



Date: 03 June 2019  
Our ref: Cabinet/Agenda  
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## CABINET

13 JUNE 2019

A meeting of the Cabinet will be held at **7.00 pm on Thursday, 13 June 2019** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

### Membership:

Councillor Bayford (Chairman); Councillors: Ashbee, Game, Pugh and D Saunders

## AGENDA

Item  
No

Subject

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** (Pages 3 - 4)  
To receive any declarations of interest. Members are advised to consider the advice contained within the Declaration of Interest advice attached to this Agenda. If a Member declares an interest, they should complete the [Declaration of Interest Form](#)
3. **MINUTES OF PREVIOUS MEETING** (Pages 5 - 6)  
To approve the summary of recommendations and decisions of the Cabinet meeting held on 14 March 2019, copy attached.
4. **CORPORATE PERFORMANCE REPORT QUARTER 4 2018-19** (Pages 7 - 30)
5. **APPROACH TO THE CORPORATE BUSINESS PLANNING** (Pages 31 - 34)
6. **A NEW APPROACH TO SCRUTINY** (Pages 35 - 38)
7. **AN APPROACH TO FEES AND CHARGES FOR 2020/21**  
Report to follow.



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### **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.

If you need to declare an interest then please complete the declaration of [interest form](#).

## CABINET

**Minutes of the meeting held on 14 March 2019 at 7.00 pm in Council Chamber, Council Offices, Cecil Street, Margate, Kent.**

**Present:** Councillor Robert W Bayford (Chairman); Councillors Savage, Ashbee, Game and I Gregory.

**In Attendance:** Councillors D Saunders, M Saunders, Shonk, Stummer-Schmertzing, Crow-Brown, Jaye-Jones, Dexter, S Piper, Rusiecki, Tomlinson and Wright.

**559. APOLOGIES FOR ABSENCE**

There were no apologies received at the meeting.

**560. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**561. MINUTES OF PREVIOUS MEETING**

Members agreed the minutes as a correct record of the meeting that was held on 29 January 2019.

**562. CORPORATE PERFORMANCE REPORT QUARTER 3 2018-19**

Cabinet considered the report which set out the performance of the Council against the Corporate Plan for the period up to 31 December 2018. The report had previously been considered on 14 February 2019 by the Finance, Budget and Performance Scrutiny Panel.

Councillor Crow-Brown spoke under Council Procedure 20.1.

Councillor Gregory proposed, Councillor Savage seconded and Cabinet agreed to note the Council's performance for the period up to 31 December 2018.

**563. POLICY FOR IMPOSING FINANCIAL PENALTIES UNDER THE HOUSING ACT 2004 AND HOUSING AND PLANNING ACT 2016**

Cabinet noted that the Council has a statutory duty to ensure that all private sector homes in the Thanet area were maintained to a safe condition. Recent legislative changes allowed the Council to impose a financial (civil) penalty of up to £30,000, as an alternative to prosecution for certain housing offences. These new powers had been introduced to help local authorities tackle rogue landlords.

Councillor Campbell spoke under Council Procedure 20.1.

Councillor Game proposed, Councillor Savage seconded and Cabinet agreed the recommendations within the report, namely that Cabinet:

'1. Approves the adoption of the proposed "Policy for imposing financial penalties under the Housing Act 2004 and Housing and Planning Act 2016", annexed to the report.

2. Delegates authority to the Head of Housing and Planning, in consultation with the Cabinet Member for Housing and Safer Neighbourhoods, to approve minor amendments to the policy.'

## **564. HOUSEHOLD WASTE DUTY OF CARE FIXED PENALTY NOTICES**

Cabinet noted that from 7 January 2019 a new code of practice came into force that allowed for a fixed penalty notice to be issued for a failure to safely dispose of domestic waste, a contravention under section 34A (2) of the Environmental Protection Act 1990. There had been over 3000 reported cases of fly tipping each year in Thanet, and this would enhance Council's ability to hold offenders to account.

Councillor Campbell spoke under Council Procedure 20.1.

Councillor Savage proposed, Councillor Gregory seconded and Cabinet agreed the recommendation within the report, namely that:

'The Council introduce fixed penalty notices in accordance with section 34A (2) of the Environmental Protection Act, 1990 for Households who fail in their duty of care obligations for the safe disposal of domestic waste and the level of the fine is £400 with a reduced early payment of £300 if paid within 10 days.'

## **565. Q3 BUDGET MONITORING**

Cabinet noted the report which provided an update of the Council's 2018-19 revenue and capital forecasts against budget, as at the end of December 2018. Each service that had projected an overspend had a plan in place to reduce its overspend by the end of the year. It was expected that a significant proportion of the projected overspend would be offset by returns from the business rate retention pilot scheme.

Councillor Campbell spoke under Council Procedure 20.1.

Councillor Gregory proposed, Councillor Savage seconded and Members agreed the recommendation within the report, namely that:

'1. Cabinet notes the 2018-19 Quarter 3 forecast position for:

- (i) The General Fund;
- (ii) The Housing Revenue Account;
- (iii) The General Fund and Housing Revenue Account Capital Programmes;

2. Cabinet agrees to the updated General Fund and Housing Revenue Account capital programmes as set out in Annex 1 and 2 to the report.'

## **566. PETITION RESPONSE - MARGATE MUSEUM AND THE MAYOR'S PARLOUR**

Cabinet noted that a petition containing 94 valid signatures was received by the Council requesting that the Council reaffirm that there would be no sale or disposal of the buildings known as Margate Museum and the Mayor's Parlour.

Councillor Gregory proposed, Councillor Savage seconded and Members agreed that:

'Cabinet remained committed to finding a long term sustainable future for the museums and would continue to progress to marketing as detailed and determined at the 18 October 2018 Cabinet meeting.'

Meeting concluded: 7.25 pm

**Corporate Performance Report Quarter 4 2018-19**

Cabinet	<b>13 June 2019</b>
Report Author	<b>Tim Willis, Deputy Chief Executive and S.151 Officer</b>
Portfolio Holder	<b>Councillor David Saunders, Cabinet Member for Financial Services and Estates</b>
Status	<b>Information</b>
Classification:	<b>Unrestricted</b>
Key Decision	<b>No</b>
Ward:	<b>All Wards</b>

**Executive Summary:**

This report presents the latest Corporate Performance Report up to 31 March 2019 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 March 2019.

**CORPORATE IMPLICATIONS**

<b>Financial and Value for Money</b>	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.
<b>Legal</b>	There are no legal implications directly arising from this report.
<b>Corporate</b>	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.
<b>Equalities Act 2010 &amp; Public Sector Equality Duty</b>	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>Protected characteristics: age, gender, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy &amp; maternity. Only aim (i) of the Duty applies to Marriage &amp; civil partnership.</p>	
	<p>Please indicate which is aim is relevant to the report.</p>	
	<p>Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,</p>	
	<p>Advance equality of opportunity between people who share a protected characteristic and people who do not share it</p>	✓
	<p>Foster good relations between people who share a protected characteristic and people who do not share it.</p>	
	<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>	

<b>CORPORATE PRIORITIES</b>	
A Clean and Welcoming Environment	✓
Promoting Inward Investment and Job Creation	✓
Supporting Neighbourhoods	✓

<b>CORPORATE VALUES</b>	
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 for the Council to focus on 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.

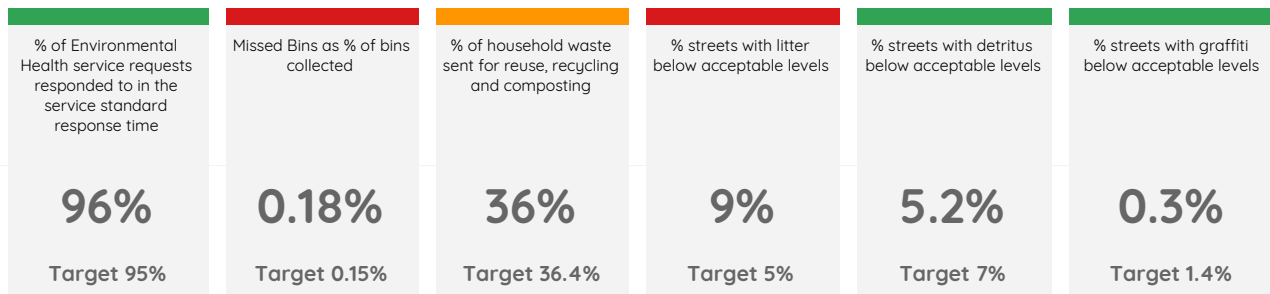


## 2.0 Current Performance

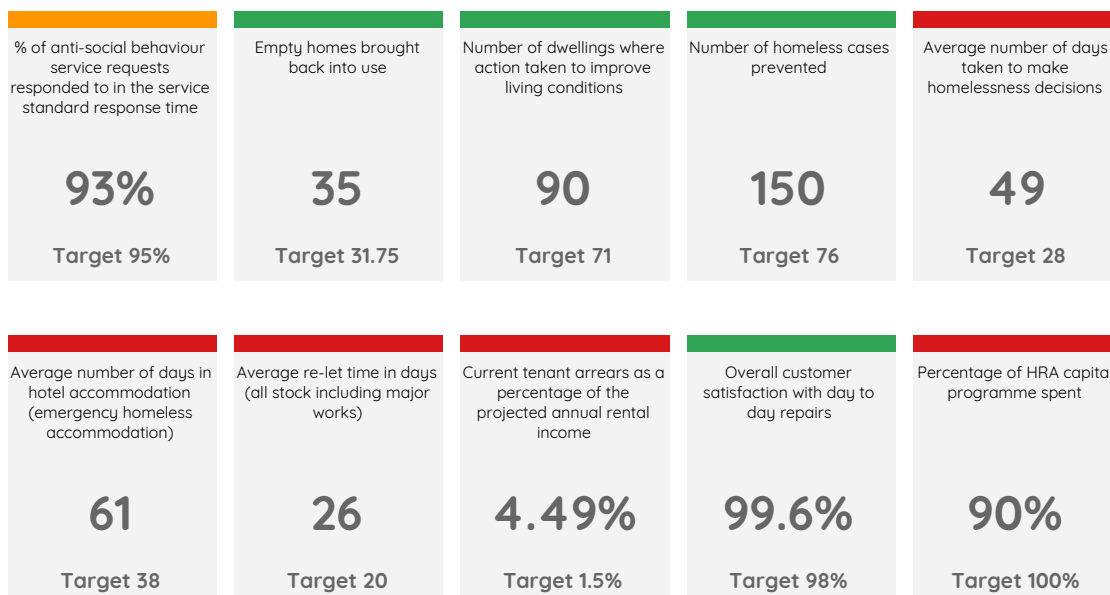
2.1 The information attached outlines the Council's performance for the quarter ending March 2019. The following table summarises performance against targets:

Section of Report	R	A	G
Clean and Welcoming Environment	2	1	3
Supporting Neighbourhoods	5	1	4
Promoting Inward Investment and Job Creation	0	1	2
Statistical Information	2	1	7
<b>Total</b>	<b>9</b>	<b>4</b>	<b>16</b>

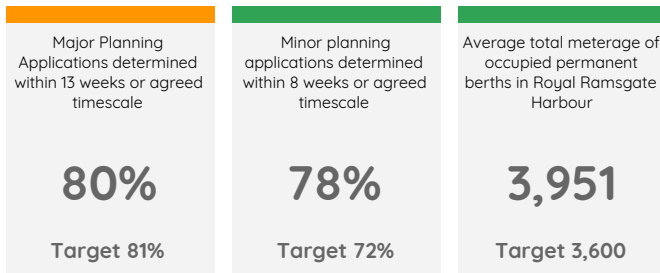
## 2.2 A Clean and Welcoming Environment



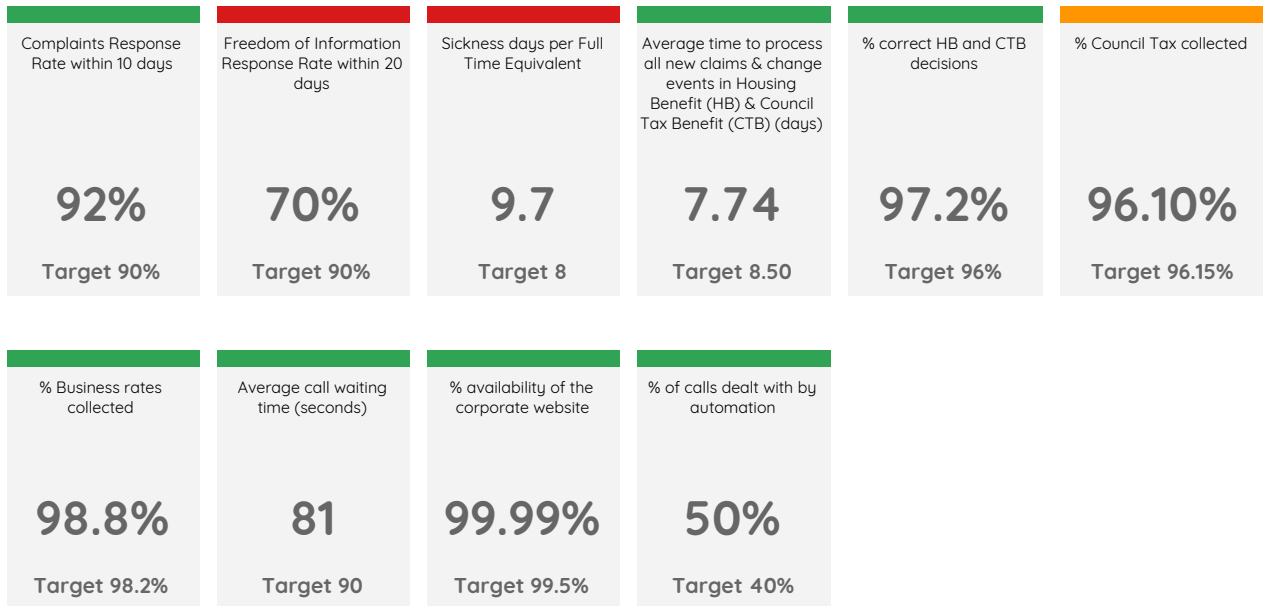
## 2.3 Supporting Neighbourhoods



## 2.4 Promoting Inward Investment and Job Creation



## 2.5 Statistical Information



## 3.0 Options

3.1 Cabinet to note the content of this report.

Contact Officer:	Hannah Thorpe – Head of Communications and Digital
Reporting to:	Tim Willis – Deputy Chief Executive and S.151 Officer

### Annex List

Annex 1	Annex 1 – Key Performance Trends
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### Background Papers

Title	Details of where to access copy
Corporate Priorities 2015-2019	<a href="https://www.thanet.gov.uk/info-pages/corporate-priorities-and-values-2015-2019/">https://www.thanet.gov.uk/info-pages/corporate-priorities-and-values-2015-2019/</a>

## Agenda Item 4

Corporate Priorities 2015-2019, Equalities Impact Assessment	Email: <a href="mailto:Carol.cook@thanet.gov.uk">Carol.cook@thanet.gov.uk</a>
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### Corporate Consultation

<b>Finance</b>	Chris Blundell, Head of Finance and Procurement
<b>Legal</b>	Sophia Nartey, Interim Head of Legal

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# Annex 1 Corporate Performance Report - Performance Indicators

## Thanet District Council

### Update from the Chief Executive

At the end of the four year Corporate Plan we have seen an increase in the number of measures that have exceeded the target or are close to meeting the target. Now 20 of the 29 measures are either above target, or within 5% of the target.

The targets we set as a Council are deliberately stretching to ensure that we strive to provide the best possible service we can for the residents we serve. With this in mind it is encouraging to note that over the past four years, we have generally seen a positive trend in our performance against the services we know matter most to local people.



We are now working to develop a new Corporate Plan for the next four year period. This plan will see a refreshed focus for the Council, with new priorities and new targets to monitor our performance.

We will continue to focus our resources on the services which we know matter most to the local community and to robustly measure how we perform in these areas.

I look forward to seeing the Council continue to develop and to working closely with our new members.

**The targets are RAG rated**

<b>Red</b>	Below target.
<b>Amber</b>	Actuals are within 5% of the target.
<b>Green</b>	At target or above target.
	Does not have a target for information.

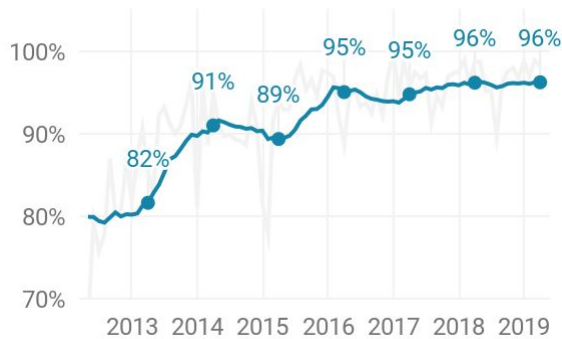
# A Clean and Welcoming Environment

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



**Green**

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



The team continue to positively meet their response targets.

Target 95% Higher figure is best

**Red**

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



We continue to work hard to keep missed bins to a minimum, however we are seeing an increasing trend of missed bins because of challenging issues, such as vehicle breakdowns with our ageing fleet and the ongoing challenges of road access issues for our larger ageing 26 tonne tri-stream lorries. The vehicle replacement programme is helping to tackle this as, when delivered, the new vehicles are more flexible and agile. The missed bin collection still averages around 60 missed bins per day out of around 18,000 successful daily collections.

Target 0.15% Lower figure is best

### Amber

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

(NI 192) (rolling 12 months)



We're still working hard 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. We are also looking to increase the roll out of the Neighbourhood Recycling Scheme in Cliftonville.

Target 36.4% Higher figure is better

#### Number of street scene enforcement actions

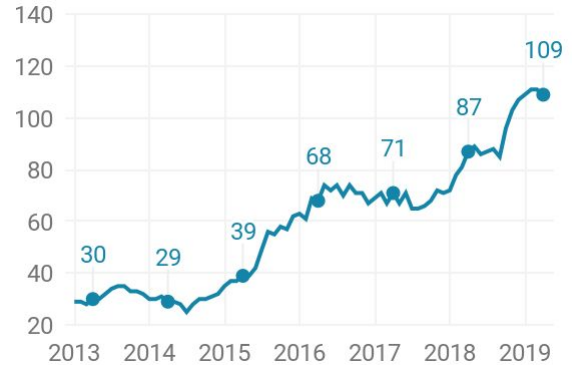
(LI362) (rolling 12 months)



1,515 street scene enforcement actions were carried out in the last 12 months. This now includes all enforcement actions undertaken. We continue to utilise more of the legislative tools and powers available to the enforcement team.

#### Number of dumped rubbish incidents reported on council-owned land

(LI364) (rolling 12 months sum)



We are continuing to use more powers to enforce against dumped rubbish and have made it easier for the public to report these incidents, hence the increase in reports. Our long-term plan is to increase targeted enforcement and court prosecutions to start to reduce the number of incidents.

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

(LI362) (rolling 12 months)



1,622 Litter Fixed Penalty Notices have been issued over the last 12 months.



# Agenda Item 4

## Annex 1

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



3,137 street scene enforcement actions were carried out in the last 12 months

### Red

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



This quarter has seen a small decrease, which is encouraging, although the amount of general litter being left on the streets is still of concern. All available resources are deployed 7 days a week to tackle this increasing problem in high footfall areas. We now carry out more stringent inspections, which is helping us to continue to target our resources more effectively. We will continue to work hard in targeting our resources to enable us to achieve the target.

Target 5.0% Lower figure is better

### Green

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

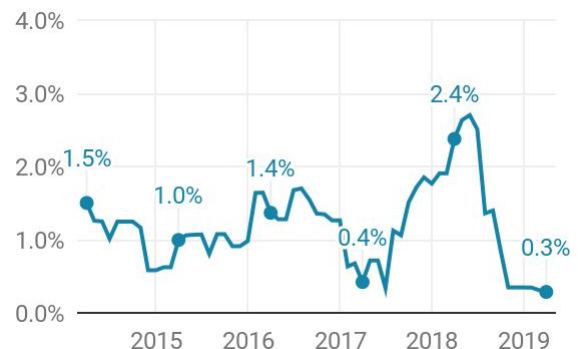


Our fleet of Mechanical sweepers, which became operational in 2017 are still significantly contributing to us consistently achieving our target.

Target 7.0% lower figure is better

### Green

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



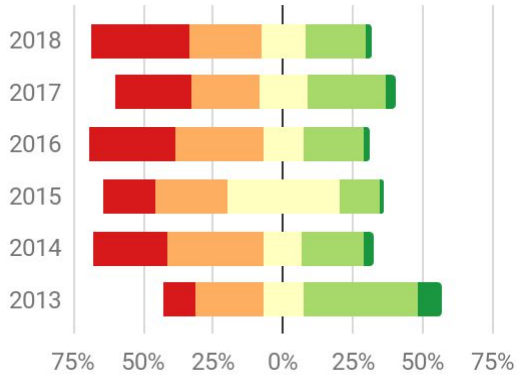
Our new graffiti cleaning and enforcement service is reducing incidents of graffiti and achieving our target.

Target 1.4% lower figure is better

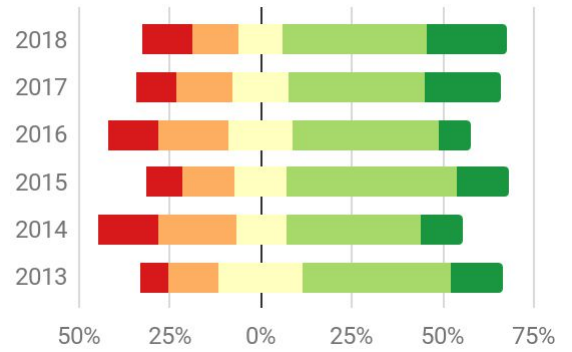
# Agenda Item 4

## Annex 1

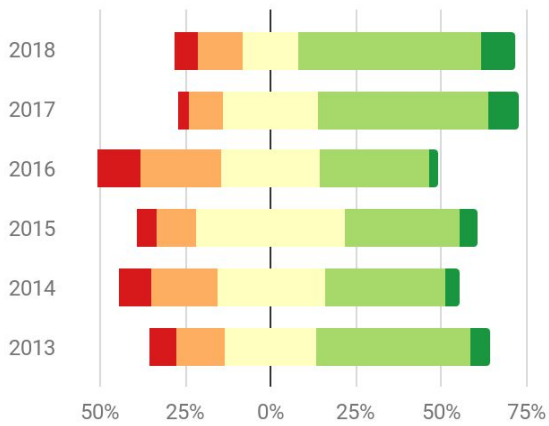
### Public opinion of the Street Cleaning Service (annual survey)



### Public opinion of the Recycling Service (annual survey)



### Public opinion of Parks and Open Spaces (annual survey)



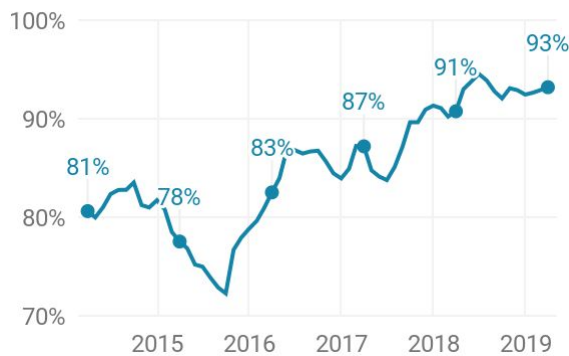
# Supporting Neighbourhoods

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.



## Amber

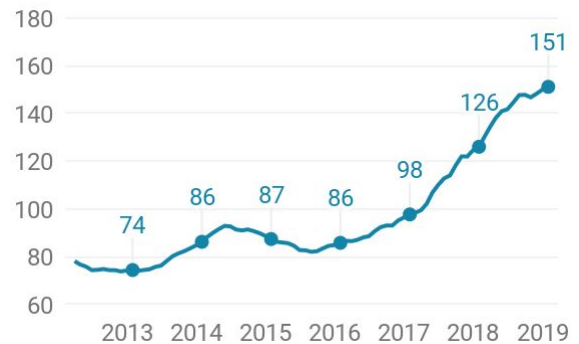
**% of anti-social behaviour service requests responded to in the service standard response time**  
(rolling 12 months)



The team has worked hard to increase the response rate and it is continuing to rise in the right direction. The team is now fully resourced so it is anticipated that this rise will continue.

Target 95% Higher figure is best

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



At the November Executive, Policy & Community Safety Scrutiny Panel, the District Commander, Chief Inspector Adley explained that the changes in crime recording processes were continuing to contribute to the increases in crime across the whole of Kent

The figures now reflect the extent of offences committed against a victim.

# Agenda Item 4

## Annex 1

Green

### Empty homes brought back into use

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



The empty property team has helped to bring more long term empty properties back into use this year than in any previous year. A total of 140 empty homes were brought back into use over the last financial year. A short video is available online to further raise the initiative's profile:

<https://www.thanet.gov.uk/your-services/housing/empty-properties/empty-property/>

Target 31.75 Higher figure is best

Green

### Number of dwellings where action taken to improve living conditions

(category 1 and 2 hazards) (LI543)



A strong performance during the year to date has seen the rolling quarterly average increase to 90, exceeding both the target and performance for the same period last year. The team continues to pursue proactive initiatives, including a selective licensing inspection programme and a number of rogue landlord interventions that have increased the number of homes being inspected. We continue to take a robust approach to enforcement when we identify hazards in homes that we inspect, and ensure that successful prosecutions are highlighted with the media.

Target 71 Higher figure is best

Green

### Number of homeless cases prevented

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



The Homelessness Reduction Act 2017 has placed a duty on the Council to prevent and relieve homelessness. There has been significant work undertaken within Thanet's private sector and one of the biggest estate agents locally has just started to work with the team. In addition, the new landlord incentives and a ring-fenced discretionary housing payments budget has also enabled the team to significantly exceed the target, with 601 households successfully supported to prevent their homelessness.

Target 76 Higher figure is best

# Agenda Item 4

## Annex 1

**Red**

**Average number of days taken to make homelessness decisions**  
(rolling 12 months)



This quarter has again seen a reduction in the average time to make a homelessness decision. The number of applications has reduced as has the average time to make decisions. The rolling 12 month average is still impacted by the previous backlog of decisions at the start of 2018, but we anticipate to continue to improve this performance.

Target 28 Lower figure is better

**Red**

**Average number of days in hotel accommodation (emergency homeless accommodation)**  
(rolling 12 months)



The service no longer uses hotel accommodation as an initial option for emergency placements and no families with children have been placed into hotel accommodation since July 2018. There continues to be a need for hotel accommodation in instances of major emergencies or when the severe weather emergency protocol has been activated during periods of cold/extreme weather.

Target 38 Lower figure is better

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

Description	Mar-2016	Sep-2018	% change since Mar 2016	Change since Mar 2016
Second Homes (Unoccupied and furnished)	1,370	1,622	18%	
Unoccupied and unfurnished	614	522	-15%	-92
Unoccupied and unfurnished for more than 2 years	244	261	7%	17
Unoccupied and unfurnished, requires or undergoing major repair and/or structural alteration	106	217	105%	111
Property left empty by a deceased person, waiting for probate or letters of administration to be granted	103	218	112%	115
Other	51	63	24%	12
<b>Total (Excluding Second homes)</b>	<b>1,118</b>	<b>1,281</b>	<b>15%</b>	<b>163</b>
<b>Total (including second homes)</b>	<b>2,488</b>	<b>2,903</b>	<b>17%</b>	<b>415</b>

Since March 2016 the overall number of empty properties (excluding 2nd homes) in the district has increased by 29%. This is despite the continued good work completed by the housing service to bring empty homes back into use. The most significant increase has been for those properties that require or are undergoing major repairs or alterations. The financial viability of these projects is often a barrier to owners completing the work and the service targets the most problematic empty properties for proactive intervention. There has also been an increase in the number of properties empty and waiting for probate to be granted. The underlying causes of these increases are complex, but background economic issues, linked to the local housing market play a significant role. Over a longer time period, since 2008 the overall number of empty properties has fallen. Second homes have also been increasing over this period.

### Red

#### Average re-let time in days (all stock including major works)



Performance is outside target at 26.5 days with a high number of properties requiring extensive building works.

### Red

#### Current tenant arrears as a percentage of the projected annual rental income



Performance is outside target with Universal Credit (UC) continuing to have a negative impact on arrears. The council has provided additional resources to EKH for additional Income Officers and Money & Benefits

# Agenda Item 4

## Annex 1

EKH have agreed to work with TDC to review procedures in detail to identify potential options to improve performance.

Target 20 Lower figure is better

**Green**

### Overall customer satisfaction with day to day repairs



Satisfaction has met target for the quarter reflecting the high level of customer satisfaction with our main responsive repairs and maintenance contractor, Mears.

Target 98% Higher figure is better

Advisors. These resources are linked to an agreed Improvement Plan, which includes reduction targets for rent arrears. EKH advise that the additional resources will significantly improve the position for the coming year.

Target 1.5% Lower figure is better

**Red**

### Percentage of HRA capital programme spent



Performance against this indicator has been affected by delays in the procurement of a number of large capital projects. In some contracts savings have been achieved by reviewing the scope of works. The delivery of the approved capital programme is a core part of the agreed EKH Improvement Plan. Performance will be closely monitored and reported during the coming year, with the expectation that the backlog of capital projects will be delivered. The agreed EKH Improvement Plan includes additional capital resources for consultancy support to EKH to assist with the procurement and delivery of large capital projects.

Target 100% (Year End Target) Higher figure is better

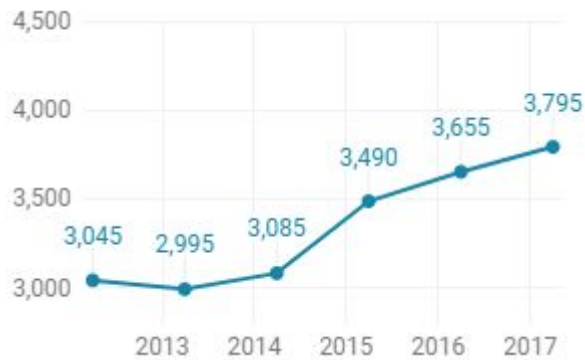


# Promoting Inward Investment and Job Creation



Source: Jeff Spicer/Getty Images

**Count of Enterprises in Thanet**  
(nomis data)



Thanet has seen a 27% increase in the number of enterprises from March 2012. This increase is more than the South East increase of 20% and the Kent increase of 21%

Higher figure is better

**All people - Economically active - In employment**  
(nomis data)



The figures show a decrease in the number of those economically active (in employment).

Higher figure is better



# Agenda Item 4

## Annex 1

### Amber

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



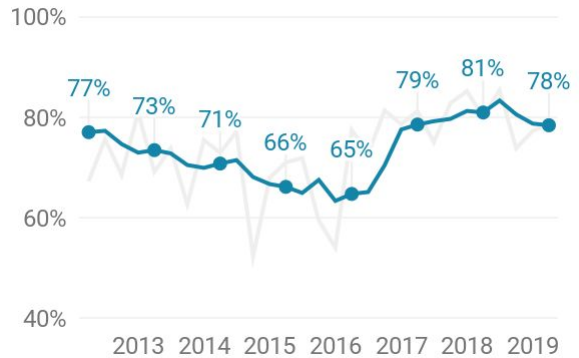
A strong performance during quarter 4 saw the rolling average increase from 75% to 80%. Three consecutive quarters of improvement has seen this indicator end the year close to the target despite an increase in the overall number of major applications determined of 31% (38 to 50).

Target 81% Higher figure is better

### Green

### Green

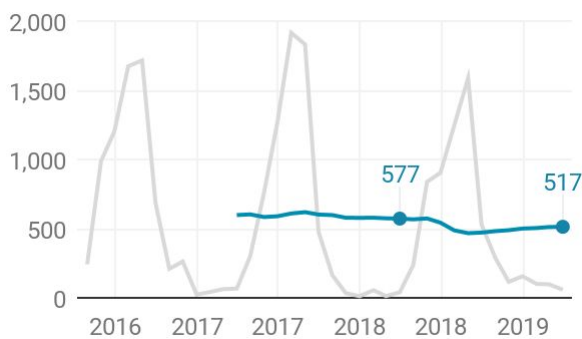
**Minor planning applications determined within 8 weeks or agreed timescale**  
(NI157b) (rolling 12 months)



The service achieved above target with 78% of applications determined in time during 2018/19. The year saw an overall 10% increase in the number of applications determined (up from 309 to 342).

Target 72% Higher figure is better

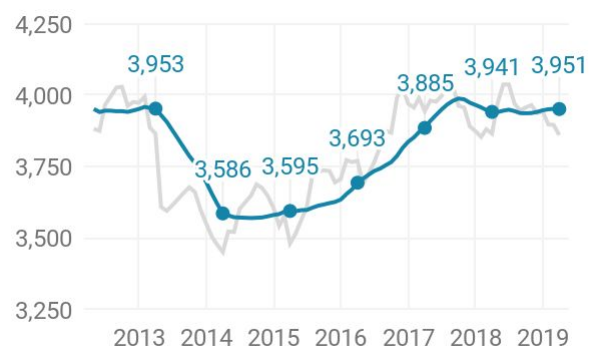
**Visitor Nights**  
(LI730) (rolling 12 months)



The rolling average is down on the same time last year, this is largely due to lower number of visitor nights in June, July and August 2018. 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

### Green

**Average total meterage of occupied permanent berths in Royal Ramsgate Harbour** (LI137) (Average rolling 12 months)



We are currently above the target. Since early 2014 this indicator has seen a steady recovery. Rolling average numbers have levelled out to an extent over the last 2 years with a small increase over the last 12 months. This trend is largely due to the remaining availability of permanent berths and finite capacity of the Inner Marina.

Factors such as the regeneration of the Military

# Agenda Item 4

## Annex 1

future. This customer interaction is considered to positively influence this indicator.

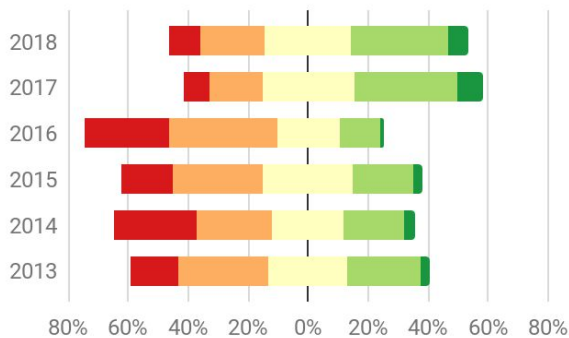
Road quayside and success of the harbour water as a whole are believed to have positively influenced permanent berth holder numbers and attracted new business to Ramsgate. Price point and consistent high quality customer service provided by marina staff, (as recorded in customer surveys) is also likely to be a contributory factor.

Higher figure is better

Target 3,600 Higher figure is better

### Statistical Information

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



Higher figure is better

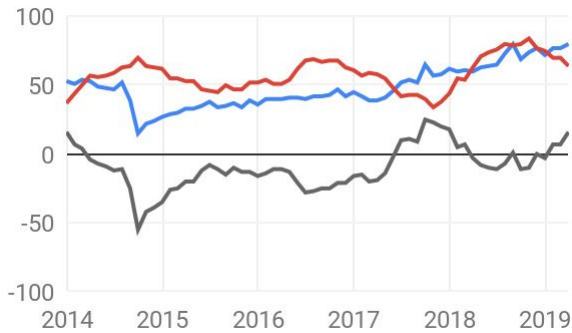
**Thanet District Council Full time Equivalent count**



# Agenda Item 4

## Annex 1

### Staff Starters and Leavers headcount (rolling 12 months totals)



Over the last 12 months there have been:

- 64 Leavers
- 80 Starters

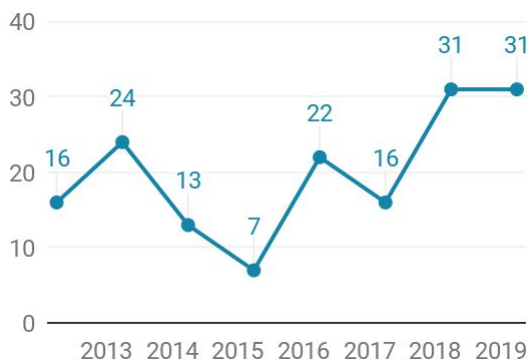
Meaning a net increase of 16 staff.

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



Higher figure is better

### Number of complaints made to the Standards Committee (LI519)

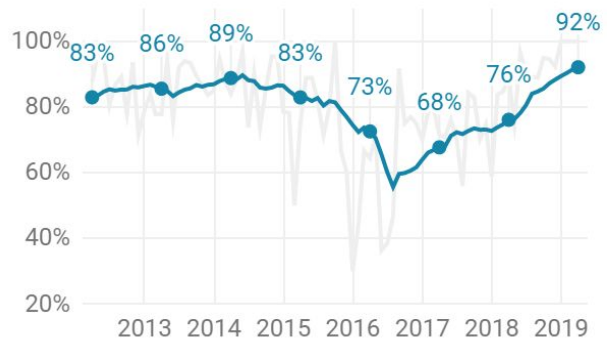


Although there were 31 complaints submitted, only 8 met the criteria to be dealt with as a standards complaint. The remaining 23 were not standards issues with many being service requests or issues such as missed bins which are dealt with in-service.

Lower figure is better

### Green

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



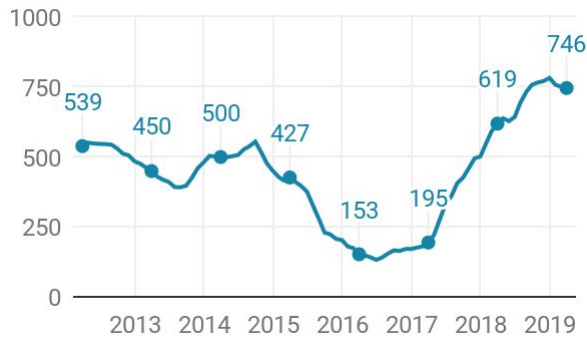
Significant progress has been made as a result of a review of processes and the centralisation of complaints just under one year ago. These changes have resulted in continuous improvement in response times and the 90% target now being exceeded.

Target 90% Higher figure is better

# Agenda Item 4

## Annex 1

### 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 the statistic. These are now being reflected in the numbers, which are based on a rolling 12 months.

Lower figure is better

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



Information Governance along with support from the Digital Team has ensured in the last three months that new practices and processes have been and continue to be implemented to ensure the improvement in response times to FOI's and Subject Access Requests (SAR).

Target 90% Higher figure is better

### Sickness days per Full Time Equivalent (quarterly)



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

Target 8 Lower figure is better

### Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)



Annual billing processing was reflected in March's performance, with overall annual speed of processing performance at Thanet being significantly ahead of target.

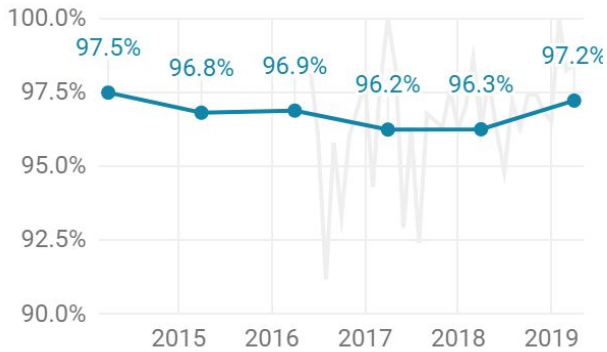
Target 8.50 Lower figure is better

# Agenda Item 4

## Annex 1

**Green**

**% correct HB and CTB decisions**



Assessment quality for Thanet ended the year ahead of target.

Target 96% Higher figure is better

**Amber**

**% Council Tax collected**



Collection at Thanet ended the year very slightly behind target despite significant additional activity. Whilst the 0.05% gap was fully collected by 7th April, the actual drop compared to last years performance was 0.2%. Improvements in collection techniques and anticipated increased automation are expected to help in this area.

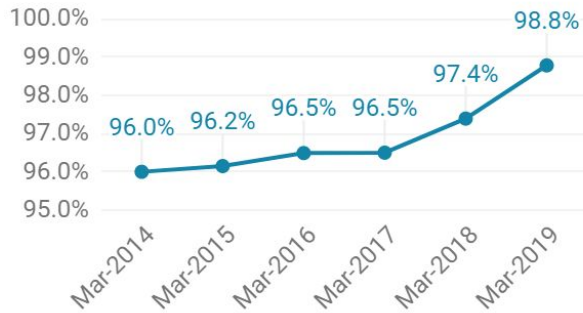
Target 96.15% (Year End Target) Higher figure is better

# Agenda Item 4

## Annex 1

Green

### % Business rates collected



Business Rate collection at Thanet ended the year ahead of target.

Target: 98.2% (Year End Target) Higher figure is better

Green

### Average call waiting time (seconds)



Call wait times at Thanet were outside of target during March as a result of seasonal billing contact and telephony issues, but overall performance in the year was ahead of target.

Target: 90 Lower figure is better

Green

### % availability of the corporate website



Target met.

Target 99.5% Higher figure is better

Green

### % of calls dealt with by automation



The % of calls automated for Thanet ended the year ahead of target.

Target 40% Higher figure is better

**Approach to Corporate Business Planning**

Cabinet	<b>13 June 2019</b>
Report Author	<b>Chief Executive</b>
Portfolio Holder	<b>Cllr Robert Bayford - Leader of Council</b>
Status	<b>For Decision</b>
Classification:	<b>Unrestricted</b>
Key Decision	<b>No</b>
Ward:	<b>Whole District</b>

**Executive Summary:**  
 This report details the proposed approach to the Corporate Business Planning process for the Council’s Corporate Statement.

**Recommendation(s):**

1. That Cabinet notes the approach (with any amendments).

<b>CORPORATE IMPLICATIONS</b>	
<b>Financial and Value for Money</b>	The detailed objectives within the Core Business Objectives will need to be deliverable in line with the Council’s budget and Medium Term Financial Strategy.
<b>Legal</b>	The Constitution requires that the Council’s Corporate Plan be adopted by Full Council in accordance with the Budget and Policy Framework Procedure Rules.
<b>Corporate</b>	The Council is responsible for a wide range of statutory and discretionary services and through the proposed Core Business Objectives it will take an outcome focused approach to find the right way to deliver its services.
<b>Equality Act 2010 &amp; Public Sector Equality Duty</b>	Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.

	Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to marriage & civil partnership.	
	Please indicate which aim is relevant to the report.	
	Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,	X
	Advance equality of opportunity between people who share a protected characteristic and people who do not share it	
	Foster good relations between people who share a protected characteristic and people who do not share it.	
	There is no reason to state at this time that the proposed approach will negatively impact on any groups with protected characteristics.	

## 1. Introduction and Background

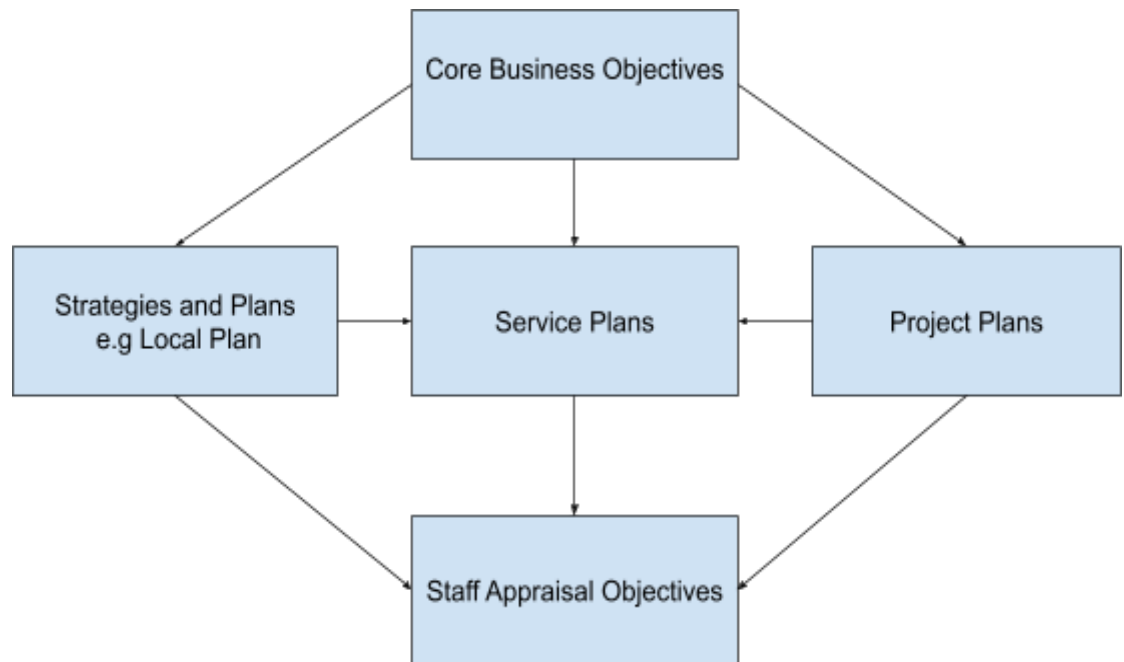
- 1.1. The Council's previous Corporate Plan was published in 2015 and covers the period of 2015 – March 2019.
- 1.2. Since the publication of the 2015-19 Corporate Plan, the Council has faced and continues to face significant challenges, it is considered timely to reset the Council's Core Business Objectives for the next four years.

## 2. The Current Situation

- 2.1. The Council's new Corporate Statement and supporting Core Business Objectives will set out the direction of travel for the Council over the next four years laying the strong foundations that will benefit, shape and grow the district.
- 2.2. The Council is aware that the communities in Thanet are changing and there are increasing demands for local services. At the same time the Council is also aware of the many challenges facing local people and businesses. Therefore, the Council will set its Core Business Objectives to enable it to plan for the changing needs and to meet the increasing financial challenge ahead as government funding is reduced to nil by 2020.
- 2.3. By taking this approach, the Council's resources will be focused on what matters the most, service delivery will be strengthened and both staff and partners will all be working towards a common goal of - ensuring prosperity and improved quality of life for our residents and the business community.
- 2.4. 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.



- 2.5. The proposed Core Business Objectives will be delivered through focused operational service plans, supported by more detailed plans and strategies which set out service specific projects, actions and targets.



- 2.6. To provide assurance on the Council's direction of travel and to allow timely intervention, success will also be measured by a set of performance measures that make up the Corporate Performance Report. Progress will be reported to the Overview and Scrutiny Panel at quarterly intervals.
- 2.7. These measures will also be considered by the Corporate Management Team alongside complaints and compliments, audits and inspection reports, our own learning and other feedback. They will be reviewed to ensure emerging risks and issues are appropriately reflected and monitored and reported via the Corporate Risk Register to the Governance and Audit Committee.

### 3. Next Steps

- 3.1. This 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 Full Council.
- 3.2. Following the Overview and Scrutiny Panel, the final version will be presented back to Cabinet requesting a recommendation to Full Council for final adoption.
- 3.3. If approved by Full Council the Core Business Objectives will be translated directly into the operational Service Plans for 2019-23. This will enable each

# Agenda Item 5

Core Business Objective to be monitored through the Council's Performance Management Framework.

<b>Decision Making Process</b>	<b>Date</b>
Cabinet	25 July 2019
Members Briefing	To be confirmed
Overview and Scrutiny Panel	29 August 2019
Cabinet	19 September 2019
Full Council	10 October 2019

Contact Officer:	Carol Cook, Policy Officer
Reporting to:	Madeline Homer, Chief Executive

## Annex List

Annex 1	None
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## Background Papers

<b>Title</b>	<b>Details of where to access copy</b>
None	

## Corporate Consultation

<b>Finance</b>	
<b>Legal</b>	Tim Howes, Director of Corporate Governance

**A NEW APPROACH TO SCRUTINY**

Cabinet	<b>13 June 2019</b>
Report Author	<b>Director of Corporate Governance</b>
Portfolio Holder	<b>Leader of the Council</b>
Status	<b>For Information</b>
Classification:	<b>Unrestricted</b>
Key Decision	<b>No</b>
Ward:	<b>All wards affected</b>

**Executive Summary:**

This report is to advise Cabinet of a proposed new approach to working with the Overview and Scrutiny Panel following discussions with the Leader and taking into account the new statutory guidance on scrutiny.

**Recommendation(s):**

Cabinet is asked to note the intention to build a new formalised working relationship between the Cabinet and the Overview and Scrutiny Panel which will include a new Cabinet-Scrutiny Protocol. This will reflect their separate but complementary roles in the operation of the Council.

**CORPORATE IMPLICATIONS**

<b>Financial and Value for Money</b>	There are no additional costs related to this new approach to scrutiny. However it is hoped that this new method of working may improve value for money indirectly.
<b>Legal</b>	The requirement for local authorities in England to establish overview and scrutiny committees is set out in the Local Government Act 2000 as amended by the Localism Act 2011. In May 2019 the MHCLG issued statutory guidance on scrutiny. The Council must have regard to it when exercising their functions.
<b>Corporate</b>	The proposed new approach to scrutiny should improve the role of Overview and Scrutiny which is: <ul style="list-style-type: none"> <li>● Provide constructive ‘critical friend’ challenge;</li> <li>● Amplify the voices and concerns of the public;</li> <li>● Be led by independent people who take responsibility for their role;</li> <li>● Drive improvement in public services.</li> </ul>
<b>Equality Act 2010 &amp; Public Sector Equality Duty</b>	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

	<p>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, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy &amp; maternity. Only aim (i) of the Duty applies to Marriage &amp; civil partnership.</p>	
	<p>Please indicate which aim is relevant to the report.</p>	
	Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,	X
	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.	X
	<p>The pre-decision scrutiny and policy development role of scrutiny will allow closer consideration of the equality duties.</p>	

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

<b>CORPORATE VALUES (tick those relevant) ✓</b>	
Delivering value for money	X
Supporting the Workforce	
Promoting open communications	X

## 1.0 Introduction and Background

- 1.1 Following the election of the new administration the Leader of the Council has expressed an intention to set out a new framework for the relationship between the Cabinet and the Overview and Scrutiny Panel. In particular to encourage the development of the pre-decision scrutiny and policy development role by the Panel.
  
- 1.2 Coincidentally in May 2019, the Government published statutory guidance on Overview and Scrutiny in Local Government. This report also implements that statutory guidance where it affects the Cabinet.

## 2.0 Proposals

### 2.1 Ensuring early and regular engagement between the cabinet and scrutiny

- 2.1.1 The Cabinet should ensure that early and regular discussions take place between the Cabinet and Overview and Scrutiny. To this end, meetings are being arranged between the Chair of the Overview and Scrutiny Panel and the Leader to discuss the Cabinet's future work programme and the progress of existing pre-decision scrutiny reviews.
  
- 2.1.2 The Leader has already agreed that the Cabinet should provide topics for pre-decision scrutiny to the Overview and Scrutiny Panel. In addition, the Overview and Scrutiny Panel are considering other options for pre-decision scrutiny and wider policy reviews.

## 2.2 The Cabinet/Scrutiny working relationship

2.2.1 Effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, the Cabinet will disagree with the findings or recommendations of the Overview and Scrutiny Panel. It is the job of both the Cabinet and Scrutiny Panel to work together to reduce the risk of this happening, and it is recommended that steps should be taken to predict, identify and act on disagreement.

2.2.2 The statutory guidance suggests this can be done via a ‘cabinet-scrutiny protocol’ which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often, the value of such a protocol lies in the dialogue that underpins its preparation. It is important that the protocol is reviewed on a regular basis.

2.2.3 Officers have been requested to draft such a protocol (in consultation with the Chair of the Overview and Scrutiny Panel and the Leader) to include sections on:

- The way the Overview and Scrutiny Panel will develop its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep the Scrutiny Panel informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny’s potential involvement in policy development. This involves the incorporation of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that the Overview and Scrutiny Panel can expect when it makes recommendations to the Cabinet, when it makes requests to the Cabinet for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol’s success being reported to full Council through the Overview and Scrutiny Panel Annual Report.

2.2.4 The protocol could be developed through workshops with scrutiny and cabinet members, and then be presented to Cabinet and the Overview and Scrutiny Panel for them to adopt.

Contact Officer:	Tim Howes, Director of Corporate Governance
Reporting to:	Madeline Homer, Chief Executive

### Background Papers

Title	Details of where to access copy
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# Agenda Item 6

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/800048/Statutory_Guidance_on_Overview_and_Scrutiny_in_Local_and_Combined_Authorities.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/800048/Statutory_Guidance_on_Overview_and_Scrutiny_in_Local_and_Combined_Authorities.pdf</a>
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## Corporate Consultation

<b>Finance</b>	
<b>Legal</b>	Director of Corporate Governance and Monitoring Officer