas continues to remain high; ICT and HR performance is above target on all indicators. Also, the important performance in Income Collections also remains high and on track. December Business Rates collection was slightly impacted by two large payments (from Tesco and NHS) being

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received in early January rather than December which was not therefore included in the statistics for this Q3 report. If they had been receipted at planned time, the expected target for Q3 would have been achieved.

Customer Services contact remains a challenge and below target. This has been discussed at length. I am pleased to see that some of the measures taken to assist (new apprentices, redeployment of staff) are starting to have an effect and the performance has improved since Q2 (1min 34 secs this quarter compared to 1min 53 secs last quarter). However, the fact remains that the budget pressure in 2017, resulting in a £800k saving target for EKS has had a large impact on overall staffing. There are still some additional factors that have added to the pressure on resources, including extra work from Universal Credit assistance and some ongoing extra call volumes from Council Tax Reduction Scheme queries which are not steady state activity.

The run of under performance in the average time taken to process all new claims and change events has, regrettably, continued but it is now starting to correct. The Q3 outturn (9.76 days) is now a marked improvement from Q2 (11.42 days) and December itself was much closer to target. We continue to focus resource on this area to recover the position.

The Q3 performance for Accuracy in Housing Benefit and Council Tax Support was above target but due to the specific dip in Q2 (linked to individual staffing issues that have now been addressed), the year to date remains slightly below target. However, we hope that the improvement in Q3 will continue in the last quarter and this will recover the overall position at year end.

Key Initiatives/Outcomes:

The work to reach agreement on contract Terms with Civica leading to a decision by the East Kent Services Committee in January, is progressing well. As at the end of Q3, we remain on track to deliver the expected outcomes laid out in the original Business Case.

The new Digital Benefits solution which was due to be deployed in November was delayed and is now being implemented in January. This provides a much easier, faster and more accurate method for customers to make claims, update change of circumstances and will not only improve customer experience but also reduce contact via telephones or face to face.

The closure of the remaining Customer Service (face to face) locations that EKS operate across the three Districts is now nearly complete with one remaining location (Deal Library) now only open 1 day a week and this is due to close in March 2018. This will then complete the re-alignment of staff which will, in turn, help the resource availability in the contact centres.

Concerns/Risks:

It remains likely that, despite the additional measures being put in place to help mitigate the pressure in Customer Services, that we are unlikely to achieve the 50 secs call waiting time target at the end of this year. The target last year was 90 secs and whilst we have reduced staff in line with budget availability, the contact has not reduced as much as we expected and is also exasperated further due to an increase in more complex calls.

If we fail to agree Terms and Contract with Civica to provide Customer Services and Revenues/Benefits then a major restructure of EKS is likely, unless Councils find

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significant funding to invest. Any restructure would result in significant staff reduction that would have severe impact on services.

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

Annex List

Annex 1	EK Services Q3 Performance for TDC
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Description	Outturn 2016/17	Target 2017/18	Q1	Q2	Q3	Q4	Year to date
EKS Services to Thanet benefit claimants:							
Average time taken to process all new claims and change events in HB and CTB (days)	7.31	8.50	9.33	11.42	9.76		10.13
% of correct HB and CTB decisions	96.24%	96.50%	95.71%	94.59%	96.72%		95.67%
% of Council Tax collected	96.50%	96.15%	29.02%	55.82%	82.83%		82.83%
£ of Council Tax collected	£64,936,554						£59,671,109.98
% of Business Rates collected	99.07%	98.20%	32.64%	57.65%	83.32%		83.32%
£ of Business Rates collected	£34,391,108						£28,340,495.82
EKS Services to TDC staff and customers: Computers and phones:							
% of Service Desk calls resolved within agreed target response time	96.00%	95.00%	96.00%	95.33%	96.67%		96.00%
% of Incidents resolved within one working day	NEW*	50.00%	73.00%	69.00%	77.67%		73.00%
% of Incidents resolved within three working days	NEW*	80.00%	86.00%	85.00%	86.33%		86.00%
% Availability of email service	100.00%	97.50%	99.83%	100.00%	100.00%		99.94%
% Availability of the corporate website	99.98%	99.50%	99.84%	99.98%	99.99%		99.94%
Average Call waiting time in minutes	00:48	00:50	01:14	01:53	01:34		01:32
% of calls dealt with by automation	34.33%	33.00%	39.69%	42.35%	41.09%		41.08%
HR Services to TDC Managers and Employees:							
Initial Telephone call resolved at first point of contact	98.00%	85.00%	98.00%	94.67%	98.00%		98.00%
Quality Assurance telephone checks satisfactory or above	NEW*	90.00%	N/A	99.00%	94.67%		98.00%
EKHR forms are fit for purpose	NEW*	80.00%	N/A	93.00%	94.67%		96.00%
Customer issues contained in 3 working days	NEW*	90.00%	N/A	100.00%	100.00%		100.00%

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**EAST KENT HOUSING PERFORMANCE REPORT Q3
2017/18**

Corporate Performance Review Working Party **15 February 2018**

Report Author: **Deborah Upton, CEx, East Kent Housing**

Status: **For Information**

Classification: **Unrestricted**

Key Decision: **No**

Ward: **All Wards**

Executive Summary:

The following report sets out EKH performance for the third quarter of the year 2017-18. The report contains an executive summary to accompany a detailed report by performance indicator.

The report finds that, compared to our Q2 position, EKH Thanet performance this quarter has:

- improved in 4 indicators;
- dropped in 7 indicators;
- stayed the same in 5 indicators.

Out of a total of 16 targeted KPIs, 14 were in target at the end of quarter. Particular areas of good or improved performance can be seen in responsive repairs, gas servicing repairs and in complaints. At the end of the quarter, one property was without a valid LGSR (which has now been completed).

We have seen a significant improvement in complaints, where measures have been put into place to address under-performance earlier in the year. Rent arrears have increased, missing targets, where the introduction of Universal Credit is continuing to have a negative impact.

This report is for information and discussion.

Recommendation(s):

To note the contents of the report.

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

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

1. Introduction and Background

- 1.1 This reports sets out performance for the Q3 period in respect of EKH and the provision of services to Thanet District Council.
- 1.2 Challenging targets were set at the start of the 2017-18 year to maintain or improve performance and particular areas of importance in relation to this are set out below for information.

2. Income collection

- 2.1 Rent arrears have increased in Thanet, mainly due to the continued roll out of Universal Credit (UC) which is having a significant effect, with £144,161 of the £364,310 overall arrears associated with Universal Credit cases, in addition to which £22,863 are Court costs associated with these arrears.

Universal Credit is paid monthly and generally paid at least six weeks in arrears following the initial claim. This means that for all cases where a claim is made, arrears will build up during this time. As this is a new benefit these issues will continue to have an increasing effect and will continue to be an issue. We will therefore continue to monitor both the impact on arrears and the increasing levels of resource needed to deal with these cases.

The targets for arrears were set before the impact of UC was known and do not take account of the delays and negative effect on the figures. Although above target the level of arrears associated with Universal Credit are in line with those being experienced in other area and reflect the change to the system.

3. Void Performance

- 3.1 Our performance continues to be strong in this area of work, and has resulted from effective joint working between all service areas along with our contractors in order to ensure voids are quickly made available for occupation in order to help minimise voids and rent loss. We are expected to end the year in target.

4. Repairs and Maintenance

- 4.1 Performance on responsive repairs continues to be extremely good, with targets for emergency and routine repairs and repair appointments all in target for both the quarter and the year.
- 4.2 Targets have been met for all heating and hot water repairs with 100% being completed on time (target 98%).
- 4.3 We also monitor gas servicing in relation to the number of properties without a valid Landlord Gas Safety Record (LGSR). At the end of the period, one property was without a valid LGSR (which has now been completed).

5. Customer Satisfaction & Complaints

- 5.1 Satisfaction with repairs remains very high, with indicators for day-to-day repairs and heating repairs both in target for the quarter and the year to date.

5.2 Performance on complaints was below standard for the first two quarters of the year and measures were put in place to address this. From 1st October all complaints fell under the responsibility of a single officer, who monitors all complaints correspondence and responses. Performance has met targets for Q3 and is expected to meet or be close to the annual target by the end of Q4.

6. Capital Programme

6.1 Spending on our capital programme was a challenging area of performance in 2016-17 and continues to be in 2017-18. At Q3, the current capital spend is 23.69%. This is lower than the position at Q3 last year (37.96%).

A revised budget projection at 31 March 2018 is expected to be £2.2m.

The following projects account for the underspend:

- Royal Crescent - £1m to allow for options appraisal in 2018 and decision about investment requirement;
- Lift refurbishment (Kennedy & Trove) - 200k deferred to 2018/19 to allow for consideration of lift installation redesign serving all floors;
- Structural works (various) - 450k balcony and handrail projects deferred to 2018/19 due to need to procure consultant following changes within East Kent Engineering Partnership;
- Re-roofing (various) - 600k deferred to 2018/19 to allow us to take account of stock condition survey data and to undertake the resultant contract procurement.

Client Officer Comments

East Kent Housing is thanked for its work on preparing this report and for presenting the information in an accessible format.

Financial pressures on the HRA mean that void and rent collection performance remains a key priority. The additional pressures of household budgets from welfare reform and particularly the continued roll out of universal credit presents an on-going risk in terms of increased arrears of rent. This quarter has seen a marked increase in rent arrears as a result of the impact of the roll out of universal credit. Additional bad debt provision has been set aside within the Housing Revenue Account to help mitigate this risk, however continued focus on rent collection is required.

The performance on void relets times remains strong, and the additional income generated is helpful in the context of the HRA business plan. EKH will continue to prioritise this area of performance.

The slow progress in delivering the capital programme is disappointing and remains an area that needs improvement. The completion of a stock condition survey earlier this year will enable a new asset management strategy and capital programme priorities to be set for the future and the delivery of these agreed programmes will be a critical part of service delivery for East Kent Housing. The projects deferred in 2018/19 are noted and the 2018/19 draft budget has been prepared to reflect these changes.

The improvement in the handling of customer complaints is welcomed.

Background Papers

Title	Details of where to access copy
None	N/A

Corporate Consultation

Finance	N/A
Legal	N/A

THANET DISTRICT COUNCIL DECLARATION OF INTEREST FORM

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

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

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

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

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

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

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

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

An associated person is defined as:

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

An Authority Function is defined as: -

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

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

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

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

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

Gifts, Benefits and Hospitality

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

What if I am unsure?

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

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

MEETING.....

DATE..... AGENDA ITEM

DISCRETIONARY PECUNIARY INTEREST

SIGNIFICANT INTEREST

GIFTS, BENEFITS AND HOSPITALITY

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

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

NAME (PRINT):

SIGNATURE:

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