

# **Annex 1 Corporate Performance Report**

## **- Performance Indicators**

**Thanet District Council**

**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)



## 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 26 tonne tri-stream lorries. The vehicle replacement programme is helping to tackle this as, when delivered, the new vehicles will be more flexible and agile. The missed bin collection averages less than 100 missed bins per day out of around 18,000 successful daily collections. The imminent introduction of a live in-cab reporting system will enable crews to record bins not presented in time for collection, which we anticipate will reduce the number of reported misses. We have experienced significant issues with

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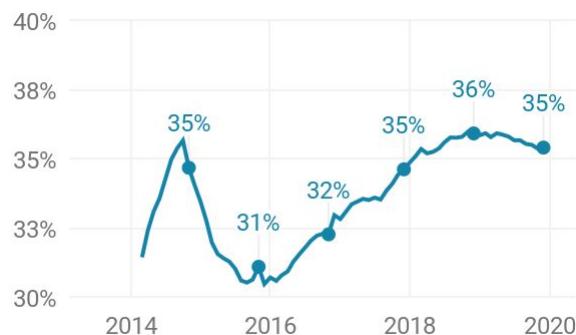
access to roads having contractors on site, road works for utilities such as Virgin media in particular which accounts for the increase in reported misses. Roads are returned to with a smaller vehicle at the earliest opportunity. We expect the number of misses to drop significantly this year with the arrival of the new fleet, in cab technology and round reviews.

Target 95% Higher figure is best

Target 0.15% Lower figure is best

## Amber

### % of household waste sent for reuse, recycling and composting (NI 192) (rolling 12 months)



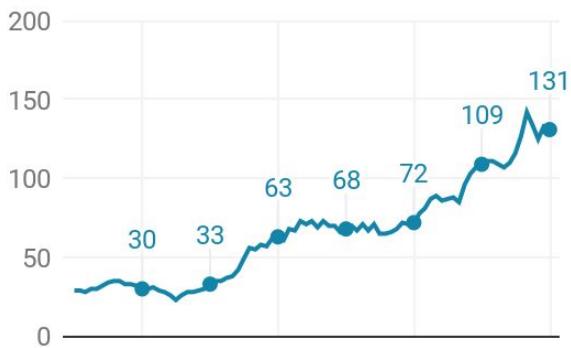
We're still working hard to improve overall performance through regular training of staff, by not contaminating recycling streams, issuing information to the public regarding contamination and ongoing education on recycling to increase resident participation. We are continuing to work with the other 12 Kent councils in partnership under the banner of the Kent Resource Partnership on communications projects. We achieved funding from WRAP (Waste and Resources Action Programme) to supply food waste bags free of charge to residents across Thanet to increase food waste recycling tonnages.

We need to reduce the amount of residual waste residents are putting out for collection as this will increase recycling. There are approx 7,000 properties on a weekly waste collection, who receive a recycling collection and therefore should only have a fortnightly waste collection. We would like to address this in 2020 to encourage these residents to manage their waste more appropriately through recycling more and thereby reducing their black bin waste.

We will also be putting as much resource as possible into reducing the waiting time for container requests and encouraging residents to purchase a red recycling bin for paper and card where they have room to increase tonnages produced, as we recognise the issues with the red bag.

Target 36.4% Higher figure is better

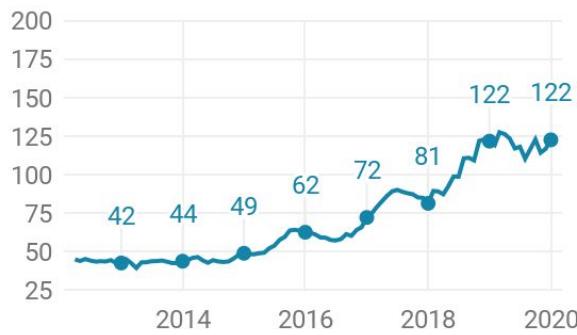
### Number of dumped rubbish incidents reported on council-owned land (LI364) (rolling 12 months sum)



We are continuing to use more legislative powers to enforce against dumped rubbish, and the ease for the public to report these incidents online and through mobile technology reflects in the growth trend over 6 years. Recent court prosecutions have been encouraging, with large fines and costs handed out to offenders by magistrates and district judges.

### Number of street scene enforcement actions

(LI362) (rolling 12 months)



We continue to utilise the legislative tools and powers available to the enforcement team, and now manage a monthly op-assist day with Kent Rural Police to tackle waste crime, in particular focusing on illegal carriers and known offenders vehicles. The benefit of joint enforcement is proven through the use of CCTV in identifying fly-tipping offenders, leading to a major increase in £400 Fixed Penalty Notices being issued when appropriate. The use of covert cameras through RIPA approval has enabled the capture of several fly-tipping offenders.

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

(LI362) (rolling 12 months)



1,306 Litter Fixed Penalty Notices have been issued over the last 12 months.

The contract with Kingdom Services ended officially at the end of August.

There are no plans to re-tender the contract, the three-year enforcement project has not demonstrated any significant behavioural change with regards to littering in Thanet, and the Council are now recruiting for an Educational Enforcement Officer to try a different approach to this ongoing issue. The focus will be education first, taking the opportunity to communicate to residents, visitors & tourists their responsibility for keeping our beautiful island clean and tidy.

### Number of combined street scene enforcement actions

(LI362) (rolling 12 months)

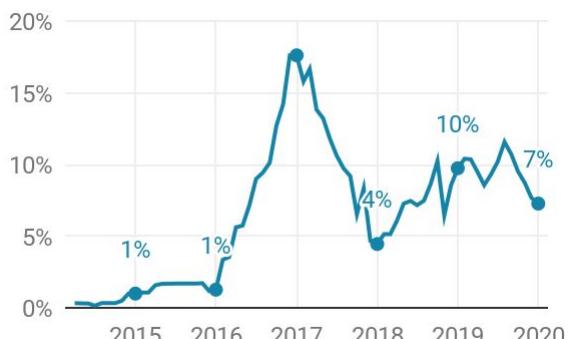


2775 street scene enforcement actions were

### Red

#### % streets with litter below acceptable levels

(NI195a) (rolling 12 months)



carried out in the last 12 months carried out in the last 12 months

All available resources are deployed 7 days a week to tackle this increasing problem in high footfall areas. The increase in visitor footfall is of course welcome but has further influenced the need for efficient and consistent resource planning. We will continue to work hard in allocating our resources. Resource planning work has indicated a need for more operatives to achieve the target. Plans are in place for 2020/21 to address the cleansing resourcing issue and we expect to recruit a number of new Environmental Operatives prior to the summer season. It is worth bearing in mind that the NI195 data is based upon a single inspection of streets and therefore represents cleanliness at a single point in time. We will be reviewing the process for NI195 testing shortly to provide more detailed data

Target 5.0% Lower figure is better

## Green

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

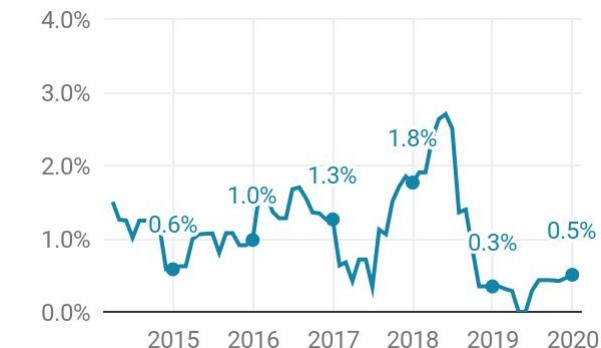


Our fleet of Mechanical sweepers, which became operational in 2017 are still significantly contributing to us consistently achieving our target. We have recently acquired some backpack litter hoovers and a barrow with a Hoover attachment which aid the removal of detritus in heavily parked or restricted areas. These were funded externally.

Target 7.0% lower figure is better

## Green

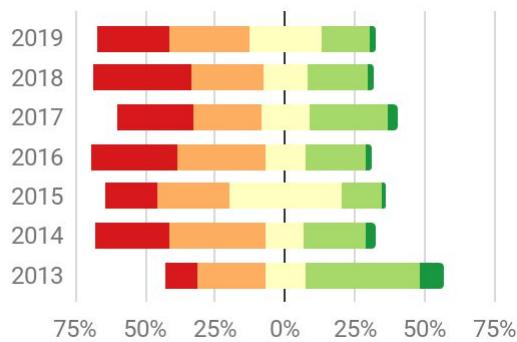
**% streets with graffiti below acceptable levels**  
(NI195c) (rolling 12 months)



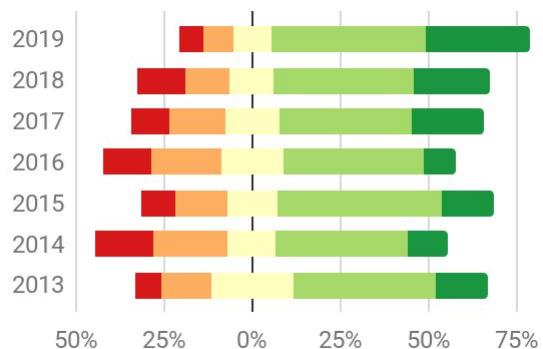
Our new graffiti removal van and joint enforcement service is dealing with incidents swiftly, cataloguing tags, & contacting private businesses to enforce their duty to remove graffiti. CCTV is proving an efficient partner when criminal damage is undertaken within camera tour range, with twitter appeals for details of offenders caught on camera published. Council website updated to make reporting easier for the public.

Target 1.4% lower figure is better

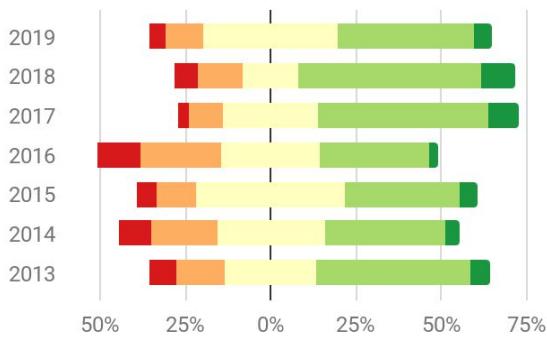
### **Public opinion of the Street Cleaning Service** (annual survey)



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



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



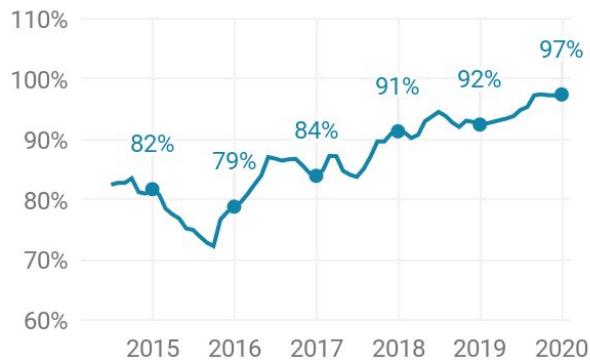
## **Supporting Neighbourhoods**

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.



## Green

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



Target 95% Higher figure is best

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



Police Chief Inspector attend Overview and Scrutiny Panel in October 2019 to give an update on [crime stats for Thanet](#)

## Green

### Empty homes brought back into use (per quarter) (LI401) (rolling 12 months)

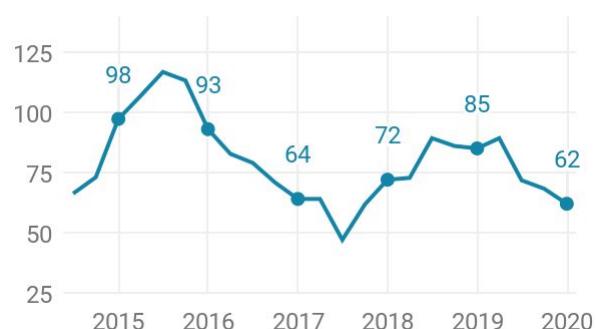


The Empty Property Team is expected to exceed last year's performance, when it helped bring 140 homes back into use. That figure for the 2018/19 financial year is the highest on record. Furthermore, the team successfully secured its first prosecution in respect of a Community Protection Notice, which concerned an empty property that had front and back gardens strewn with building debris. A short video is available online which highlights the council's empty property work: <https://www.thanet.gov.uk/your-services/housing/empty-properties/empty-property/>

Target 31.75 Higher figure is best

## Red

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

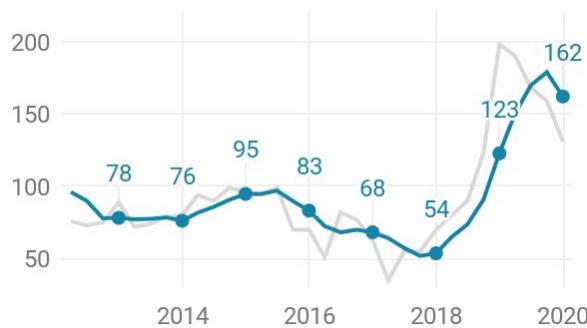


The Private Sector Housing Team takes a robust approach to enforcement action when landlords fail to maintain their properties in a safe condition. The team is currently dealing with a large number of complex and time-consuming cases, which is having an impact in terms of overall performance. However, in addition to a number of successful prosecutions this financial year, the team has also issued its first two financial penalties of £4,000 and £12,000, following the introduction of a financial penalties policy in April this year.

Target 71 Higher figure is best

## Green

### Number of homeless cases prevented (LI405D) (per quarter) (rolling 12 months)



The housing service continues to focus on homeless prevention. The relationship with the private sector landlords and agents remains positive with evidence of early referrals for assistance being received before the risk of homelessness arises.

Private sector rent levels continue to be a risk as they continue to rise in comparison to local housing allowance rates. The government has announced that it will end the local housing allowance freeze, however with increases being forecast at only 1.5% this will still not be reflective of local rents.

The service is on target to meet and hopefully exceed

the target of 600 homeless preventions for the year.

Target 76 Higher figure is best

### Green

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



There have been significant efforts within the service to ensure homeless decisions are made in a timely manner and the last few quarters have consistently shown a reduction in the average time. With the success of our prevention initiatives and our positive relationships with local landlords and agents, the number of cases that need a statutory homelessness decision to be made has reduced. This is despite continued high demand for the service with 625 presentations throughout the quarter of which 228 were homeless walk ins.

### Green

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



There will always be the exceptional need for this type of accommodation, for example in emergency situations or during periods of severe weather. The team is continuing to work hard to ensure that it is only ever used as a last resort. This has been complimented by the Rough Sleeping service (RISE) which has developed alternative options for single people.

The overall number of households and length of time in all forms of temporary accommodation has also fallen. The team has worked hard to move households on to permanent housing to avoid long stays in temporary accommodation. There are currently under 75 households in temporary accommodation, compared to 188 in April 2018 and the number is projected to further reduce.

Target 28 Lower figure is better

Target 38 Lower figure is better

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

Description	Mar-2016	Jan-2020	% change since Mar 2016	Change since Mar 2016
Second Homes (Unoccupied and furnished)	1,370	1,604	17%	
Unoccupied and unfurnished	614	710	16%	96
Unoccupied and unfurnished for more than 2 years	244	265	9%	21
Unoccupied and unfurnished, requires or undergoing major repair and/or structural alteration	106	191	80%	85
Property left empty by a deceased person , waiting for probate or letters of administration to be granted	103	194	88%	91
Other	51	46	-10%	-5
<b>Total (Excluding Second homes)</b>	<b>1,118</b>	<b>1,406</b>	<b>26%</b>	<b>288</b>
<b>Total (including second homes)</b>	<b>2,488</b>	<b>3,010</b>	<b>21%</b>	<b>522</b>

Since March 2016 the overall number of empty properties (excluding 2nd homes) in the district has increased by 26%. This is despite the continued good work completed by the housing service to bring empty homes back into use. There has been a significant percentage increase for 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. The underlying causes of the increase 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. The council will continue to work to tackle the issues of empty homes and will publish an Empty Homes Plan for the district.

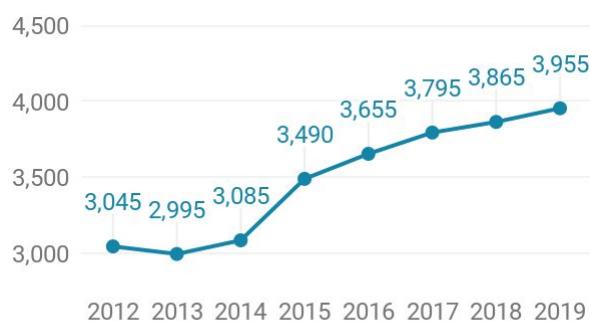
# Promoting Inward Investment and Job Creation



Source: Jeff Spicer/Getty Images

## Count of Enterprises in Thanet

(nomis data)

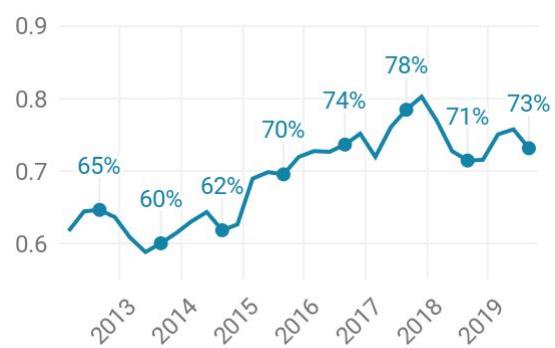


Thanet has seen a 29.9% increase in the number of enterprises from March 2012. This increase is more than the South East increase of 22% and the Kent increase of 24%

Higher figure is better

## All people - Economically active - In employment

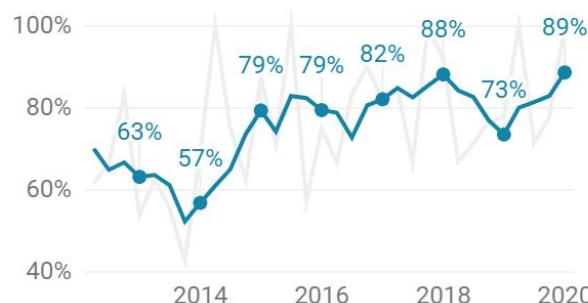
(nomis data)



Higher figure is better

## Green

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

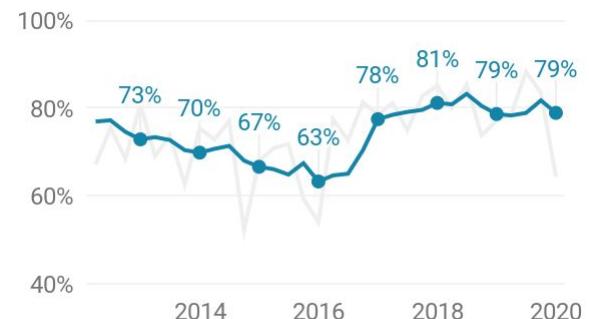


The department has exceeded the target of 81% of applications determined within the required timescale for the rolling year average, with 89% of applications in time. It is expected that this may reduce in the next quarter with a significant number of major applications on hand awaiting determination.

Target 81% Higher figure is better

## Green

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

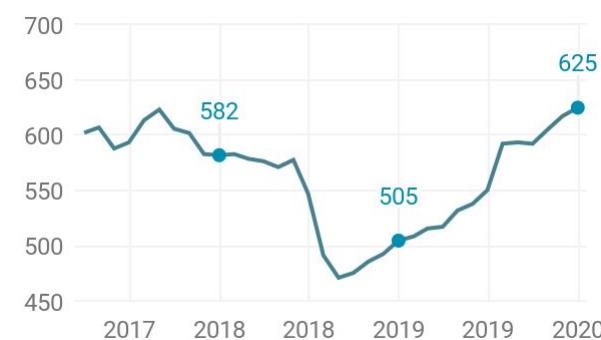


The service has achieved the rolling target with 79% of applications determined within the required timescale.

Target 72% Higher figure is better

## Visitor Nights

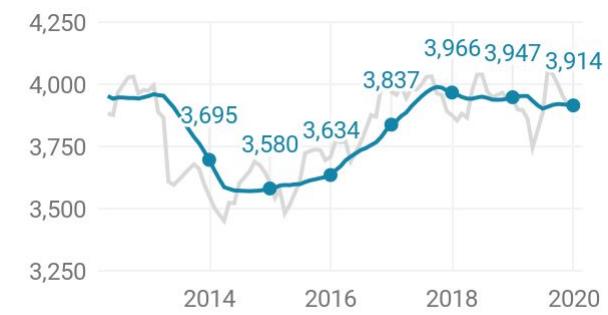
(LI730) (rolling 12 months)



The rolling average is showing better performance over the same period last year with recorded visitor nights now being the highest on record. This is supported by observations at the harbour over the summer season when the visitor marina was full for several weeks over peak season. [We actively encourage visitors to the harbour to enjoy Thanet's coastline, towns and attractions](#). This

## 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 reduced slightly over the last 2 years. This trend is partly due to the remaining availability of permanent berths and finite capacity of the Inner Marina. Factors such as the regeneration of the Military Road quayside and success of the harbour waterfront as a whole are believed to have

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.

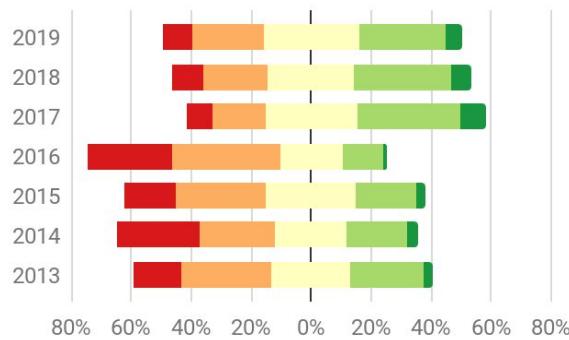
Higher figure is better

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 contributing factor.

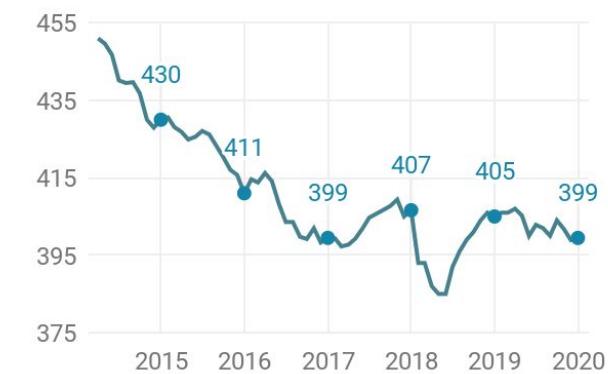
Target 3,600 Higher figure is better

## Statistical Information

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

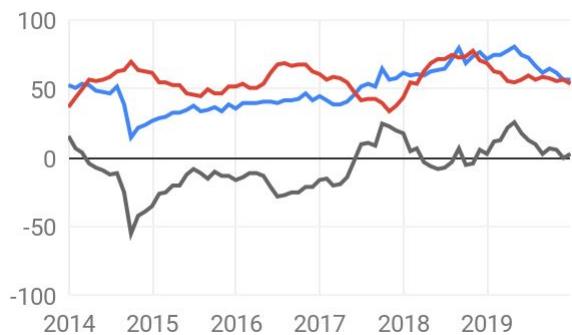


**Thanet District Council Full time Equivalent count**



Higher figure is better

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



Over the last 12 months there have been:

- 57 Starters
- 54 Leavers

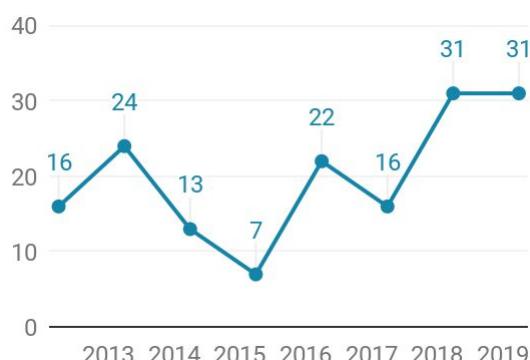
Meaning a net increase of 3

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



Higher figure is better

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

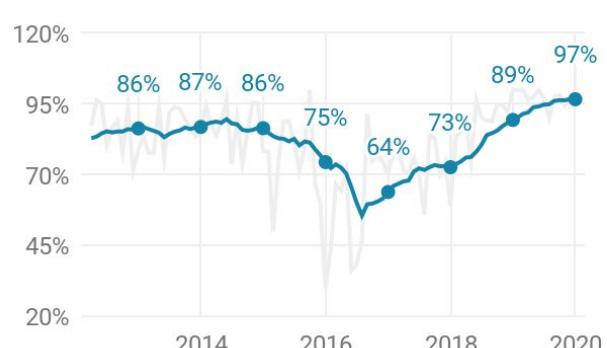


Although there were 31 complaints submitted, only 8 met the criteria to be dealt with as a standards complaint. The remaining 23 were not standards issues with many being service requests or issues such as missed bins which are dealt with in-service.

Lower figure is better

## Green

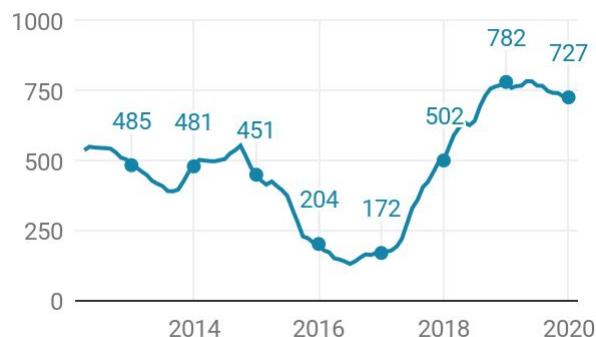
## Complaints Response Rate within 10 days (rolling 12 months)



As a result of a review of processes and the centralisation of complaints, the target of 90% is now being met and exceeded.

Target 90% Higher figure is better

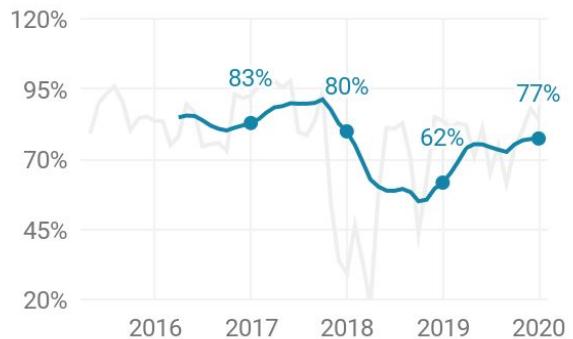
### Number of complaints (rolling 12 months)



Lower figure is better

### Red

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

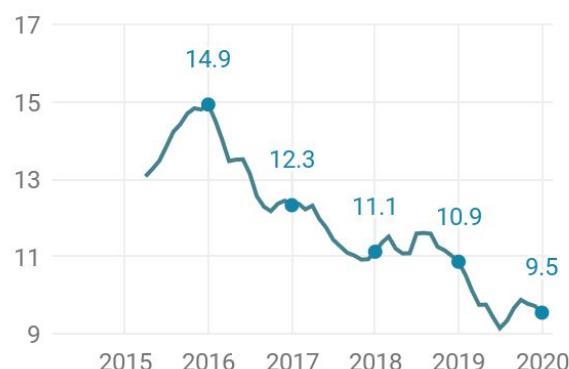


The new FOI team has implemented a new FOI/EIR/SAR system that is working effectively in achieving TDC's key performance indicators (KPI's). We have achieved a KPI of 83% within the statutory framework this quarter and we are striving to achieve a higher KPI within our next quarterly report as the new system replaces the older system.

Target 90% Higher figure is better

### Red

### 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

### Green

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



Target 8.50 Lower figure is better

**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**

**81.74%**  
expected at Q3 82.16%

Council Tax collection remains under profile  
(by 0.42%)

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

**Amber****% Business rates collected****80.27%**

expected at Q3 81.86%

Civica has instigated pro-active recovery to try and improve the position over the next few months.

**Green****Average call waiting time (seconds)****206**  
seconds

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

Target: 233 Lower figure is better

**Green****% availability of the corporate website**

Target met.

Target 99.5% Higher figure is better