

# Public Document Pack



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21 February 2020

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** will be held in the HMS Brave Room at these Offices on Monday 2 March 2020 at 6.00 pm when the following business will be transacted.

Members of the public who require further information are asked to contact Rebecca Brough on 01304 872304 or by e-mail at [democraticservices@dover.gov.uk](mailto:democraticservices@dover.gov.uk).

Yours sincerely

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

Chief Executive

## Overview and Scrutiny Committee Membership:

L A Keen (Chairman)  
C D Zosseder (Vice-Chairman)  
D G Beaney  
S H Beer  
T A Bond  
J Rose  
M Rose (Controlling Group Spokesperson)  
C A Vinson  
R S Walkden  
P Walker

## AGENDA

### 1 **APOLOGIES**

To receive any apologies for absence.

### 2 **APPOINTMENT OF SUBSTITUTE MEMBERS**

To note appointments of Substitute Members.

3 **DECLARATIONS OF INTEREST** (Page 5)

To receive any declarations of interest from Members in respect of business to be transacted on the agenda.

4 **MINUTES** (Pages 6 - 8)

To confirm the Minutes of the meeting of the Committee held on 3 February 2020 (attached) and 10 February 2020 (to follow).

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

To consider the following decisions of the Cabinet meeting to be held on 12 February 2020 relating to recommendations from the Overview and Scrutiny Committee:

- Review of On and Off-Street Parking Charges

To consider the following decisions of the Cabinet meeting to be held on 24 February 2020 relating to recommendations from the Overview and Scrutiny Committee:

- Extension of Parking Charge Period and On-Street Parking Charges
- Tides Leisure Centre
- Corporate Plan 2020-2024
- Fees and Charges 2020/21

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

The Council received the following petition on 03 February 2020:

“We the undersigned petition the council to examine the commitment to open and transparent government set out in Article 1 of the Council Constitution and how it is applied to each department the council operates.

The Council members do not always engage with its electorate in an open and transparent way and as this is the first Article of the Constitution it must be frequently checked and monitored by the Council.”

The petition was submitted by the Council’s epetition system and had 57 valid electronic signatures.

The Petition Organiser, Mr D Edelman, will have 10 minutes to speak in support of the petition.

Following that the options open to the members of the committee are:

- (a) To take no further action;
- (b) To refer the matter to the Cabinet or other committee of the Council;
- (c) To undertake an inquiry or research into the matter;
- (d) To request an officer or member provide a written response to the petition

organiser setting out the Council's views about the request in the petition; or  
(e) To take any other action that is felt appropriate

7 **NOTICE OF FORTHCOMING KEY DECISIONS** (Page 9)

It is intended that Members should use the Notice of Forthcoming Key Decisions to identify topics within the remit of the Committee for future scrutiny.

8 **SCRUTINY WORK PROGRAMME** (Pages 10 - 17)

It is intended that the Committee monitor and prioritise its rolling work programme.

9 **PUBLIC SPEAKING**

Please note that in accordance with the agreed Protocol for Public Speaking at Overview and Scrutiny, the right to speak only applies to agenda items 10 - 14 and 17.

Members of the public wishing to speak must register to do so by no later than 2.00 pm on the second working day (Thursday) before the meeting.

10 **PERFORMANCE REPORT - THIRD QUARTER 2019-20** (Pages 18 - 49)

To consider the attached report of the Head of Leadership Support.

11 **GENDER PAY GAP REPORT** (Pages 50 - 53)

To consider the attached report of the Chief Executive.

12 **OVERVIEW AND SCRUTINY COMMITTEE FUNCTIONS**

To consider the report of the Democratic Services Manager (to follow).

13 **UPDATE ON REGULATORY FEES AND CHARGES 2020-21**

To receive an update from the Head of Regulatory Services (to follow).

14 **OVERVIEW OF PROCUREMENT POLICY**

To consider the report of the Procurement Manager (to follow).

15 **REVIEW OF UNAUTHORISED ENCAMPMENT POLICY & ENFORCEMENT**

To receive a verbal update from the Head of Community and Digital Services.

16 **CRIME AND DISORDER UPDATE - COMMUNITY SAFETY**

To receive an update from the Head of Community and Digital Services.

17 **APPOINTMENTS TO TIDES PROJECT ADVISORY GROUP** (Page 54)

To consider the attached report of the Democratic Services Officer.

### **Access to Meetings and Information**

- Members of the public are welcome to attend meetings of the Council, its Committees and Sub-Committees. You may remain present throughout them except during the consideration of exempt or confidential information.
- All meetings are held at the Council Offices, Whitfield unless otherwise indicated on the front page of the agenda. There is disabled access via the Council Chamber entrance and a disabled toilet is available in the foyer. In addition, there is a PA system and hearing loop within the Council Chamber.
- Agenda papers are published five clear working days before the meeting. Alternatively, a limited supply of agendas will be available at the meeting, free of charge, and all agendas, reports and minutes can be viewed and downloaded from our website [www.dover.gov.uk](http://www.dover.gov.uk). Minutes are normally published within five working days of each meeting. All agenda papers and minutes are available for public inspection for a period of six years from the date of the meeting.
- If you require any further information about the contents of this agenda or your right to gain access to information held by the Council please contact Rebecca Brough, Democratic Services Manager, telephone: 01304 872304 or email: [democraticservices@dover.gov.uk](mailto:democraticservices@dover.gov.uk) for details.

**Large print copies of this agenda can be supplied on request.**

Declarations of Interest

Disclosable Pecuniary Interest (DPI)

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Note to the Code:

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; where a Member knows a person involved, but does not have a close association with that person; or where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer, etc would both probably constitute either an OSI or in some cases a DPI.

Minutes of the meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** held at the Council Offices, Whitfield on Monday, 3 February 2020 at 6.00 pm.

Present:

Chairman: Councillor L A Keen

Councillors: S H Beer  
T A Bond  
P D Jull (as substitute for Councillor D G Beaney)  
J Rose  
C A Vinson  
R S Walkden  
C D Zosseder

Also Present: Councillor N J Collor

Officers: Strategic Director (Operations and Commercial)  
Democratic Services Manager

92 APOLOGIES

An apology for absence was received from Councillors D G Beaney, M Rose and P Walker.

93 APPOINTMENT OF SUBSTITUTE MEMBERS

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

94 DECLARATIONS OF INTEREST

There were no declarations of interest made by Members.

95 PUBLIC SPEAKING

The Democratic Services Manager advised that four members of the public had registered to speak on the Review of On and Off-Street Parking Charges.

John Hawkins spoke for 3 minutes and covered the following points:

- That in his view the report provided no evidence of the impact of tourism on parking places
- That the survey in the report was undertaken in January which was a quiet time of year for parking
- Most residents did not have access to garages or other off-road parking and for many the closest parking to their houses was Beach Street
- That mobility issues were not just restricted to blue badge holders and that many would struggle if they had to park further away.
- That the proposals should be abandoned

Jenny Leigh spoke for 3 minutes and covered the following points:

- That in her view the document did not address the concerns raised by the committee or residents
- That the number of resident permits had changed from the numbers cited in the original report
- That the survey of parking spaces needed a full 12 months of data to be meaningful
- That visitors should be encouraged to travel to Deal by alternative methods such as by train (given the central location of the station) which would alleviate pressure on parking spaces

Jocelyn Marsh spoke for 3 minutes and covered the following points:

- That the report did not in her view give a proper consideration of the Equalities Act requirements – it was too narrow in its assessment of issues
- That not everyone holding a residents parking permit would be physically able to walk to their homes from West Street or Union Road
- That many residents had medical needs that impacted on their mobility and not all were eligible for blue badges
- That better signage was needed in Deal to ensure that visitors used the larger car parks

David White (Deal Society) spoke for 3 minutes and covered the following points:

- That in his view the proposals did not solve the problem, they just moved it on to areas in Deal that were outside of the permit parking zones
- That these proposals would lead to a decrease in the number of resident parking permits purchased with the resulting loss of income to the Council
- That the report made no reference to the Council's Deal Parking Strategy

96 ITEMS CALLED-IN FOR SCRUTINY - REVIEW OF ON AND OFF-STREET PARKING CHARGES (CAB112(H))

The Strategic Director (Operations and Commercial) presented the report produced in response to the grounds given for the call-in of decision CAB112(h) – Review of On and Off-Street Parking Charges.

The Deal Parking Strategy (2015) noted that conflict between residents and visitors parking needs and this conflict remained. There was insufficient visitor parking on the seafront to meet demand and these proposals would help alleviate the pressure. The proposals did not ban residents from parking on the seafront and they could still park there at a charge during the day or at no cost outside of the charging period. In addition, blue badge holders would be unaffected by these proposals.

Members were informed that resident parking schemes had evolved rather than been planned in Deal and there was currently pressure from residents to extend the scheme northwards to include Ark Lane. Residents also had the opportunity, for only £30 more per year than the current Zone H permit, to purchase a Zone 2 permit which covered the 3 town centre car parks and the seafront.




It was acknowledged that the survey undertaken in January would yield different results in the summer. While the number of empty spaces was not covered in the survey, the anecdotal information provided was that there were none.

RESOLVED: That it be recommended to the Cabinet that the proposal to remove Deal seafront as a parking option from the Deal resident permits scheme (CAB 112(h)) be removed until an assessment of the overall permit parking scheme in Deal has been undertaken. In the event that Cabinet should wish to bring back this proposal, that it be asked to provide evidence to address concerns, and that the case for benefits and harm in such a scheme be set out.

The meeting ended at 7.04 pm.



## Notice of Forthcoming Key Decisions which will be made on behalf of the Council

Key Decisions 2019/20	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)	Summary of Item	Agreed for inclusion in the Work Programme
1	Property Acquisitions	Ongoing (decisions to be taken by Portfolio Holder for Finance and Governance or Strategic Director (Corporate Resources))	On 30 November 2016 the Council approved an Investment Property Strategy. This notice relates to decisions to be taken to acquire properties in pursuance of the adopted Strategy.	 14/10/19
34	To consider a proposed increase in Hackney Carriage fares	Cabinet (to be confirmed)	To consider a variation to the Hackney Carriage tariff proposed by the licensed trade	 20/01/20
35	Acquisition of site at Grove Road, Preston for affordable housing, and budget for feasibility works	Cabinet or Portfolio Holder (to be confirmed)	Approval is sought for the acquisition of a site at Grove Road, Preston for the development of affordable housing, and for a budget to undertake feasibility works.	 20/01/20

Note: (1) Key Decisions which have already been taken do not appear in this extract of the Notice of Forthcoming Key Decisions.

# OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/20

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
August 2019	East Kent Housing Performance Indicator Update (Gas, Electricity & Fire Safety)	Single Item	East Kent Housing	£0	£0	Included by Chairman for special meeting of committee
	Consultation on Council Tax Support Scheme	Single Item	Strategic Director (Corporate Resources)	£0	£0	Included by Chairman for special meeting of committee
	Nominations to PAGs and Executive Committees	Single Item	Strategic Director (Corporate Resources)	£0	£0	Included by Chairman for special meeting of committee
	Fire Precaution Works – Award of Contract	Single Item	Strategic Director (Corporate Resources)	£0	£0	Included by Chairman for special meeting of committee
	Gas Servicing and Heating Installations – Interim Arrangements & Efficiency Contract 2019-22	Single Item	Strategic Director (Corporate Resources)	£0	£0	Included by Chairman for special meeting of committee
September 2019	Local Plan Housing Policies	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Identified for inclusion by Members
	East Kent Housing Update	On-going	East Kent Housing	£0	£0	Identified for inclusion by Members

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	Tenant Engagement on Withdrawal from EKH Arms-Length Management Organisation	Single Item	Strategic Director (Corporate Resources)	£0	£0	Report scheduled to come to Scrutiny
	Performance Report Q1 2019/20	Single Item	Chief Executive	£0	£0	Standing Item
October 2019	East Kent Housing Update	On-going	East Kent Housing	£0	£0	Agreed for inclusion by the Committee at its meeting held on 9 September 2019.
	Local Government (Miscellaneous Provisions) Act 1976: Request for Increase in Hackney Carriage Fares	On-going (Went to 4 June 2019 scrutiny)	Head of Regulatory Services	£0	£0	Agreed for inclusion by the Chairman from Cabinet agenda.
	Shared Ownership Sales Policy	Single Item	Head of Finance and Housing	£0	£0	Agreed for inclusion by the Chairman from Cabinet agenda.
	St James's Church, Woolcomber Street, Dover	Single Item	Head of Assets and Building Control	£0	£0	Agreed for inclusion by the Chairman from Cabinet Agenda.
	Review of Appointments to Outside Bodies	Single Item	Head of Governance	£0	£0	Agreed for inclusion by the Chairman from Cabinet Agenda.
	Review of catering provision at Kearsney Parks	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion by the Committee at its meeting held on 6 August 2019.

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
November 2019	East Kent Housing Update	On-going	East Kent Housing	£0	£0	Agreed for inclusion by the Committee.
	Dover District Waste and Recycling Rates	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion by the Committee [Date confirmed]
	Performance Report Q2 2019/20	Single Item	Chief Executive	£0	£0	Standing Item
	'No use empty' Property Initiative Top-Up Loan Agreement	Single Item	Head of Regulatory Services	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
	Tourism and Visitor Economy Strategy	Single Item	Head of Inward Investment	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
	Climate Change Emergency	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
	Bus Rapid Transit Project Update	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
December 2019	Dover District Local Development Scheme	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
	East Kent Housing Update	On-going	East Kent Housing	£0	£0	Agreed for inclusion by the Committee at its meeting held on 9 September 2019.

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	Business Retention Pilot Rate	Single Item	Strategic Director (Corporate Resources)	£0	£0	Agreed for inclusion by the Committee
	Authority Monitoring Report	Single Item	Head of Planning, Regeneration and Development	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
	Public Realm Improvement Projects – Market Square	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 11/11/19
	Adoption of Victoria Road and Wellington Road Conservation Area Character Appraisals	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
	Adoption of Upper Deal Conservation Area Character Appraisal	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
January 2020	Scoping Report on Council Motion – Food Poverty	Single Item	Democratic Services Manager	£0	£0	Committee accepted the Motion at its meeting held on 11/11/19
	EKH Compliance Report	On-going	East Kent Housing	£0	£0	Agreed for inclusion by the Committee at its meeting held on 9 September 2019.
	Review of On and Off-Street Parking Charges	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion by the Chairman from Cabinet agenda.
	Authority Monitoring Report	Single Item	Head of Planning, Regeneration and Development	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
February 2020	Extension of Parking Charge Period and Review of On-Street Parking Charges	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion by the Chairman from Cabinet agenda.
	East Kent Housing Compliance Report	Single Item	East Kent Housing	£0	£0	Standing Item
	Draft Corporate Plan 2020-24	Single Item	Head of Leadership Support	£0	£0	Standing Item
	Agreement on levels of Fees and Charges for 2020/21	Single Item	Strategic Director (Corporate Resources)	£0	£0	Standing Item
	Refurbishment of Tides Leisure Centre, Deal	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Agreed for inclusion from Forward Plan by the Committee at its meeting held on 14/10/19
	Waste and Street Cleansing Contract Update	Single Item	Strategic Director (Operations and Commercial)	£0	£0	Added at Portfolio Holder and officers request and agreed by Chairman
	Budget Scrutiny / MTFP	Single Item	Corporate Management Team	£0	£0	Standing Item
24 February 2020	Local Health Services	Single Item	EKHUFT – Agreed subject to dates SKCCCG – To be confirmed	£0	£0	Agreed for inclusion by the Committee [Final attendees still subject to confirmation – Key Questions have been completed]
2 March 2020	Overview and Scrutiny Committee Functions	Single Item	Democratic Services Manager	£0		Agreed for inclusion with Committee at its meeting held on 10/02/20

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	Crime and Disorder Update	Scheduled Item	Strategic Director (Corporate Resources) Kent Police			Constitutional Requirement. Moved due to Purdah. [Date confirmed]
	Gender Pay Report	Single Item	Head of Governance			Agreed for inclusion by the Chairman
	Appointment of Tides PAG	Single Item	Democratic Services Manager			Agreed for inclusion by the Chairman
	Review of Unauthorised Encampment Policy & Enforcement	Single Item	Head of Community and Digital Services			Agreed for inclusion by the Committee [Date Confirmed]
	Performance Report Q3 2019/20	Single Item	Chief Executive			Standing Item
	Overview of Procurement Policy	Single Item	Head of Finance & Housing			Agreed for inclusion by the Committee at its meeting held on 11/11/19 [Date Confirmed]
April 2020	Petition	Single Item	Democratic Services Manager			To receive a petition.
	Dover District Leisure Centre - review of performance against targets and public transport access provision	Single Item	Strategic Director (Operations and Commercial)			Agreed for inclusion by the Committee at its meeting held on 11/11/19
	Update on capital expenditure relating to Digital Agenda	Single Item	Strategic Director (Corporate Resources)			Agreed for inclusion by the Committee [Final date still subject to confirmation]

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	Corporate Consultation	Single Item	Chief Executive			Agreed for inclusion by the Committee
	Noise nuisance policy and performance (with particular respect to the out of hours service)	Single Item	Head of Regulatory Services			Agreed for inclusion by the Committee at its meeting held on 11/11/19 [Final date still subject to confirmation]
	Food Poverty Review	Scrutiny Review	Democratic Services Manager			To develop a response to the Council Motion.
	Review of property purchases (Overview – not individual property)	Single Item	Strategic Director (Corporate Resources)			Agreed for inclusion by the Committee
April/May 2020	Youth Services	Single Item	Democratic Services Manager			To invite DDC, KCC, Voluntary Sector (To be confirmed)
	Overview of Car Parking Policy	Single Item	Strategic Director (Corporate Resources)			Agreed for inclusion by the Committee
May 2020	Food Poverty Review	Scrutiny Review	Democratic Services Manager			To develop a response to the Council Motion.
	Crime and Disorder Update	Scheduled Item	Strategic Director (Corporate Resources)			Constitutional Requirement

*Please note items beyond the current month are subject to change depending on Forward Plan, etc.*



**Items agreed for inclusion in the work programmes as they arise:**

<b>Agreed for Inclusion?</b>	<b>Subject</b>	<b>Action</b>
Agreed	Neighbourhood Plans	To come forward for scrutiny in accordance with the Notice of Forthcoming Key

***Once agreed for inclusion, the Democratic Services Manager will look to schedule the meetings accordingly.***

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<b>Subject:</b>	<b>PERFORMANCE REPORT – QUARTER 3, 2019/20</b>
<b>Meeting and Date:</b>	<b>Cabinet – 24 February 2020</b> <b>Overview and Scrutiny Committee – 9 March 2020</b>
<b>Report of:</b>	<b>Michelle Farrow, Head of Leadership Support</b>
<b>Portfolio Holder:</b>	<b>Councillor Stephen Manion, Portfolio Holder for Finance and Governance</b>
<b>Decision Type:</b>	<b>Non-Key Decision</b>
<b>Classification:</b>	<b>Unrestricted</b>

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**Purpose of the report:** To monitor performance against key objectives.

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**Recommendation:** The Council's Performance Report and Actions for the 3<sup>rd</sup> Quarter 2019/20 be noted

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**1. Summary**

The Council's Performance Report for the 3rd Quarter 2019/20 reports on performance against key performance targets throughout the Council, East Kent Shared Services and East Kent Housing during the second quarter. It incorporates comments from each Director on performance within their directorate plus any key initiatives and concerns they may have.

**2. Introduction and Background**

2.1 Monitoring of performance against key targets is key to the achievement of the Council's aims and objectives. The Performance Report provides a summary of the Council's key performance figures for the 9 months to 31 December 2019.

2.2 The Performance Report contains information relating to the performance of the Council against key corporate indicators and considers the performance of a range of indicators against previous year's performance.

2.3 The Performance Report identifies areas where performance is on track throughout the third quarter of 2019/20, whilst recognising the need for further improvements in some areas. Each Director provides additional commentary focussing on areas of high or low performance.

2.4 A section is included to show performance within the Shared Services against key indicators. A more comprehensive set of indicators for EK Services, including Civica, and East Kent Housing are monitored through the monitoring structures established by the Agreements under which those services are delivered, with any areas of significant concern being capable of escalation into this quarterly monitoring report, if required.

2.5 It should be noted that East Kent Housing have reviewed and updated their targets (approved by their Board) for 2019/20 but targets for all other areas have remained as set for 2018/19 due to the current review of the Performance Report format

**3. Identification of Options**

3.1 Not applicable.

4. **Evaluation of Options**

4.1 Not applicable.

5. **Resource Implications**

5.1 None.

6. **Climate Change and Environmental Implications**

6.1 None.

7. **Corporate Implications**

7.1 Comment from the Section 151 Officer (linked to the MTFP): Finance have been consulted in the production of this report and have no further comments to add. (SG

7.2 Comment from the Solicitor to the Council: The Head of Governance has been consulted during the preparation of this report and has no further comment to make

7.3 Comment from the Equalities Officer: This report does not specifically highlight any equality implications however in discharging their duties member are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15>.

7.4 Other Officers (as appropriate):

8. **Appendices**

Appendix 1 – Q3 Performance Report

9. **Background Papers**

None.

Contact Officer: Michelle Farrow, Head of Leadership Support

# Dover District Council Performance Report For the Quarter Ending – 31 December 2019

## Introduction

- Summary of Performance Indicators

## KEY

▲	Improved performance
▶	Maintained performance
▼	Decline in performance

Status	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Direction of Travel to previous Qtr
	No.	%	No.	%	No.	%	No.	%	
Green	21	64%	24	73%	25	76%			▲
Amber	7	21%	7	21%	5	15%			▲
Red	5	15%	2	6%	3	9%			▼
Total	33	100%	33	100%	33	100%			

## Shared Services Performance

### EK Services & DDC Digital

PI	Description	Outturn 2018/19	DDC Target 2019/20	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
ACC011	Percentage of on-line payments to cash and cheque	91%	Data for information only	91%	92%	93%		92%	52,271	▲	N/A
EKS01d	Percentage of incidents resolved within agreed target response time -ICT	96%	95%	96%	96%	97%		96%		▲	Green
EKS02d.1	Percentage of incidents resolved within 1 working day	72%	60%	64%	63%	65%		64%		▲	Green
EKS02d.2	Percentage of incidents resolved within 3 working days	86%	80%	85%	82%	84%		84%		▲	Green

## EK Services & DDC Digital

PI	Description	Outturn 2018/19	DDC Target 2019/20	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
<b>EKS04d</b>	Percentage availability of email service	100%	97.50%	100%	100%	100%		100%		▶	<b>Green</b>
<b>PLA005</b>	Percentage of electronic planning applications received	80.52%	80%	91.70%	82.64%	85.99%		86.78%	464	▲	<b>Green</b>
<b>WEB001</b>	Percentage availability of the corporate website (DDC responsibility)	99.98%	99.50%	99.98%	99.99%	99.81%		99.93%		▼	<b>Green</b>
<b>WEB002</b>	Number of Keep me Posted subscriptions	9,938	N/A	10,396	32,298	32,527		32,527		▲	N/A
<b>WEB003</b>	Facebook subscribers	6,754	N/A	6,899	7,241	7,347		7,347		▲	N/A

### EKS Director's Comments

#### Performance:

All indicators remain above target for this quarter, with slight improvements in most areas.

#### Key Initiatives/Outcomes:

Nothing to report for Q2

#### Concerns/Risks

Nothing to report for Q2

<b>Civica</b>											
PI	Description	Outturn 2018/19	DDC Target 2019/20	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
<b>Benefits</b>											
KPI01-D	Pay benefit quickly	6.07 days	8.5 days	8.38 days	6.10 days	4.87 days		7.01 days		▲	Green
KPI02-D	Percentage of correct Housing Benefit and Council Tax Benefit decisions	97.18%	96%	97.38%	97.62%	93.75%		97.40%		▼	Green
<b>Council Tax</b>											
KPI03-D	The percentage of council taxes due for the financial year which were received in year by the authority.	97.66%	97.80%	28.78%	56.20%	83.62%		83.62%		N/A	N/A
<b>Business Rates</b>											
KPI04-D	Percentage of Business Rates collected	98.21%	98.20%	29.63%	56.28%	84.82%		84.82%		▲	Green
<b>Customer Services</b>											
KPI06-D	Average call waiting time in seconds	74 seconds	233 seconds	349 seconds	251 seconds	147 seconds		217 seconds		▲	Green

## **Civica Comments**

### **Performance:**

- Speed of Benefits processing is ahead of target.
- Accuracy of HB processing did not meet the target, but Civica are confident that the end of year target will be met.
- Council Tax collection remains under profile (by 0.45%). Discussions are nearing a conclusion regarding Civica's request to review the current end of year target.
- Business Rates collection is ahead of target.
- Customer satisfaction has increased to 98.26%.
- Call wait time continues to improve.
- All customer feedback responses were completed within the required timescale.

### **Key Initiatives/Outcomes:**

A review of empty homes for Dover to maximise New Homes Bonus income has been completed. Indicative figures released by MHCLG have indicated that the activity has resulted in a significant financial gain for the authority. Further information relating to the financial impact will be made available to the s151 officers via the client team.

The Housing Benefit Overpayment project continues with significant activity undertaken to maximise income. Challenges are significantly increasing with the roll-out of Universal Credit which has resulted in a dramatic decrease in reductions from ongoing benefit and a resultant increase in invoicing activity to replace those deductions. Further updated information relating to the financial impact has been made available to the s151 officers via the client team

### **Concerns/Risks:**

Nothing to report for Q3

## EK Housing

PI	Description	Outturn 2018/19	DDC Target 2019/20	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
EKHL1	Average time taken to re-let council dwellings	20.48 days	16.5 days	22.91 days	17.16 days	30.7 days		23.62 days	1136 days; 37 re-lets	▼	Red
EKHC2	Rent arrears as % of annual debit	4.11%	4.55%	4.73%	4.10%	4.66%		4.66%	£907,442 of £ 19,489,372	▼	Amber
EKHC3	Former tenant arrears as % of annual debit	1.24%	0.50%	1.48%	1.55%	1.66%		1.66%	£322,800 of £ 19,489,372	▼	Red
EKHD1	Total current tenant arrears (including court costs)	£ 787,875	N/A	£ 869,298	£ 798,680	£ 907,442		£ 907,442		▼	N/A
EKHD2	Average current tenant arrears per rented unit	£183.78	N/A	£202.76	£185.83	£211.13		£211.13	907,442/4298	▼	N/A
EKHD3	Total former tenant arrears (including court costs)	£ 237,626	N/A	£ 271,412	£ 301,824	£ 322,800		£ 322,800		▼	N/A
EKHD4	Amount of former tenant arrears written off	£0.00	N/A	£0.00	£0.00	£22,467		£22,467		▼	N/A
EKHM1	Percentage of total responsive jobs completed on time	98.11%	98%	97.92%	97.74%	95.92%		97.17%	2866 of 2988	▼	Amber
EKHM5	Percentage of properties with a valid gas safety certification	99.43%	100%	99.6%	99.97%	100%		100%	3954 of 3954	▲	Green



## EK Housing

### East Kent Housing Director's Comments:

#### Performance:

Overall performance has worsened and all bar one indicator is out of target for the quarter. Specific details and initiatives highlighted as follows:

- Re-let times have increased for voids including and excluding major work. However, the average time spent in major work and the amount of voids undergoing major work has actually reduced in Dover since Q2. Significant delays have been reported on 8 major works voids and 20 non-major works voids, where officers requested or were awaiting completion and/or receipt of asbestos reports from PA Group.
- Current tenant arrears has missed target for the quarter, but is on track to meet target by year end (rent arrears KPIs are all year-end targets). Additional resource has been temporarily allocated to collecting Dover rents, and we are also expecting a double UC schedule in March, which should help to bring the arrears down.
- \*Total responsive repair jobs completed on time has missed target for the quarter. This figure is made up of: emergency repairs on time (99.25%); urgent repairs on time (100%); and routine repairs on time (**95.13%**). Underperformance in routine repairs has been flagged with Mears (see concerns/risks below).

#### Key Initiatives/Outcomes:

Since April we have been working with a new Asbestos contractor (PA Group) and we are still experiencing some delays in completing asbestos surveys, which continue to affect our void performance. Despite this our void times are still high (see concerns/risks below).

As well as the total current tenant arrears (shown above) we also monitor arrears levels for UC claimants and non-UC claimants separately. All three indicators are measured against the same base projection of annual rental income to understand the impact UC arrears have on the overall figure. For example, of the 4.66% total arrears, 3.01% is attributable to UC and 1.64% to non-UC arrears. Current Arrears performance is in line with expectations at this point in the year.

#### Concerns/Risks:

Our void performance throughout 2019/20 has been affected by an increased amount of major work being undertaken across all four areas over the course of the year (despite major works decreasing in the last quarter). This has had a resourcing and time impact on our main contractor, Mears. The biggest factor in our current void performance, however, are the delays caused by the asbestos surveys. Work is planned to discuss the end-to-end voids process with all four Councils, Mears, PA Group (asbestos) and Gas Call Services to address these challenges.

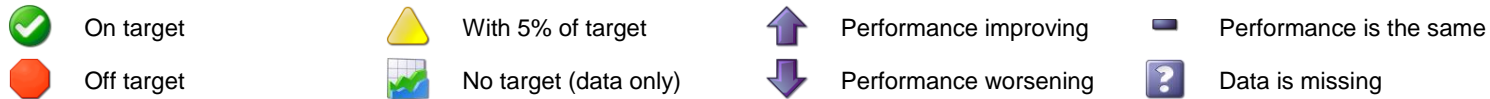
We have been in discussion with Mears regarding the reduced performance for routine repairs as we have concerns about this. We understand that resource may have been moved from routine repairs to support other parts of the business. However, this will be monitored closely in case the reduced performance becomes a downward trend, (although emergency and urgent repairs are still in target).

# EKH Key Performance Report Q3 (Oct-Dec) DOVER

Generated on: 31 January 2020

Quarterly performance is shown against the cumulative year-to-date position for 2019/20. **Traffic Light Icon** indicates whether we are on target for the **quarter**; **Trend Arrow** indicates direction of performance from previous quarter.

## Key:



## Contents:

Code	Capital Programme	Comment	Code	Repairs and Compliance	Comment
IMP05	Capital Programme spent	Included	REP01-04	Day-to-day repairs	Included
IMP06	Decent Homes	Included	IMP09	Day-to-day repair post-inspections	Included
IMP01-03	Procurement	Included	GAS01-04	Gas and Heating repairs	Included
IMP04	Core group meetings	Included	GAS05	LGSR	Included
IMP10	Contract Invoices paid	Included	VOID01-0	Voids and re-lets	Included

Code	Income Collection	Comment	Code	Organisation	Comment
IMP12	UC Arrears	Included	IMP19	Complaints	Included
IMP11	UC Claimants contacted	Included	IMP22	Workforce	Not included
IMP13	Non-UC Arrears	Included			
IMP14	Total Current Tenant Arrears	Included			
IMP15	Garage Arrears	Included			
IMP16	RWO Charges raised	Included			

## Capital programme

Code	Capital Programme expenditure	2018/19 Year End	Q1 2019/20	Q2 2019/20	Q3 2019/20	2019/20 YTD	Projected YE Spend	Traffic Light Icon	Year-end Target
<b>IMP05 DDC</b>	<b>Percentage of capital programme spent</b>	<b>71.41%</b>	<b>3.45%</b>	<b>10.73%</b>	<b>45.26%</b>	45.26%	93.42%		<b>95%</b>
	<i>Total capital spend</i>	3,167,500	£116,483	£362,231	<b>£1,527,616</b>	£1,527,616	£3,153,000		
	<i>Latest agreed capital budget</i>	2,261,883	£3,375,000	£3,375,000	<b>£3,375,000</b>	£3,375,000			
	<i>Additional committed spend</i>			£1,877,994	(£1,353,416)	(£1,353,416)			
<b>IMP05 EKH</b>	<b>Percentage of capital programme spent</b>	<b>52.26%</b>	<b>3.37%</b>	<b>11.94%</b>	<b>34.13%</b>	34.13%	77.36%		<b>95%</b>
	<i>Total capital spend</i>	16,689,829	£740,626	£2,647,455	<b>£7,565,730</b>	£7,565,730	£17,151,536		
	<i>Latest agreed capital budget</i>	8,721,944	£21,989,231	£22,169,286	<b>£22,169,286</b>	£22,169,286			
	<i>Additional committed spend</i>			£7,324,712	(£6,718,980)	(£6,718,980)			

**Definition:** This is the percentage of expenditure against the planned Capital revenue budgets. This is calculated from the latest agreed Capital budgets and actual spend as at the end of each reporting period. This is confirmed through each of the four Councils' financial systems. *This report also shows the total amount committed (but not actually spent) and the projected total expenditure at year-end.*

Code	Decent Homes	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
<b>IMP06 DDC</b>	<b>Percentage of properties that meet decent homes standard</b>	<b>99.1%</b>	<b>99.25%</b>	<b>99.93%</b>	<b>99.93%</b>	99.93%			<b>99%</b>
	<i>Number of properties that meet decent homes standard</i>	4,526	4,527	4,553	<b>4,553</b>	4,553			
	<i>Number of properties as reported on SAM</i>	4,567	4,561	4,556	<b>4,556</b>	4,556			
<b>IMP06 EKH</b>	<b>Percentage of properties that meet decent homes standard</b>	<b>98.24%</b>	<b>98.27%</b>	<b>99.93%</b>	<b>99.91</b>	<b>99.91</b>			<b>99%</b>
	<i>Number of properties that meet decent homes standard</i>	16,384	16,371	16,657	<b>16,662</b>	16,662			
	<i>Number of properties as reported on SAM</i>	16,677	16,660	16,669	<b>16,677</b>	16,677			

**Definition:** This is the percentage of properties that have met the Decent Homes Standard (DHS). This is calculated from the decent homes report and stock level report from the Strategic Asset Management database (SAM). A property is considered to be non-decent where works are required to maintain the structural integrity of the dwelling, prevent other components within the dwelling from deteriorating, or where there is a category 1 hazard.

Code	Procurement	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
IMP01 EKH	<b>Average Days to produce procurement specifications</b>	-	25.5	20.29	9.62	16.15	↑	🟢	20
	<i>Total days to complete procurement specifications</i>		153	142	125	420			
	<i>Number of procurement specifications produced in the period</i>		6	7	13	26			
IMP02 EKH	<b>Percentage of Capital procurements (projects) delivered YTD</b>	-	50%	100%	100%	100%	▬	🟢	95%
	<i>Number of Capital projects delivered YTD</i>		3	13	13	13			
	<i>Number of Capital projects due YTD</i>		6	13	13	13			

**Definition:** These KPIs measure the time it takes (in working days) to produce a specification for a procurement contract, as well as the percentage of contracts that have actually been delivered. The average days for specifications is calculated from the time the Procurement Initiation Form (PIF) is issued by EKH to the Council(s) until the date that EKH completes and returns the specification. A Capital procurement is determined to be 'delivered' when EKH have confirmed to the Council's Procurement Manager that they wish the contract to be awarded.

IMP03a EKH	<b>Percentage of procurement enquiries responded to on time</b>	-	98.93%	100%	100%	99.63%	▬	🟢	100%
	<i>Number of procurement enquiries responded on time</i>		278	321	205	804			
	<i>Number of procurement enquiries responded to in the period</i>		281	321	205	807			
IMP03b EKH	<b>Average days to respond to procurement enquiries</b>	-	0.35	0.47	0.61	0.46	↓	🟢	5
	<i>Total days to respond to procurement enquiries</i>		97	151	125	373			
	<i>Number of procurement enquiries responded to in the period</i>		281	321	205	807			

**Definition:** These KPIs measure the time it takes (in working days) to respond to procurement enquiries from the Council(s). This is calculated from the date each enquiry was initially received by the EKH, up to and including the date when the response was issued. An enquiry is in target if a substantive response (i.e. not an acknowledgement or automated response) is issued any day up to and including the target date.

Code	Core Group meetings	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
IMP04 EKH	<b>Number of Core Group meetings held YTD</b>	-	2	2	2	6	▬	🟢	2 (per Qtr.)

**Definition:** This is the number of Core group meetings scheduled and held year-to-date for each of the key contracts for day-to-day repairs and gas servicing. Minutes are kept of these meetings and each meeting should include resident representation.

Code	Payment of contract invoices	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
IMP10 DDC	Percentage of contract invoices paid on time	-	No data	No data	No data	No data	▬	?	99%
	<i>Number of contract invoices paid on time</i>		-	-	-	-			
	<i>Number of contract invoices paid</i>		-	-	-	-			
IMP10 EKH	Percentage of contract invoices paid on time	-	95.8%	92.16%	97.08%	95.34%	↑	▲	99%
	<i>Number of contract invoices paid on time</i>		1,050	764	1,195	3,009			
	<i>Number of contract invoices paid</i>		1,096	829	1,231	3,156			

**Definition:** This is the percentage of all contract Invoices that have been checked, validated and paid on time within the period. This should include invoices for all planned works delivery and responsive works delivery and should be calculated from the number paid on time against the total number paid in the period.

## Repairs and Compliance

Code	Day-to-day repairs	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
REP01 DDC	Percentage of emergency repairs completed on time	99.67%	99.79%	99.47%	99.25%	99.5%	↓	✔	99%
	<i>Number of day to day Emergency Repairs completed on time</i>		484	566	531	1581			
	<i>Number of day to day Emergency Repairs Completed</i>		485	569	535	1589			
REP01 EKH	Percentage of emergency repairs completed on time	99.56%	99.41%	99.68%	99.53%	99.55%	↓	✔	98%
	<i>Number of day to day Emergency Repairs completed on time</i>		1528	1865	2138	5531			
	<i>Number of day to day Emergency Repairs Completed</i>		1537	1871	2148	5556			

**Definition:** These KPIs show the percentage of emergency responsive repairs completed on time. Emergency repairs are repairs that are necessary to prevent serious damage to the building, danger to health, risk to safety, or risk of serious loss or damage to the occupier's property. 'On time' means within locally agreed timescales and without the need to return because the repair was inaccurately diagnosed and/or the operative did not resolve the reported problem.

Code	Day-to-day repairs	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
REP02 DDC	Percentage of routine repairs completed on time	97.87%	97.49%	97.28%	95.13%	96.61%	↓	⚠	98%
	<i>Number day to day routine repairs completed on time</i>		2171	2292	2264	6727			
	<i>Number of day to day Routine Repairs completed</i>		2227	2356	2380	6963			
REP02 EKH	Percentage of routine repairs completed on time	98.56%	98.79%	98.98%	97.94%	98.57%	↓	⚠	98%
	<i>Number day to day routine repairs completed on time</i>		6860	7402	7214	21476			
	<i>Number of day to day Routine Repairs completed</i>		6944	7478	7366	21788			

**Definition:** These KPIs show the percentage of routine responsive repairs completed on time. 'On time' means within locally agreed timescales and without the need to return because the repair was inaccurately diagnosed and/or the operative did not resolve the reported problem.

Code	Day-to-day repairs	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
REP03 DDC	Percentage of repair appointments kept	98.58%	98.95%	97.97%	98.71%	98.55%	↑	✅	96%
	<i>Number of day to day repair appointments kept</i>		3593	3628	3832	11053			
	<i>Number of day to day repair appointments made</i>		3631	3703	3882	11216			
REP03 EKH	Percentage of repair appointments kept	97.11%	97.18%	96.71%	97.00%	96.96%	↑	✅	96%
	<i>Number of day to day repair appointments kept</i>		9193	9432	9727	28352			
	<i>Number of day to day repair appointments made</i>		9460	9753	10028	29241			

**Definition:** This KPI shows the percentage of all repair appointments kept. An appointment should be considered to be kept if the contractor arrives within the specific time slot given to the tenant. An appointment should be considered to be kept by the contractor if it is broken by the tenant but kept by the contractor. Any appointments that led to an abortive call (no access) are to be included as 'made' and 'kept'.

Code	Day-to-day repairs	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
REP04 DDC	Percentage of tenants satisfied with day to day repairs	98.77%	100%	100%	99.92%	99.97%	↓	🟢	98%
	<i>No. very or fairly satisfied with most recent repair</i>		991	1200	1311	3502			
	<i>No. customer satisfaction surveys undertaken</i>		991	1200	1312	3503			
REP04 EKH	Percentage of tenants satisfied with day to day repairs	98.86%	99.96%	99.93%	99.90%	99.93%	↓	🟢	98%
	<i>No. very or fairly satisfied with most recent repair</i>		2356	2822	3039	8217			
	<i>No. customer satisfaction surveys undertaken</i>		2357	2824	3042	8223			

**Definition:** This KPI shows the percentage of tenants that were satisfied with their most recent repair from our main repairs contractor, Mears.

Code	Day-to-day repair post-inspections	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
IMP09 DDC	Percentage of day-to-day repair post-inspections completed	-	7.97%	14.47%	12.43%	11.29%	↓	🟢	10%
	<i>Number of day-to-day repair post-inspections completed</i>		237	330	284	851			
	<i>Number of repairs available for post-inspection</i>		2,973	2,281	2,285	7,539			
IMP09 EKH	Percentage of day-to-day repair post-inspections completed	-	8.69%	10.67%	11.54%	10.44%	↑	🟢	10%
	<i>Number of day-to-day repair post-inspections completed</i>		741	1,278	1,262	3,281			
	<i>Number of repairs available for post-inspection</i>		8,523	11,982	10,933	31,438			

**Definition:** This is the percentage of post-inspections completed on properties that had a day-to-day repair. This should be calculated from the number of post-inspections completed in the period and the total number of all day to day repairs available for post-inspection within the same period.

Code	Gas Servicing and Heating repairs	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
GAS01 DDC	Percentage of emergency heating repairs completed on time	92.74%	92.44%	96.77%	97.3%	94.56%	↓	⚠	98%
	<i>No. emergency heating repairs completed on time</i>		489	270	180	939			
	<i>Number of emergency heating repairs completed</i>		529	279	185	993			
GAS01 EKH	Percentage of emergency heating repairs completed on time	93.05%	93.08%	96.84%	95.5%	94.71%	↓	⚠	98%
	<i>No. emergency heating repairs completed on time</i>		1398	858	700	2956			
	<i>Number of emergency heating repairs completed</i>		1502	886	733	3121			

**Definition:** This KPI shows the percentage of emergency heating and hot water repairs completed on time. Emergency repairs are repairs that are necessary to prevent serious damage to the building, danger to health, risk to safety, or risk of serious loss or damage to the occupier's property. 'On time' means within locally agreed timescales and without the need to return because the repair was inaccurately diagnosed and/or the operative did not resolve the reported problem.

Code	Gas Servicing and Heating repairs	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
GAS02 DDC	Percentage of routine heating repairs completed on time	98.21%	93.8%	94.55%	93.55%	93.85%	↓	⚠	98%
	<i>No. routine heating repairs completed on time</i>		1104	156	145	1405			
	<i>No. routine heating repairs completed</i>		1177	165	155	1497			
GAS02 EKH	Percentage of routine heating repairs completed on time	97.95%	94.62%	94.04%	94.43%	94.53%	↑	⚠	98%
	<i>No. routine heating repairs completed on time</i>		3323	489	458	4270			
	<i>No. routine heating repairs completed</i>		3512	520	485	4517			

**Definition:** This KPI shows the percentage of routine heating and hot water repairs completed on time. 'On time' means within locally agreed timescales and without the need to return because the repair was inaccurately diagnosed and/or the operative did not resolve the reported problem.



Code	Gas Servicing and Heating repairs	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
GAS03 DDC	Percentage of heating repair appointments kept	94.58%	80.54%	100%	97.71%	93.74%	↓	🟢	95%
	<i>No. heating repair appointments kept</i>		1374	2071	2,349	5,794			
	<i>Number of heating repair appointments made</i>		1706	2071	2,404	6,181			
GAS03 EKH	Percentage of heating repair appointments kept	95.1%	91.42%	100%	98.08%	97.09%	↓	🟢	95%
	<i>No. heating repair appointments kept</i>		4593	6889	8,312	19,794			
	<i>Number of heating repair appointments made</i>		5024	6889	8,475	20,388			

**Definition:** These KPIs show the percentage of all repair appointments kept. An appointment should be considered to be kept if the contractor arrives within the specific time slot given to the tenant. An appointment should be considered to be kept by the contractor if it is broken by the tenant but kept by the contractor. Any appointments that led to an abortive call (no access) are to be included as 'made' and 'kept'.

Code	Gas Servicing and Heating repairs	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
GAS04 DDC	Percentage of tenants satisfied with most recent heating repair	87.18%	78.15%	84.62%	84.43%	71.17%	↓	🔴	98%
	<i>No. very or fairly satisfied with gas repair works</i>		118	55	-	-			
	<i>No. customer satisfaction surveys undertaken</i>		151	65	159	418			
GAS04 EKH	Percentage of tenants satisfied with most recent heating repair	88.86%	78.61%	88.83%	88.60%	73.46%	↓	🔴	98%
	<i>No. very or fairly satisfied with gas repair works</i>		327	167	-	-			
	<i>No. customer satisfaction surveys undertaken</i>		416	188	498	1,228			

**Definition:** These KPIs show the percentage of tenants that were satisfied with their most recent repair from our current gas servicing and repairs contractor, Gas Call, Swale (and previously P&R). *NB – change of contractors and survey methodology during the year*

Code	Landlord Gas Safety Record (LGSR)	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
GAS05 DDC	Percentage of properties with a valid LGSR	99.43%	99.6%	99.97%	100%	100%	↑	🟢	100%
	<i>Number properties with a valid LGSR</i>		4017	3964	3,954	3,954			
	<i>Number properties requiring an LGSR</i>		4033	3965	3,954	3,954			
GAS05 EKH	Percentage of properties with a valid LGSR	99.40%	99.48%	99.91%	99.99%	99.99%	↑	🟡	100%
	<i>Number properties with a valid LGSR</i>		14220	13757	13,743	13,743			
	<i>Number properties requiring an LGSR</i>		14295	13770	13,744	13,744			

**Definition:** This is the number of properties with a valid landlord gas safety record (LGSR) in place at the end of the period, divided by the number of properties that require a LGSR, multiplied by one hundred. It should be a snapshot of the number of rented dwellings in ownership that have a connected gas supply (not necessarily the total stock in ownership) as at the end of the period. Properties undergoing legal action for access do not count as having a valid LGSR.

Code	Voids and re-lets (excluding Major Works)	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
VOID01 DDC	Average days to re-let all properties excluding major works	20.48	22.91	17.16	30.7	23.62	↓	🚦	16.5
	Total days to re-let ALL properties excluding major works		756	635	1136	2527			
	Total number of all re-lets made in the period		33	37	37	107			
VOID01 EKH	Average days to re-let all properties excluding major works	20.15	20.21	16.25	26.65	20.89	↓	🚦	16.5
	Total days to re-let ALL properties excluding major works		3396	3136	4,664	11,196			
	Total number of all re-lets made in the period		168	193	175	536			

**Definition:** The average end to end time (in calendar days) to re-let standard vacant properties during the period. Calculated by dividing the total number of days standard re-let properties were vacant in the period, by the number of standard re-lets in the period. Standard re-lets are voids that do not include a 'Major Repairs completion date'.

Code	Voids and re-lets (including Major Works)	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
VOID02 DDC	Average days to re-let all properties including major works	22.86	25.15	39.7	42.38	36.14	↓	🚦	22.75
	Total days to re-let ALL properties including major works		830	1469	1568	3867			
	Total number of all re-lets made in the period		33	37	37	107			
VOID02 EKH	Average days to re-let all properties including major works	27.61	35.44	43.41	41.63	40.33	↑	🚦	22.75
	Total days to re-let ALL properties including major works		5954	8379	7286	21619			
	Total number of all re-lets made in the period		168	193	175	536			

**Definition:** The average end-to-end time (in calendar days) to re-let all properties including those that underwent major works during the void period. Calculated by dividing the total number of days properties were vacant, by the number of re-lets in the period. It includes both the time spent awaiting works, undergoing works, and the time spent in the lettings stage (awaiting re-let).

Code	Voids and re-lets (time in Major Works)	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
VOID03 DDC	Average days major works voids spent in major works	33.06	24.67	59.57	43.2	49.63	↑		-
	<i>Total days MW voids spent in major works during the period</i>		74	834	432	1340			
	<i>Total number of re-lets that underwent major works</i>		3	14	10	27			
VOID03 EKH	Average days major works voids spent in major works	32.52	42.26	47.55	34.06	42.22	↑		-
	<i>Total days MW voids spent in major works during the period</i>		2578	5230	2452	10260			
	<i>Total number of re-lets that underwent major works</i>		61	110	72	243			

**Definition:** The average time (in calendar days) that all MW voids spent carrying out Major Works during the period. Major Work repairs are works which could not reasonably be carried out with a tenant in occupation, and which need to be carried out in a property while it is vacant. The definition of major works is aligned with the statutory CORE lettings log, available from the CORE website.





## Income Collection

Code	Universal Credit Arrears	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Year-end Target
IMP12 DDC	Current tenant arrears (UC only) as % annual rental income	-	2.68%	2.56%	<b>3.01%</b>	3.01%	↓	🟢	3.3%
	<i>Universal Credit Figure (Arrears)</i>		£493,287	£499,713	<b>£587,137</b>	£587,137			
IMP12 EKH	Current tenant arrears (UC only) as % annual rental income	-	2.2%	2.26%	<b>2.52%</b>	2.52%	↓	🟢	3.3%
	<i>Universal Credit Figure (Arrears)</i>		£1,548,264	£1,661,670	<b>£1,845,934</b>	£1,845,934			





**Definition:** This is **total arrears directly attributable to Universal Credit (UC)**, shown as a percentage of the projected annual rental income. The projected annual rental income is calculated by taking the rent due (minus void loss) year-to-date, dividing it by the number of weeks elapsed, and then multiplying it by the number of weeks in the year. (At the end of Quarter 4 it should be exactly equal to Rent and service charges due year to date).

Code	Potential Universal Credit claimants contacted	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Year-end Target
IMP11 DDC	Percentage of potential UC claimants contacted on time	-	100%	100%	<b>99.05%</b>	99.7%	↓	🟢	100%
	<i>Number of potential UC claimants contacted on time</i>		99	126	<b>104</b>	329			
	<i>Number of potential UC claimants responded to in the period</i>		99	126	<b>105</b>	330			
IMP11 EKH	Percentage of potential UC claimants contacted on time	-	100%	100%	<b>99.73%</b>	99.92%	↓	🟢	100%
	<i>Number of potential UC claimants contacted on time</i>		406	449	<b>366</b>	1,221			
	<i>Number of potential UC claimants responded to in the period</i>		406	449	<b>367</b>	1,222			





**Definition:** This is the percentage of all potential Universal Credit (UC) claimants that have been contact to within a target of 5 working days. Tenants should receive either face to face or telephone contact within 5 working days of EKH being notified they are moving onto UC

Code	Non-Universal Credit Arrears	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Year-end Target
IMP13 DDC	Current tenant arrears (non UC) as % of annual rental income	-	2.05%	1.53%	1.64%	1.64%			1.25%
	<i>Current tenant arrears (Excluding UC)</i>		£376,011	£298,967	£320,305	£320,305			
IMP13 EKH	Current tenant arrears (non UC) as % of annual rental income	-	1.8%	1.65%	1.45%	1.45%			1.25%
	<i>Current tenant arrears (Excluding UC)</i>		£1,264,467	£1,215,317	£1,062,437	£1,062,437			





**Definition:** This is the gross current tenant arrears (CTA) figure as at end of the period, **minus any arrears directly attributable to Universal Credit (UC)**, shown as a percentage of the projected annual rental income. The projected annual rental income is calculated by taking the rent due (minus void loss) year-to-date, dividing it by the number of weeks elapsed, and then multiplying it by the number of weeks in the year. (At the end of Quarter 4 it should be exactly equal to Rent and service charges due year to date).

Code	Total Current Tenant Arrears	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Year-end Target
IMP14 DDC	Current tenant arrears as % of annual rental income	4.11%	4.73%	4.1%	4.66%	4.66%			4.55%
	<i>Total current tenant arrears</i>		£869,298	£798,680	£907,442	£907,442			
IMP14 EKH	Current tenant arrears as % of annual rental income	3.51%	4.15%	3.91%	3.98%	3.98%			4.55%
	<i>Total current tenant arrears</i>		£2,916,857	£2,876,987	£2,908,371	£2,908,371			

**Definition:** This is the **total gross current tenant arrears (CTA) figure as at end of the period**, including arrears directly attributable to Universal Credit (UC), shown as a percentage of the projected annual rental income. The projected annual rental income is calculated by taking the rent due (minus void loss) year-to-date, dividing it by the number of weeks elapsed, and then multiplying it by the number of weeks in the year. (At the end of Quarter 4 it should be exactly equal to Rent and service charges due year to date).

Code	Garage arrears	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Year-end Target
IMP15 DDC	Garage arrears as % of annual rental income	0.64%	0.53%	1.16%	0.81%	0.81%			0.39%
	<i>Garage arrears</i>		£2,205	£5,080	£3,478	£3,478			
IMP15 EKH	Garage arrears as % of annual rental income	1.03%	1.41%	1.27%	0.65%	0.65%			0.39%
	<i>Garage arrears</i>		£18,473	£17,135	£8,598	£8,598			

**Definition:** This is the gross garage arrears figure as at end of the period as a percentage of the projected annual garage rental income. The projected annual garage rental income is calculated by taking the rent due year-to-date, dividing it by the number of weeks elapsed, and then multiplying it by the number of weeks in the year.

Code	Rechargeable Works Order (RWO) Charges raised	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Year-end Target
IMP16 DDC	Percentage of RWO charges raised	-	0%	28.57%	100%	100%			100%
	<i>Number of RWO charges raised</i>		0	4	31	31			
	<i>Number of RWO charges required</i>		11	14	31	31			
IMP16 EKH	Percentage of RWO charges raised	-	38.46%	58.11%	100%	100%			100%
	<i>Number of RWO charges raised</i>		10	43	144	144			
	<i>Number of RWO charges required</i>		26	74	144	144			

**Definition:** This is the percentage of Rechargeable Work Order (RWO) charges that have been raised. This is based on the total number of recharges made, against the total number of RWOs that we have agreed to recharge. Rechargeable work is any work EKH has authorised to be done that is tenant responsibility and has been identified as 'rechargeable' and recorded as such on our system. A charge is considered 'raised' once we have received an invoice reference number from the Council.

## Organisation

Code	Percentage of complaints closed on time	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Year-end Target
IMP19a DDC	Percentage of all complaints closed on time	92.59%	92.68%	97.37%	97.14%	95.61%	↓	🟢	95%
	<i>Number of all complaints closed on time</i>		38	37	34	109			
	<i>The total number of all complaints closed</i>		41	38	35	114			
IMP19a EKH	Percentage of all complaints closed on time	90.94%	86.67%	95.6%	94.17%	92.11%	↓	🟡	95%
	<i>Number of all complaints closed on time</i>		143	174	113	432			
	<i>The total number of all complaints closed</i>		165	182	120	469			

**Definition:** This is number of formal complaint responses issued within our published target time of 10 working days. This is based on the number of complaints responded to on time against the total number of complaints responded to within the period. A complaint is in target if a substantive response is issued any day up to and including the target date.

Code	Average days taken to close complaints	2018/19 Year-end	Q1 2019/20 Value	Q2 2019/20 Value	Q3 2019/20 Value	2019/20 YTD	Trend Arrow	Traffic Light Icon	Current Target
IMP19b DDC	Average days taken to close complaints	8.33	6.1	7.24	7.46	6.91	↓	🟢	10
	<i>Total time taken to close all complaints</i>		250	275	261	788			
	<i>The total number of all complaints closed</i>		41	38	35	114			
IMP19b EKH	Average days taken to close complaints	8.18	7.9	7.72	8.18	7.88	↓	🟢	10
	<i>Total time taken to close all complaints</i>		1304	1405	982	3696			
	<i>The total number of all complaints closed</i>		165	182	120	469			

**Definition:** This is the average number of working days taken to respond to all complaints closed in the period, divided by the total number of complaints closed in the period. The average number of working days is calculated from the date each complaint was initially received by the organisation, up to and including the date when the response was issued.



## Corporate Resources

PI	Description	Outturn 2018/19	DDC Target 2019/20	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
ACC004	Percentage of invoices paid on time	98%	91.50%	98%	96%	95%		96%	1661	▼	Green
CSU001	Percentage of ASB cases resolved within 30 days	96.43%	98%	100%	100%	68%		89%	80	▼	Amber
ENH005	Percentage of complaints regarding nuisance responded to within 5 working days	99.50%	95%	97%	99%	99%		98%	135	▶	Green
ENH012	Number of Fixed Penalty Notices issued for litter	881	N/A	610	497	523		1630		N/A	N/A
ENH013	Percentage of stray dog enquiries responded to within target time.	100%	95%	100%	100%	100%		100%	46	▶	Green
ENH015	Number of Fixed Penalty Notices issued for dog fouling	6	N/A	1	0	4		5		N/A	N/A
ENH016	Number of Envirocrime prosecutions completed	200	N/A	1	14	92		107		N/A	N/A
GOV001	Number of working days/shifts lost due to sickness absence per FTE	8.30 days	N/A	2.34 days	1.88 days	1.56 days		5.78 days		▼	compare to Q3 2018/19
GOV002	Number of working days/shifts lost due to long term sickness absence over 10 days per FTE	5.32 days	N/A	1.85 days	1.42 days	0.88 days		4.15 days		▶	compare to Q3 2018/19
GOV003	The number of second stage complaints referred to the Council's Complaints Officer	20	N/A	10	3	4		17		N/A	N/A
GOV004	The number of FOI requests received	1071	N/A	248	313	231		792		N/A	N/A
HOU010a	Number of households living in Temporary Accommodation including B&B	124	90	135	137	154		154		▼	Red

## Corporate Resources

PI	Description	Outturn 2018/19	DDC Target 2019/20	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
<b>HOU010b</b>	Number of households in bed & breakfast (The data provided in HOU010a and b shows the number of households on the last day of the quarter.)	24	20	24	19	18		18		▲	<b>Green</b>
<b>HOU011</b>	The number of households presenting as homeless where a duty to re-house is accepted	109	N/A	25	39	38		102		▲	<b>N/A</b>
<b>HOU012</b>	The number of children in B&B	183	N/A	110	124	1*		1		▲	<b>N/A</b>
<b>LIC005</b>	The percentage of licensed premises inspections completed by target date	99.25%	80%	96%	100%	100%		98.66%	18	▶	<b>Green</b>
<b>LIC006</b>	The percentage of unopposed licensing and permit applications processed within 5 working days	99.25%	75%	99%	99%	99%		99%	577	▶	<b>Green</b>
<b>PSH007</b>	Number of DFG applications completed (for information only)	107	N/A	17	33	58		108		▲	<b>N/A</b>
<b>PSH008</b>	Percentage of completed DFG applications approved within 10 working days from receipt of application	79%	N/A	84%	82%	65%		77%		▼	<b>N/A</b>

## Strategic Director (Corporate Resources) comments

### Performance Summary – General Fund, HRA and Capital

#### General Fund Revenue Budget

- As at 30<sup>th</sup> September 2019 the General Fund is projecting a surplus of £109k, an improvement of £81k on the original budgeted surplus of £28k, and a small increase of £2k on the surplus of £107k reported last quarter, as shown in the table below:

<b>General Fund Budget Monitoring Summary to 30<sup>th</sup> September 2019</b>	<b>£000</b>	<b>£000</b>
<b>Original budget surplus</b>		<b>(28)</b>
Business rates Income - Additional Enterprise Zone relief grant relating to 2018/19, only recognisable in 2019/20 under statutory accounting rules	(556)	
Transfer to Business Rates and Council Tax Reserve – Transfer above to offset impact of future Business Rates 'resets' and other expected volatility	556	
Recharges - Increases in recharges to projects, including to HRA capital projects, Deal Pier, the new finance system and the corporate hardware/software project	(323)	
Additional transfer to the Special Projects and Major Events Reserve to provide additional funding for The Open Golf Tournament 2020	150	
Investment income - Reduction in interest receivable following reassessment of proposed investment options	148	
Reduced interest payable following redemption of the LOBO loan in 2018/19	79	
Dover Leisure Centre - Additional NNDR costs for old leisure centre prior to demolition	88	
Civica/East Kent Services - reduction in management fees for shared services	(54)	
Other net variances – favourable	(7)	
<b>Total Variances – favourable</b>		<b>(81)</b>
<b>Projected budget surplus</b>		<b>(109)</b>
Balances Brought Forward		(2,539)
<b>Projected Year End Balances</b>		<b>(2,648)</b>

- The Council's budgeted investment return for 2019/20 was £1,824k (incl. HRA), but is now projected to be £1,675k (see also comment above).
- £55.3 million of investments are managed in-house as at 30<sup>th</sup> September 2019, of which £48m is invested in pooled investment funds.
- During the quarter, additional Government grants were received for the impact of Brexit on the district. Work is underway to allocate these funds appropriately to protect the provision of services and support the district in the event on a no-deal scenario.
- Business Rates income growth has been slightly exceeded (by £120k), but this will not be recognised until future years.
- The Combined Heat and Power Plant at Discovery Park has finally been valued by VOA and added to the 2017 list, with some backdating of liability into the 2018/19 year. The final valuation exceeds the VOA's earlier estimate, resulting in additional Renewable Energy growth retained. However, this income will be carried forward to 2020/21 for formal recognition under the statutory accounting arrangements, and therefore has no immediate impact on the current year's results, but is good news for the Council going forwards, assuming the assessment of its value by VOA is robust.
- Please see the main Budget Monitoring report for September 2019 for full details of all major variances.

#### Housing Revenue Account

- The 2019/20 budget forecast a surplus of £2k with an HRA balance of £1.014m.
- Since April 2019 there have been issues identified with compliance at East Kent Housing relating, in particular, to gas servicing, electrical testing, legionella, asbestos and fire safety. The previous gas servicing contractor, P&R have terminated their contract, an interim supplier has been in place and the new contractor, Gas Call Ltd, started on 1<sup>st</sup> November 2019.
- At the time of writing, the backlog of gas compliance work has been cleared. EKH are working to bring the other compliance areas up to the required standard.
- At its meeting on 2<sup>nd</sup> September Cabinet delegated to the Strategic Director (Corporate Resources) authority to approve additional management fee payments to East Kent Housing, in consultation with the Portfolio Holders for Finance & Governance and Housing & Health, providing that this remains within overall Housing Revenue Account resources for 2019/20 and the Budget and Policy Framework. The total additional resources to be requested by EKH is currently £150K.
- The consultation on the future of EKH has now been prepared and has been posted out to all tenants, leaseholders and relevant stakeholders across all four EKH Local Authority areas from 22 October 2019. The consultation ran for an eight-week period and completed on 20 December 2019. The results of the consultation are being reviewed.

### **Medium Term Capital Programme**

- Within the capital programme, projects approved to proceed are fully financed; the main changes in the Medium-Term Capital Programme are shown below:

<b>Capital Budgets (31st December 2019)</b>	<b>Current year £000</b>	<b>Total Cost of Programme £000</b>
<b>Opening position as at 30th September 2019</b>	<b>66,897</b>	<b>253,803</b>
Phasing changes to reflect the 2019/20 expected outturn.	(2,654)	-
New funding added to the programme including £2.44m MHCLG grant for the Dover Market Square public realm improvements; and £100k Special Project Reserve contingency allocated for the Kearsney Café fit-out.	732	2,567
Reductions made to the programme including £10k reduction of expected external funding for the DTIZ Waterfront project.	(13)	(13)
<b>Total Capital Programme – position as at 31st December 2019</b>	<b>64,962</b>	<b>256,357</b>

The number of Envirocrime prosecutions has seen a dramatic rise to the highest number so far recorded in a quarter. In the same quarter last year DDC completed 59 prosecutions. The majority relate to non-payment of littering fixed penalty notices and this number correlates to the high number of FPN's issued in quarter 1.

The percentage of completed Disabled Facilities Grant applications approved within 10 working days from receipt of application was 65% this quarter and therefore below target. This was as a result of temporary administrative support officer absences in September / October last year and the position is being recovered.

The percentage of ASB cases resolved within 30 days (CSU001) is below target as more complex issues are being dealt with, such as Neighbour disputes, which can often exceed 30 days to resolve and are therefore having an impact on the performance indicator.

The number of households “Living in temporary accommodation including B&B” reflects the continuing high level of homelessness presentations and the high level of support being provided by the Council. The Council continues to increase its stock of interim housing in order to minimise the numbers housed in B&B.

\*HOU012 – this indicator has been amended for Q3 to identify only those children in B&B. Up to and including the Q2 figures it had included the ‘number of children in B&B and nightly paid’ accommodation, however the only nightly paid accommodation that we use is self-contained.

### **Key Concerns / Risks:**

- Brexit and the impact on the Port of Dover and East Kent generally, remains a concern, and we continue to work with our partners on the Kent Resilience Group to plan for a range of eventualities.
- The position supporting homelessness remains volatile with an on-going high level of applications to the Council for support. The trends and therefore budget impact are difficult to forecast and influenced by a wide range of factors, it continues to be monitored on a regular basis.
- Investment income remains under pressure from low interest rates and uncertainty pending Brexit. However, we now have £48m invested in Diversified Income Funds (pooled funds) to offset the impact of reducing interest rates on bank deposits, money market funds and loans to other local authorities. These investments are considered longer term and enable us to increase returns for current and future years, although the capital value can fluctuate.
- Business Rates (BR) income remains volatile and complex to calculate, and is subject to changes arising from: the 2017 revaluation; the level of successful appeals; the profiling of Enterprise Zone relief given; the levels of claims for Small Business Rates Relief and other reliefs; and fluctuations in estimates of ‘business rates growth’ due to the scale or timing of regeneration projects.
- There are also upside risks in respect of business rates, such as the favourable impact of being in a Kent-wide business rates pool (as a ‘shadow member’), enabling the usual 50% levy on growth to be significantly reduced. Additionally, the positive impact of changes to occupancy at Discovery Park has improved the levels of Enterprise Zone relief and its compensatory grant from Central Government.

### **Key Initiatives/Outcomes:**

The projected outturns for General Fund, HRA and Capital Programme do not indicate the need for corrective action in 2019/20 at this time.

Division	FTE @ 1 April 2019	(Leavers)/ Joiners/ Transfers	FTE @ 31 December 2019
Chief Executive	36.49	+4.19	40.68
Governance	50.69	+1.89	52.58
Corporate Resources	47.23	+9.47	56.70
Operations and Commercial	101.31	+9.77	111.08
HR & Audit	27.44	+1.79	29.23
<b>Total Staff FTE</b>	<b>263.16</b>	<b>+27.11</b>	<b>290.27</b>

## Operations and Commercial

PI	Description	Outturn 2018/19	DDC Target 2019/20	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
MUS002	The number of visits to the museum in person per 1,000 population	233.79	200	66.68	70.63	43.24		180.55		▼	Green
PKG003	Number of PCNS issued	13092	N/A	3,032	3,400	3,252		9,684		N/A	N/A
PLA001	Percentage of <b>major</b> planning applications determined in 13 weeks (exc. section 106 agreements) or within an agreed extension of time or Planning Performance Agreement	81.33%	65%	81.25%	81.81%	87.50%		83.52%	16	▲	Green
PLA002	Percentage of <b>non-major</b> planning applications determined in 8 weeks (exc. Section 106 agreements)	83.23%	75%	78.13%	81.37%	91.62%		83.71%	203	▲	Green
PLA003	The percentage of decisions for major applications overturned at appeal (+)	5.7%	<10%	6.25%	9.09%	0%		5.11%		▲	Green
PLA004	The percentage of decisions for non-major applications overturned at appeal (+)	0.9%	<10%	0.93%	1.47%	1.42%		1.27%		▲	Green
PLA007	Number of new houses completed.	53,046	N/A	68	80	92		53,286		N/A	N/A
PLA008	Growth in Business Rates base (number of registered businesses)	4,094	N/A	6	13	11		4,124		N/A	N/A

## Operations and Commercial

PI	Description	Outturn 2018/19	DDC Target 2019/20	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
PLA009	% of appeals upheld by the Planning Inspectorate as a % of those submitted	22%	N/A	15%	23.50%	33.30%		23.93	9	N/A	N/A
WAS003	Number of collections missed per 100,000 collections of household waste.	12.58	15	4.16	8.31	5.25		5.91%		▲	Green
WAS010	Residual household waste per household	359kg	350kg	357.67 kg	354.78 kg	357.15 kg (Oct & Nov)		356.53kg (to Nov 2019)		▼	Amber
WAS011	Household waste sent for reuse, recycling or composting	48%	50%	48%	48%	47% (Oct & Nov)		48% (to Nov 2019)		▼	Amber
WAS012	Environmental cleanliness: Percentage of streets containing litter	6%	5%	1.25%	3%	8%		4.08%		N/A	N/A
WAS013	Environmental cleanliness: Percentage of street containing detritus	19.5%	10%	11.74%	19%	10%		13.58%		N/A	N/A

### Strategic Director (Operations and Commercial) comments

#### Performance:

Performance across all service areas remains reasonably strong, with no areas giving any cause for concern.

With regards to performance on planning applications, this quarter has seen a very strong improvement in performance on both Major and non-major applications. Performance on appeals also remains good overall as the % increase in those applications being allowed is reflected in the low number of appeals for that quarter

#### Key Initiatives/Outcomes:

## Operations and Commercial

### Planning & Regeneration

Work on the Local Plan is moving forward with the aim that the initial Reg 18 plan will be drafted by the Summer.

### Commercial Services

**Parks & Open Spaces:** In-house GM team continue to deliver the service well and the winter works programme is progressing well. Tree planting works completed on the new leisure centre site.

**The Kearsney Parks Project:** The Building and Landscape contracts both have some challenges to be dealt with to bring the projects to conclusion. The café is due to open by Easter 2020 and the official opening in August 2020. The new Puffin crossing between Kearsney and Russell gardens has been completed and is fully operational.

The WCCP continues to embed new ways of working and new funding is being sourced and being received. This area is starting to become more commercially focused with opportunities to expand in the coming months and years. Discussions with partner organisations regarding future funding are going very well. Working with Gazen Salts & Monks Wall nature reserves to work more closely and deliver better outcomes for these sites.

**Transport & Parking Services:** This area continues to perform effectively with work starting on a review of all areas of the service with an increasing focus on the strategic direction of the service recognising the interdependencies between parking & transport and other areas of the council. Tourism strategy is being reviewed alongside the parking strategies to see if one can help the other. Opportunities for EV charging points across the district are being looked into as part of the car parks site by site review.

**Waste services:** Dialogue started on the 9<sup>th</sup>/10<sup>th</sup> January for the new contract following the first round of submissions; we are currently issuing additional papers ahead of the next round of dialogue at the end of February 2020. The contract award will go to Cabinet in May and take effect from 16<sup>th</sup> January 2021.

Plans are being developed to install additional recycling bins as we have been approached by several parish councils who are keen to see bins in their areas. We are also assisting a couple of parish councils with their desire to become plastic free and we are looking forward to the launch of the 'reusables' campaign to promote predominately in these parish's.

A group of volunteers working with the Kent Resource Partnership from across the Kent districts have joined forces to try and solve the issue of recycling in communal bin stores. The group will be sharing experiences and working together to come up with the best practises to enable communal areas to recycle successfully.

### Museum



## Operations and Commercial

Work checking, cleaning and packing the museum collections from Dover Town Hall (Maison Dieu) in advance of the move to a new store in 2021 continues. Planning for a new temporary exhibition concerning the evacuation of Dunkirk to mark the anniversary in May is underway. Work finalising the NLHF round two application for the restoration of the Maison Dieu is ongoing, with an agreed submission date of June 2020. The Urban Archaeological Database for Dover is now almost completed.

### Asset & Building Control

November saw the completion of the refurbishment of Norman Tailyour House, providing 18 spacious homes in Deal.

The development at the William Muge and Snelgrove site in Dover is also progressing quickly with the construction of the 29 shared ownership units now reaching roof level. The marketing suite, situated in the town centre, opened its doors at the end of October.

The project to refurbish the 14 existing beach huts and erection of 9 new huts at St Margaret's Bay has been completed and interest from prospective tenants is high.

Work on the second phase of the pier refurbishment has progressed smoothly with the installation of the clock, the new glazing to the shelters, the new lighting to the apron entrance building all being completed in time for Christmas. There was even enough time to provide a Christmas tree, which was well received.

Conversion of the Council's 2500 streetlights to LED started at the end of September with work commencing in the Whitfield area.

The historic railings at Walmer Green were also repainted and broken/damaged rails and posts replaced with locally cast components.

### **Concerns/Risks:**

Nothing to report for Q3

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<b>Subject:</b>	<b>GENDER PAY GAP REPORT</b>
<b>Meeting and Date:</b>	<b>Cabinet – 24 February 2020</b>
<b>Report of:</b>	<b>Nadeem Aziz, Chief Executive (Head of Paid Service)</b>
<b>Portfolio Holder:</b>	<b>Councillor Stephen Manion, Portfolio Holder for Finance and Governance</b>
<b>Decision Type:</b>	<b>Non-Key</b>
<b>Classification:</b>	<b>Unrestricted</b>

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**Purpose of the report:** To agree the Gender Pay Gap Report for 2020.

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**Recommendation:** That Cabinet:

1. Approves the Gender Pay Gap Report set out at paragraph 3 of this report prior to publication on the Council's website and on the government portal.
2. Delegates authority to the Chief Executive to approve the Gender Pay Gap Figures for publication from 2021 onwards.

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## 1. Summary

- 1.1 A Gender Equality Gap Report which details Dover District Council's gender pay position as at 31 March 2019 must be published by 30 March 2020. It must then be reported and published at least annually and the information held for 3 years. This statement is prepared to comply with the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 1.2 The figures in bold at 3.1 below identify the pay gap between men and women as at 31 March 2019. The Council has a robust job evaluation scheme which ensures men and women are paid equally for the same work. The difference is simply a result of the distribution of men and women employed across the Council. A comparison with the figures from 31 March 2018 is also shown.

## 2. Introduction and Background

- 2.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (the Regulations) required the Council to publish its initial Gender Pay Gap Report by 30 March 2018 and then on an annual basis. This is a matter for the Executive and is presented for approval prior to publication.
- 2.2 A relevant public authority must publish the information provided in section 3 of this report within 12 months of 31<sup>st</sup> March each year.
- 2.3 The requirement is to publish on our website, in a manner which is accessible to all employees and the public, for a period of at least 3 years from the date of publication. The Council will therefore publish on its own internal intranet site as well as on the internet. Council staff with no access to the intranet will be briefed separately.

2.4 The Regulations also require the Council to publish the information on a “website designated for that purpose by the Secretary of State”. This can be found here: <https://www.gov.uk/report-gender-pay-gap-data>.

2.5 The publication of the necessary information is prescribed by law. It requires the analysis of information and the making of mathematical calculations. There is no scope for the exercise of any discretion on the part of the Council. It is therefore recommended that, for future years, the function of publishing the required information could be discharged by the Chief Executive.

### 3. Gender Pay Gap Report for Dover District Council

3.1 This is a particular snapshot in time at **31 March 2019** and shows a comparison with the figures as at 31 March 2018. Pay includes any allowances.

**(a) the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees**

	As at 31 March 2018	As at 31 March 2019
Average hourly male pay across all grades at this Council	£17.08	<b>17.05</b>
Average hourly female pay across all grades at this Council	£15.64	<b>16.36</b>
Difference	$(£17.08 - £15.64) / £17.08 \times 100 = 8.4\%$	<b><math>(£17.05 - £16.36) / £17.05 \times 100 = 4.0\%</math></b>

**Mean hourly pay** (average) is the amount obtained by dividing the total **hourly pay** of a group by the number of people in that group. The **mean (average)** gender pay gap is the difference between the mean or average hourly earnings of men and women.

**(b) the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees**

	As at 31 March 2018	As at 31 March 2019
Median hourly male pay across all grades at this Council	£15.56	<b>£15.01</b>
Median hourly female pay across all grades at this Council	£14.21	<b>£14.49</b>
Difference	$(£15.56 - £14.21) / £15.56 \times 100 = 8.7\%$	<b><math>£15.01 - £14.49) / £15.01 \times 100 = 3.5\%</math></b>

The **median** pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

**(c) the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees**

There are no bonus payments, so there is no data to be reported.

**(d) the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees**

There are no bonus payments, so there is no data to be reported.

**(e) the proportions of male and female relevant employees who were paid bonus pay**

There are no bonus payments, so there is no data to be reported.

**(f) the proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands.**

**1. Lower quartile (2018 to £21,465)  
(2019 to £20,999)**

Lower quartile	As at 31 March 2018	As at 31 March 2019
Male	47.6%	<b>53.6%</b>
Female	52.4%	<b>46.4%</b>

**2. Lower middle quartile (2018 - £21,465.01 to £30,038.04)  
(2019 - £20,999.01 to £27,954.38)**

Lower middle quartile	As at 31 March 2018	As at 31 March 2019
Male	36.6%	<b>33.3%</b>
Female	63.4%	<b>66.7%</b>

**3. Upper middle quartile (2018 - £30,038.05 to £38,022)  
(2019 - £27,954.39 to £38,753.20)**

Upper middle quartile	As at 31 March 2018	As at 31 March 2019
Male	45.1%	<b>42.4%</b>
Female	54.9%	<b>57.6%</b>

**4. Top quartile (2018 - from £38,022.01)  
(2019 - from £38,753.21)**

Top quartile	As at 31 March 2018	As at 31 March 2019
Male	50%	<b>47.6%</b>
Female	50%	<b>52.4%</b>

**4. Identification of Options**

4.1 The Council is required by law to publish this information by 30 March 2020.

**5. Evaluation of Options**

5.1 This is the only option. To fail to publish the data would be unlawful. This approach meets the requirement of the regulations.

**6. Resource Implications**

6.1 There are no additional resource implications

**7. Corporate Implications**

7.1 Comment from the Section 151 Officer: Accountancy has been consulted and has nothing further to add. (JS)

7.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted during the preparation of this report and has no further comment to make.

7.3 Comment from the Equalities Officer: The gender pay gap noted within this report is not the result of the Council failing to pay men and women equally, but is due to the distribution of men and women within the organisation. Members are reminded that in discharging their responsibilities they are required to comply with the public sector equality duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/contents>

**8. Appendices**

None.

**9. Background Papers**

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

Relevant Employment Policies

Contact Officer: Louise May, Head of Governance

At its meeting held on 3 February, Cabinet agreed to progress the development of options regarding new wet-side and health and fitness facilities at Tides Leisure Centre (CAB 130). Cabinet also agreed that a Project Advisory Group should be established, with a membership comprising the Portfolio Holders for Environment & Commercial Services (Chairman), Housing & Health, Finance & Governance, Transport & Licensing plus a representative from the Labour Group.

Cabinet is requested to:

- Consider the addition of the Portfolio Holder for Community & Tourism to advise on community engagement and visitor economy issues
- Approve the appointment of Councillor Edward Biggs, the Shadow Cabinet Member for Environment & Commercial Services, who has been nominated by the Labour Group