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10 March 2023

Dear Councillor

I am now able to enclose, for consideration at the meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** on Monday 13 March 2023 at 6.00 pm, the following reports that were unavailable when the agenda was printed.

4 **MINUTES** (Pages 2 - 14)

To confirm the Minutes of the meeting of the Committee held on 12 December 2022, 23 January 2023, and 20 February 2023.

Yours sincerely

A handwritten signature in black ink, appearing to read "Nicky", written over a white background.

Chief Executive

Minutes of the meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** held at the Council Offices, Whitfield on Monday, 12 December 2022 at 6.00 pm.

Present:

Chairman: Councillor C D Zosseder

Councillors: P M Brivio
T A Bond
D R Friend
D A Hawkes
M Rose
R S Walkden
P Walker
H M Williams

Also Present: Partnership Director (Civica)
Customer Services Manager (Civica)

Officers: Strategic Director (Corporate and Regulatory)
Strategic Director (Finance and Housing)
Strategic Director (Place and Environment)
Regeneration Delivery Manager
Head of Investment, Growth and Tourism
Head of Commercial Services
Head of Property Assets
Democratic and Corporate Services Manager

48 APOLOGIES

An apology for absence was received from Councillor S C Manion.

49 APPOINTMENT OF SUBSTITUTE MEMBERS

The Democratic and Corporate Services Manager advised that no notice had been received for the appointment of substitute members.

50 DECLARATIONS OF INTEREST

There were no declarations of interest made by Members.

51 MINUTES

The Minutes of the meeting held on 10 October 2022 were approved as a correct record for signing by the Chairman.

52 DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

The decisions of the Cabinet relating to recommendations made by the Overview and Scrutiny Committee at its meeting were noted.

53 ISSUES REFERRED TO THE COMMITTEE BY PUBLIC PETITION, COUNCIL, CABINET, OR ANOTHER COMMITTEE

The Democratic and Corporate Services Manager advised that there were no issues referred to the Committee by Council, Cabinet or another Committee.

54 NOTICE OF FORTHCOMING KEY DECISIONS

The Democratic and Corporate Services Manager presented the Notice of Forthcoming Key Decisions to the Committee for its consideration.

In the absence of any dissent, it was agreed to note the Notice of Forthcoming Key Decisions.

55 SCRUTINY WORK PROGRAMME

The Democratic and Corporate Services Manager presented the Overview and Scrutiny Work Programme to the Committee for its consideration.

Councillor M Rose asked for the inclusion of an item on the in-housing of services to be confirmed in the work programme.

In the absence of any dissent, it was agreed to note the Work Programme.

56 PUBLIC SPEAKING

The Democratic and Corporate Services Manager advised that no members of the public had registered to speak on items on the agenda to which the public speaking protocol applied.

57 CIVICA CUSTOMER SERVICES

The Partnership Director (Civica) and the Customer Services Manager (Civica) were in attendance to discuss the performance of customer services against the key performance indicators.

Members were informed how the answer time for calls was calculated and how staffing was based on predictive software modelling. Civica dealt with enquiries for 32 services across the 3 East Kent authorities (Canterbury, Dover and Thanet) of which 10 services were specific to Dover. They received 420,000 calls in total of which 130,000 were for Dover District Council.

All staff answering calls for Dover, regardless of where they were based were trained to answer questions on services provided by the Council. Not all enquiries could be resolved by customer services at the first point of contact but wherever possible this was done.

The impact on call answer times through administering the £150 Council Tax Rebate mandated by Government in response to rising energy bills was highlighted as significant pressure on call answer times in May, June and July 2022. As part of this the Council had needed to contact 11,000 residents to obtain their bank details to process the rebate.

It was stated that since August 2022, the customer services call answer time had been on target.

Members raised the following points:

- To express dissatisfaction with the target of 4 minutes for answering calls.
- To enquire about the training provided to customer services staff.
- To raise issues where customer services had not been able to connect Members or the public to the appropriate officer or department.
- To request contact email addresses in the event that Members had issues and needed assistance.
- To enquire as to whether Civica offered apprenticeships. In response it was stated that apprenticeships had been stopped during the pandemic but Civica was looking to restart them again. Civica was a gold employer under the Investors in People standard.
- The need to be smarter in the use of data.

The importance of dealing with customers compassionately when dealing with complex issues was discussed and supported.

Councillor C D Zosseder thanked the attendees from Civica for attending the meeting and answering Members questions.

58 MEMORIAL ITEMS

The Head of Property Assets presented an update on proposals for the future of Memorial Items.

Members were advised that the discretionary service had been suspended due to a number of reasons such as the pandemic, the retirement of the officer responsible for administering it and that the service was failing to meet its costs. The suspension offered the opportunity to initiate a review of the service and redesign a more sustainable service that met resident's needs. It had been hoped that the review would be concluded by now but other factors had delayed completion.

There was support expressed by Members for offering a range of options to residents for memorial items. It was highlighted that residents most commonly asked for memorial benches and the Head of Property Assets advised that this was being looked at but there had been concerns about the on-going maintenance of these benches and the limited number of locations people wanted them to be placed meant that there were often existing benches already located there.

Members were advised that it was expected that the review would be concluded by the end of January 2023.

59 GARDEN WASTE CONTAINERISATION PROJECT

The Head of Commercial Services presented the Garden Waste Containerisation Project report.

Members were informed that the Council's existing garden waste collection service was based on reusable sacks for the containment of the garden waste. The collection crews were at an increased risk of musculoskeletal injuries when residents filled the sacks beyond the maximum permitted weight of 20kg. The report recommended the replacement of the sacks with a wheeled-bin instead to mitigate this risk. The report also contained a number of recommendations in respect of the fees, and revised terms and conditions for the service.

The Portfolio Holder for Planning and Environment, Councillor N S Kenton, was also in attendance and advised that the size of the replacement bin was being considered. The current standard size bin was 240 litres but there was the option of using one or more smaller 180 litre bins for green waste if the Council wanted. Currently, subscribers to the green waste scheme had 6 x 60 litre bags (a total of 360 litres).

It was noted that there would be no perfect solution to the required changes to the service and that some areas might not be able to utilise the new bins. There were just under 10,000 subscribers currently to the green waste scheme. It was proposed that the first bin would be free.

Members raised the following points:

- Whether the required number of bins could be delivered in time.
- How customers would be advised of the change.
- How many subscribers would be unable to use the green waste service following the introduction of containerisation.
- Whether people joining the scheme in future years would need to purchase their bin or it would be given free to them.
- Whether the increased number of calls generated by such a changeover in April/May would cause problems for Civica who would be dealing with Council Tax enquiries during that period. In response it was stated that the renewal occurred at this point every year and it was not expected that there would be a problem in terms of the volume of calls.

The Head of Commercial Services advised that the manufacturer of the new green waste bins was a large operator and it was anticipated that they would be able to deliver the required number of bins for the start date of the new service. Additionally, new bin lifts would be fitted to the vehicles.

It was not possible to advise Members how many subscribers would be lost because of the change but it was accepted there would be challenges. However, it was expected that people would appreciate the change once they were used to it. Communication would go out to all subscribers in respect of the proposed changes.

In the absence of any dissent, it was agreed to note the report.

60 STRATEGIC PERFORMANCE DASHBOARD – QUARTER TWO 2022/23

The Strategic Director (Corporate and Regulatory) presented the Strategic Performance Dashboard – Quarter Two 2022/23. Members were reminded that this was a twelve-month pilot with changes likely between quarters as it developed.

The specific areas of performance that were highlighted were as followed:

- Anti-Social Behaviour – A rise in the number of incidents investigated by Housing Management increased from 61 to 111 over the last quarter, attributed to the vulnerability of many of the Council's tenants and also to greater confidence in reporting incidents.

- Affordable Homes – There were a further 9 affordable homes added to the Council’s housing stock.
- Business Rate Collection – There were a number of factors that had led to the collection rate being below where it was expected, and it was being monitored to see if there was any further deterioration.
- Council Tax Collection – This was currently performing better than expected due to the Energy Rebate Scheme payments being credited to accounts.
- Customer Services – A failure of a council telephony server during the last week of September had meant that staff were unable to access the telephone system. Civica had requested excused performance as a result.
- Waste – There had been a deterioration in performance indicators for missed household waste collections and environmental cleanliness.

Members raised the following points:

- That the increased footfall being recorded for Dover did not seem to match people’s impressions of the number of people visiting the town centre. It was questioned whether the increased footfall had translated into increased spend locally but as this data was held by local businesses, they had to be willing to share it with the Council.
- The importance of local businesses being able to tender for works such as Maison Dieu. Members were advised that this was competitively tendered but it was hoped that local businesses would benefit from sub-contracting arrangements.
- To clarify the difference between litter and detritus.
- The need to improve the void turnaround time.
- To reiterate that the target for call answering by customer services was too long.

In the absence of dissent, it was agreed to note the report.

61 EXCLUSION OF THE PRESS AND PUBLIC

It was moved by Councillor D R Friend, duly seconded by Councillor M Rose and

RESOLVED: That, under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the remainder of the business on the grounds that the items to be considered involved the likely disclosure of exempt information as defined in paragraph 3 of Part I of Schedule 12A of the Act.

62 TOWN CENTRE REGENERATION BUDGET DRAWDOWN FOR WORKS IN BENCH STREET, DOVER

The Head of Investment, Growth and Tourism presented the report on the Town Centre Regeneration Budget Drawdown for Works in Bench Street, Dover.

Members welcomed the proposals.

In the absence of dissent, it was agreed to note the report.

The meeting ended at 8.16 pm.

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Minutes of the meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** held at the Council Offices, Whitfield on Monday, 23 January 2023 at 6.00 pm.

Present:

Chairman: Councillor C D Zosseder

Councillors: D G Beaney (as substitute for Councillor R S Walkden)
T A Bond
P M Brivio
D R Friend
D A Hawkes
S C Manion
M Rose
P Walker
H M Williams

Also Present: Councillor T J Bartlett (Leader of the Council)

Officers: Strategic Director (Corporate and Regulatory)
Strategic Director (Place and Environment)
Environmental Protection and Crime Manager
Democratic and Corporate Services Manager

63 APOLOGIES

An apology for absence was received from Councillor R S Walkden.

64 APPOINTMENT OF SUBSTITUTE MEMBERS

It was noted that in accordance with Council Procedure Rule 4, Councillor D G Beaney had been appointed as substitute member for Councillor R S Walkden.

65 DECLARATIONS OF INTEREST

There were no declarations of interest made by Members.

66 MINUTES

The Minutes of the meetings held on 14 November 2023 and 21 November 2023 were approved as a correct record for signing by the Chairman.

67 DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

There were no decisions to consider.

68 ISSUES REFERRED TO THE COMMITTEE BY PUBLIC PETITION, COUNCIL, CABINET, OR ANOTHER COMMITTEE

The Democratic and Corporate Services Manager advised that there were no issues referred to the Committee by Council, Cabinet or another Committee.

69 NOTICE OF FORTHCOMING KEY DECISIONS

The Democratic and Corporate Services Manager presented the Notice of Forthcoming Key Decisions to the Committee for its consideration.

In the absence of any dissent, it was agreed to note the Notice of Forthcoming Key Decisions.

70 SCRUTINY WORK PROGRAMME

The Democratic and Corporate Services Manager presented the Overview and Scrutiny Work Programme to the Committee for its consideration.

Members identified the following items for inclusion in the work programme:

- Kent County Council Community Services

RESOLVED: That the Work Programme be noted, subject to the inclusion of Kent County Council Community Services.

71 PUBLIC SPEAKING

The Democratic and Corporate Services Manager advised that no members of the public had registered to speak on items on the agenda to which the public speaking protocol applied.

72 ENVIRONMENTAL ENFORCEMENT SERVICE DELIVERY

The Strategic Director (Corporate and Regulatory) with the Environmental Protection and Crime Manager presented the report on Environmental Enforcement Service Delivery.

The report sought a decision from Cabinet in respect of the future direction of service delivery for litter enforcement across the district. The Cabinet had agreed to bring this service in-house at its meeting held in June 2022 but subsequently the Council had not been able to fill the positions through direct recruitment. The recommended option (option 2) therefore was to utilise external contractors to provide an environmental enforcement service in relation to litter and dog fouling offences.

There would be a number of educational measures undertaken by the Council in an attempt to discourage the offences occurring in the first place in addition to enforcement actions.

Members considered the report and raised the following points:

- To welcome the decision as it was felt that external contractors would be able to bring additional resources that the Council had not been able to do, and previous external contractors had been effective.
- To emphasise the importance of the service covering rural areas and not just urban centres.
- To question whether after three attempts to utilise external contractors in the past that it was expected it would work this time.
- To emphasise that enforcement should be proportionate and fair.

- That in light of past experiences the Council needed to ensure it had a robust Service Level Agreement in place.

In the absence of any dissent, Members endorsed option 2.

73 IN-HOUSING OF SERVICES

Councillor M Rose advised that he felt that the services the Council had recently brought in-house, such as Housing, had performed better than when externally provided and that there was a opportunity for the Council to look at what other services could be provided in-house that were currently outsourced to other providers.

He also emphasised the importance of using local contractors for projects to boost the local skills base.

The Strategic Director (Places and Environment) advised that the provision of services in-house was always considered as part of the procurement process and pointed to a number of services where the decision to bring them in-house had been made. It was also pointed out that some services, such as the waste service, offered greater savings due to the size of the operator and the resources it could utilise.

The need to ensure that contract/employment rules were followed in the procurement process was highlighted in any decision over where to in-house or externally procure a service. Councillor T J Bartlett advised that he supported the use of local businesses where it was possible to do so but acknowledged that sometimes specialist services that were not available locally would be needed.

Members considered the issue and raised the following points:

- That the in-housing of services was not just a financial decision but offered the opportunity for greater responsiveness and flexibility.
- The importance of regularly reviewing the Service Level Agreements for externally provided services to ensure that they were delivering what the Council needed.
- The importance of ensuring that where services are tendered, local companies have the opportunity to bid for them.
- To support the Council in continuing to work with those companies that were unsuccessful in tendering so that they understood why they had not been successful.
- That the Council needed to be prepared to take more risks with bringing services in-house.

Councillor C D Zosseder summed up the discussion and urged Members and Officers to explore these matters further.

The meeting ended at 6.48 pm.

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Minutes of the meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** held at the Council Offices, Whitfield on Monday, 20 February 2023 at 6.00 pm.

Present:

Chairman: Councillor C D Zosseder

Councillors: D G Beaney (as substitute for Councillor R S Walkden)
P M Brivio
S S Chandler (as substitute for Councillor D A Hawkes)
D R Friend
M Rose
P Walker
H M Williams

Also Present: Councillor C A Vinson (Portfolio Holder for Finance, Governance, Digital and Climate Change)

Officers: Chief Executive
Strategic Director (Corporate and Regulatory)
Strategic Director (Finance and Housing)
Strategic Director (Place and Environment)
Head of Finance and Investment
Accountant (Housing)
Senior Accountant
Democratic and Corporate Services Manager

74 APOLOGIES

Apologies for absence were received from Councillors T A Bond, D A Hawkes and R S Walkden.

75 APPOINTMENT OF SUBSTITUTE MEMBERS

It was noted that in accordance with Council Procedure Rule 4, Councillors D G Beaney and S S Chandler had been appointed as substitute member for Councillors R S Walkden and D A Hawkes respectively.

76 DECLARATIONS OF INTEREST

Councillor D G Beaney declared a disclosable pecuniary interest in the item on Fees and Charges 2023/24 (Minute No. 83) by reason of his ownership of a licensed premises and advised that he would withdraw from the meeting for the consideration of that item of business.

77 MINUTES

The consideration of the Minutes was deferred.

78 DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE

There were no decisions to consider.

79 ISSUES REFERRED TO THE COMMITTEE BY PUBLIC PETITION, COUNCIL, CABINET, OR ANOTHER COMMITTEE

The Democratic and Corporate Services Manager advised that there were no issues referred to the Committee by Council, Cabinet or another Committee.

80 NOTICE OF FORTHCOMING KEY DECISIONS

The Democratic and Corporate Services Manager presented the Notice of Forthcoming Key Decisions to the Committee for its consideration.

In the absence of any dissent, it was agreed to note the Notice of Forthcoming Key Decisions.

81 SCRUTINY WORK PROGRAMME

The Democratic and Corporate Services Manager presented the Overview and Scrutiny Work Programme to the Committee for its consideration.

Members were advised that the Police and Crime Commissioner, Matthew Scott, had declined the invitation to meet with the Committee.

In the absence of any dissent, it was agreed to note the Work Programme.

82 PUBLIC SPEAKING

The Democratic and Corporate Services Manager advised that no members of the public had registered to speak on items on the agenda to which the public speaking protocol applied.

83 FEES AND CHARGES 2023/24

The Head of Finance and Investment presented the report on Fees and Charges 2023/24.

It was agreed with the affirmation of the meeting

RESOLVED: That it be recommended to Cabinet:

- (a) That the Fees and Charges (F&Cs) for 2023/24 as set out in Appendices 2.1 to 2.14, and 5.1 (except for the s.106 Monitoring Fee which has been approved by the Planning Committee) and 5.3.1, be approved.
- (b) That it be agreed that any F&Cs will be adjusted by Strategic Directors, in consultation with the Portfolio Holders, to comply with any subsequently received government guidelines (when they are received) and any other minor changes without being the subject of a further report unless they are materially different from current charges or have a material impact on the level of income.

- (c) That it approves the general principle that fees are set at an appropriate inclusive level, irrespective of VAT status, and that the VAT element within the overall fee level is then determined.
- (d) That it notes the F&Cs approved separately by the Licensing and Regulatory Committees set out in Appendices 3 and 4.

(Councillor D G Beaney declared a Disclosable Pecuniary Interest by reason of his ownership of a licensed premises and withdrew from the meeting for the consideration of the item of business.)

84 COUNCIL BUDGET 2023/24 AND MEDIUM-TERM FINANCIAL PLAN 2023/24–2026/27

The Strategic Director (Finance and Housing) presented the report on the Council Budget 2023/24 and Medium-Term Financial Plan 2023/24-2026/27.

Members were advised that the proposed Council Tax increase of 2.98% meant that Dover District Council still had the lowest Council Tax in East Kent. The forecast deficit in the Housing Revenue Account (HRA) was from planned works and the Capital Programme was fully funded although resources were depleted.

The Portfolio Holder for Finance, Governance, Digital and Climate Change, Councillor C A Vinson was also in attendance.

Members considered the report and raised the following points:

- To acknowledge the difficulties in long-term planning with uncertainties over funding streams under review by the Government.
- To discuss the impact of any future Business Rate revaluation on the Council. Members were advised that it should have a neutral impact on the Council but it would not be certain until it had been conducted.
- That the small percentage of the Council Tax that went to the Council compared to other preceptors should be emphasised in any publicity and billing.
- To discuss the future of the smoothing reserve and how it would be rebuilt.
- The impact of savings requirements on the Council.
- To welcome the digital reserve and highlight the benefit that investing in digital services had in modernising the Council.
- To question whether sufficient provision had been made to resolve damp and mould issues in Council housing. Members were advised that the allocated provision had been made in consultation with Property Services.
- To discuss how the budget could be made more accessible to residents in future, possibly through greater use of visual aids such as pie charts. Members were reminded that while this would be explored further the report had to fulfil its primary statutory purposes.

It was agreed with the affirmation of the meeting

RESOLVED: That it be recommended to Cabinet that the General Fund Revenue Budget, the Capital and Special Projects Programmes, the Housing Revenue Account budget and the content of the Medium-Term Financial Plan (MTFP), as proposed in Appendix 1 of the report, be noted.

The meeting ended at 6.55 pm.