

# Public Document Pack



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4 September 2020

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** will be held as a Remote Meeting - Teams Live Event on Monday 14 September 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, Democratic Services Manager 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:

C D Zosseder (Chairman)  
S H Beer (Vice-Chairman)  
M Bates  
T A Bond  
S C Manion  
J Rose  
M Rose  
R S Walkden  
P Walker  
H M Williams

## AGENDA

1 **APOLOGIES** (Page 4)

To receive any apologies for absence.

2 **APPOINTMENT OF SUBSTITUTE MEMBERS** (Page 5)

To note appointments of Substitute Members.

3 **DECLARATIONS OF INTEREST** (Page 6)

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

4 **MINUTES**

To confirm the Minutes of the meeting of the Committee held on 8 June 2020 and 13 July 2020 (to follow).

5 **ISSUES REFERRED TO THE COMMITTEE BY COUNCIL, CABINET, OR ANOTHER COMMITTEE** (Page 7)

There are no items for consideration.

6 **NOTICE OF FORTHCOMING KEY DECISIONS** (Pages 8 - 10)

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.

7 **SCRUTINY WORK PROGRAMME** (Pages 11 - 12)

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

8 **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 – 12.

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.

In a change to the normal public speaking rules, members of the public will be registering to speak through means of a written letter of no more than 500 words that will be read out by a member of the Democratic Services team at the meeting.

9 **PERFORMANCE REPORT – FIRST QUARTER 2020/21** (Pages 13 - 44)

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

10 **AFFORDABLE HOUSING DELIVERY** (Pages 45 - 49)

To consider the attached report of the Head of Finance and Housing.

11 **COUNCIL TAX PREMIUM FOR LONG-TERM EMPTY PROPERTIES DIRECTLY IMPACTED BY COVID-19** (Pages 50 - 54)

To consider the attached report of the Strategic Director (Corporate Resources).

12 **EXCLUSION OF THE PRESS AND PUBLIC** (Page 55)

The recommendation is attached.

MATTERS WHICH THE MANAGEMENT TEAM SUGGESTS SHOULD BE CONSIDERED IN PRIVATE AS THE REPORT CONTAINS EXEMPT INFORMATION AS DEFINED WITHIN PART 1 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AS INDICATED AND IN RESPECT OF WHICH THE PROPER OFFICER CONSIDERS THAT THE PUBLIC INTEREST IN MAINTAINING THE EXEMPTION OUTWEIGHS THE PUBLIC INTEREST IN DISCLOSING THE INFORMATION

13 **CLEANING OF COMMUNAL AREAS IN HOUSING BLOCKS** (Pages 56 - 60)

To consider the attached report of the Strategic Director (Operations and Commercial).

**Access to Meetings and Information**

- The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 have changed the basis of the public's legal right to attend meetings. This means the public now has the right to hear Councillors attending the remote committee meeting that would normally be open to the public to attend in person. It is the intention of Dover District Council to also offer the opportunity for members of the public to view, as well as hear, remote meetings where possible. You may remain present throughout them except during the consideration of exempt or confidential information.
- 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 will be published on our website as soon as practicably possible after 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, [democraticservices@dover.gov.uk](mailto:democraticservices@dover.gov.uk), 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.

**APOLOGIES**

To receive any apologies for absence.

**APPOINTMENT OF SUBSTITUTE MEMBERS**

To note appointments of Substitute Members.

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.

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

There are no items for consideration.

## 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
2	Inter-Authority Agreement with Kent County Council for recycling and waste	9 November 2020	To agree the Inter-Authority Agreement between Kent County Council and Dover District Council for recycling and waste collections.	To be confirmed
3	To consider a proposed increase in Hackney Carriage fares	Cabinet (date to be confirmed)	To consider a variation to the Hackney Carriage tariff proposed by the licensed trade	 20/01/20
6	Provision of new museum store	October/November 2020	Currently a proportion of the Council's museum collection is stored on the lower ground level of the Maison Dieu building in central Dover. If the second stage bid to the National Heritage Lottery Fund, currently being evaluated by the NHLF, is successful, the Maison Dieu will be the subject of a grant in the region of £5 million. The Maison Dieu project, as well as restoring and preserving the original Burgess design and decorations, will include a new entrance at the lower ground floor which is needed to increase accessibility to the building. The new entrance and toilet facilities will occupy the space which is currently the museum store and the store will therefore need to be relocated.	To be confirmed
8	Authority to enter into and sign a voluntary undertaking with the Social Housing Regulator	9 November 2020	As a consequence of failures in service delivery at East Kent Housing, the Council completed a self-referral to the Regulator for Social Housing (RSH). Following investigation, the RSH concluded that the Council was non-compliant	To be confirmed



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
			with the requirements set out in the Home Standard and issued a Regulatory Notice in September 2019. The notice remains 'live' for 12 months or until full compliance is achieved. A voluntary undertaking follows the regulatory notice issued and sets out the Council's full commitment to achieving full compliance with all statutory and best practice requirements for social landlords.	
11	Approval of unauthorised encampments procedures and processes	5 October 2020	The current process that is followed for unauthorised encampments by Dover District Council is normally undertaken by a single member of staff and, when applicable, co-ordinated with the Parking Services team. There is no information available to view online, nor are the processes visible for members of the public or staff. By the Community Services Team updating the process and making the information visible, contingencies are covered if staff are out of the office and the removal process can still be adhered to as it is not reliant on an individual.	To be confirmed
12	Approval of revised Safeguarding Policy	5 October 2020	Dover District Council, like all other local authorities, is part of the statutory safeguarding role played by the wider public sector. We all have a responsibility to children, young people and vulnerable adults. DDC has the responsibility to provide, and ensure all employees adhere to, safeguarding policies and to ensure that there are easy pathways to Kent County Council to report safeguarding concerns. By ensuring our staff uphold our own Safeguarding Policy and Procedures, we will support Kent County Council in its statutory role in making safeguarding personal, and provide them with the relevant and timely information they need to investigate concerns. The current	To be confirmed

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
			Safeguarding Policy and Procedures are not consistent with recent changes in legislation and working practices, not least because they only relate to children and make no reference to vulnerable adults.	
13	Council's proposed response to Government's consultation on Planning White Paper	5 October 2020	To approve the Council's proposed response to the Government's consultation on the new White Paper – 'Planning for the Future'.	To be confirmed
14	To secure option to purchase property in Dover	5 October 2020	The Council recently submitted a funding bid to the Ministry of Housing, Communities and Local Government for a suite of town centre regeneration projects. Permission is sought to secure an option agreement to purchase a property for possible use in connection with that project, subject to the Council being successful in the funding application.	To be confirmed

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 2020/21

To consider the items of business below that were carried over from the 2019/20 work programme and consider whether the committee still wishes to include them in the work programme for 2020/21. The Democratic Services Manager will develop a proposed schedule for all items the committee has identified for inclusion within the 2020/21 work programme.

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	
Items to be Scheduled	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]
	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

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	
	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
	Review of DDC Response to Covid-19	Single Item	Chief Executive			Agreed for inclusion by the Committee.

*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:**

Agreed for Inclusion?	Subject	Action
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 – FIRST QUARTER 2020/21</b>
<b>Meeting and Date:</b>	<b>Cabinet – 7 September 2020</b> <b>Overview and Scrutiny Committee – 14 September 2020</b>
<b>Report of:</b>	<b>Michelle Farrow, Head of Leadership Support</b>
<b>Portfolio Holder:</b>	<b>Councillor Chris Vinson, Portfolio Holder for Finance, Governance and Digital</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 1st Quarter 2020/21 be noted.

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**1. Summary**

The Council’s Performance Report for the 1st Quarter 2020/21 reports on performance against key performance targets throughout the Council, East Kent Shared Services and East Kent Housing during the first 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 3 months to 30 June 2020.
- 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 first quarter of 2020/21, 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 2020/21 but targets for all other areas have remained as set for 2018/19 due to the current review of the Performance Report format.
- 2.6 The unprecedented impact of the COVID19 pandemic resulted in all Councils working swiftly to identify ways to continue to deliver much needed services, whilst meeting the additional needs of isolated residents and communities. With the investment already

made in the Council's digital agenda, officers and members were quickly able to move to remote working, where services allowed, and in addition establish a Community Hub in order to support those most vulnerable. Working with partners this became a one stop shop for a number of residents suddenly unable to support themselves during lockdown.

- 2.7 The Community Hub was launched on the 28<sup>th</sup> March in response to national lockdown, operating 7 days a week, reduced to 5 days a week on the 1<sup>st</sup> June, alongside easing of lockdown restrictions. The Hub included officers making proactive calls to Government and GP identified vulnerable people/residents, follow-up calls, responsive calls to the dedicated hotline number, in depth advice and signposting, warehouse organisation, shopping and distribution. Over 1800 residents were supported and the Council successfully collaborated with partners to reach 24,000 residents, deliver 141 food parcels, mobilise 121 staff and offer befriending service, prescription collection, work with Samaritans and mental health charities
- 2.8 The Hub has been mainstreamed from 31<sup>st</sup> July, in line with Government guidance and other authorities. However, work continues with the communities and Voluntary and Community Sector, and the Hub is ready to re-mobilise if necessary.
- 2.9 A COVID19 Community Fund was established in April and had 11 cross-party panel meetings, until July. DDC contributed £50k, with private donations of £24,200 and public donations of £3,150. 52 projects were funded.
- 2.10 During this time a number of officers were redeployed and some services were unable to function due to the COVID19 restrictions, for example, no licensing inspections were undertaken during Q1 as premises were closed due to Covid-19, no visitors to the museum due to closure for this period, there was a reduction in the number of gas safety certificate inspections due to restrictions on access and, grounds maintenance teams were unable to continue as they were not classed as an essential service. However, the amount of household waste increased significantly, recycling also increased, due both in part to the number of people being in lockdown and the HWRC closed, however the number of missed bins has remained relatively low.
- 2.11 During the early signs of recovery, the Council also established a Back to Business Hub, with a dedicated helpline, email and website to ensure business were supported to open, where permissible and feasible and high street recovery has, and continues to be facilitated. Through the hub 2018 businesses were proactively contacted by phone, a further 48% contacted by email, 9% contacted the hub directly via dedicated phone line, email address and online form and the remaining 17% will be sent a mailshot. In addition, 160 businesses were referred for a direct, individual tailored response (as of beginning August). The Council has Communicated with businesses and the public via digital and social media platforms, including press releases, social media messages, a dedicated webpage, a dedicated Keep Me Posted strand, and an 'Open for Business' register. Through these channels the Council has been able to create, share and disseminate a vast range of information, guidance, links and best practice and respond quickly to emerging situations (e.g., changes to licensing regimes, road closures and social distancing). Going forward with the economic recovery agenda the Hub will be consolidated, however the Single Point Of Contact will be retained, the website will be maintained and updated and high street recovery will be at the forefront.
- 2.12 During this period around 2000 Business Grants were issued at a value of £23m and 112 Discretionary Grants were issued at a value of £1.143m.
- 2.13 Preceding COVID-19 Heads of Service had been drafting a new Performance Report reflective of the Corporate Plan (agreed by Council in February 2020) and looking at new ways of ensuring Members were informed of service level performance. This

early stage piece of work was subsequently placed on hold, largely due to resources being diverted and latterly due to the ongoing budget and service decision work in progress. This work will ultimately revise the Corporate Plan and a new performance report will be required. Due to this, targets have not been revised and it was felt necessary to return to the current performance report to enable service level performance monitoring in the interim period. The current risk management report is also being revised with a proposal to include high level, strategic risks, in the new style report moving forward.

**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'. H/L

7.2 Comment from the Solicitor to the Council: "The Solicitor to the Council has been consulted in 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 members 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/section/149>

7.4 Other Officers (as appropriate):

**8. Appendices**

Appendix 1 – Q1 Performance Report

**9. Background Papers**

None.

Contact Officer: Michelle Farrow, Head of Leadership Support

# Dover District Council Performance Report For the Quarter Ending – 30 June 2020

## 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	22	67%							▼
Amber	5	15%							▶
Red	6	18%							▼
Total	33	100%							

## Shared Services Performance

### EK Services & DDC Digital

PI	Description	Outturn 2019/20	DDC Target 2020/21	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	92%	Data for information only	96%				96%	46,908	▲	N/A
EKS01d	Percentage of incidents resolved within agreed target response time -ICT	96% (Q3)	95%	96%				96%		▼	Green
EKS02d.1	Percentage of incidents resolved within 1 working day	64% (Q3)	60%	64%				64%		▼	Green
EKS02d.2	Percentage of incidents resolved within 3 working days	84% (Q3)	80%	82%				82%		▼	Green



## EK Services & DDC Digital

PI	Description	Outturn 2019/20	DDC Target 2020/21	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% (Q3)	97.50%	100%				100%		▶	<b>Green</b>
<b>PLA005</b>	Percentage of electronic planning applications received	86.78% (Q3)	80%	82.73%				82.73%	365	▼	<b>Green</b>
<b>WEB001</b>	Percentage availability of the corporate website (DDC responsibility)	99.94%	99.50%	99.96%				99.96%		▶	<b>Green</b>
<b>WEB002</b>	Number of Keep me Posted subscriptions	32,527 (Q3)	N/A	34,539				34,539		▲	N/A
<b>WEB003</b>	Facebook subscribers	7,347 (Q3)	N/A	8,283				8,283		▲	N/A

### EKS Director's Comments

#### Performance:

All targets have been achieved during Quarter 1

#### Key Initiatives/Outcomes:

Nothing to report for Quarter 1

#### Concerns/Risks

Nothing to report for Quarter 1

<b>Civica</b>											
PI	Description	Outturn 2019/20	DDC Target 2020/21	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	6.59 Days	8.5 days	6.72 days				6.51 days		▶	Green
KPI02-D	Percentage of correct Housing Benefit and Council Tax Benefit decisions	97.42%	96%	94.59%				94.59%		▼	Amber
<b>Council Tax</b>											
KPI03-D	The percentage of council taxes due for the financial year which were received in year by the authority.	97.23%	96.84% (Qtr target 28.26%)	28.12%				28.12%		N/A	N/A
<b>Business Rates</b>											
KPI04-D	Percentage of Business Rates collected	99.20%	98.20% (Qtr target 30.45%)	30.45%				30.45%		▲	Green
<b>Customer Services</b>											
KPI06-D	Average call waiting time in seconds	187 seconds	233 seconds	174 seconds				174 seconds		▲	Green

## **Civica Comments**

### **Performance:**

- Speed of Benefits processing exceeded the monthly target.
- No HB accuracy checking took place in June, as the EKS Quality Assurance Team continues to work on the Benefits Subsidy Audit.
- Council Tax collection missed the revised profiled target; this will be closely monitored over the coming months.
- Business Rates collection exceeded the target for June, but this should be treated with caution as the net collectable figure has been significantly reduced following the introduction of 100% Business Rate Relief for certain sectors. Re-profiling activity to remove these elements is currently underway.
- Customer satisfaction was at 99% for June.
- Call wait time was under the 233 seconds target, mainly due to resources being deployed to answer calls rather than face to face activity (which was mostly suspended due to the pandemic).
- All customer feedback responses due in June were completed within the required timescale and were lower in number than expected levels.

### Covid-19 Situation Summary as at July 2020:

All Civica services are operating optimally on a day to day basis.

Additional resource agreed for the Business Rates team is in place to reduce the outstanding work over the next 2 months and to meet the planned grant scheme closure.

Council Tax collection was rebased upon the May outturn, however performance against that rebased target has continued to deteriorate further. 20,000 soft reminders were issued in July but payment response was very poor. A proposal has been made to restart formal recovery in August in order to try and stem the deterioration. All work is fully up to date and being processed within 5 working days.

Debt collection will undoubtedly be an area of significant national concern, but Civica will continue its approach of keeping all work up to date and being responsive to customer demand in order to maximise collection opportunity

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

Nothing to report for Q1

### **Concerns/Risks:**

Nothing to report for Q1

## EK Housing

PI	Description	Outturn 2019/20	DDC Target 2020/21	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	26.31 days	16.5 days	41.19 days				41.19 days	1,318 days; 32 re-lets	▼	Red
EKHC2	Rent arrears as % of annual debit	4.01%	4.55%	4.77%				4.77%	£868,302 of £18,213,481	▼	Amber
EKHC3	Former tenant arrears as % of annual debit	1.84%	0.50%	2.02%				2.02%	£358,004 of £18,213,481	▼	Red
EKHD1	Total current tenant arrears (including court costs)	£781,425	N/A	£868,302				£868,302		▼	N/A
EKHD2	Average current tenant arrears per rented unit	£181.81	N/A	£201.18				£201.18	868,302/4316	▼	N/A
EKHD3	Total former tenant arrears (including court costs)	£358,004	N/A	£368,641				£368,641		▼	N/A
EKHD4	Amount of former tenant arrears written off	£33,121	N/A	£0.00				£0.00		▲	N/A
EKHM1	Percentage of total responsive jobs completed on time	96.59%	98%	97.98%				97.98%	1,894 of 1,933	▲	Amber
EKHM5	Percentage of properties with a valid gas safety certification	99.90%	100%	98.55%				98.55%	3,996 of 4,055	▼	Amber

## EK Housing

### East Kent Housing Director's Comments:

#### Performance:

- Re-let times have increased, with void works and lettings affected by Covid-19 restrictions (see concerns/risks below)
- Overall rent arrears have increased, with court delays affecting 12 cases and approx. £24K of arrears; UC arrears on target at 3.29%
- Total responsive repair jobs are just off target; emergency repairs are 97.63%, urgent repairs 96.91%, and routine repairs 98.51%
- 59 Dover properties had overdue LGSRs at 30 June 2020, where we could not gain access due to Covid-19 (see concerns/risks below)

#### Key Initiatives/Outcomes:

**Current tenant arrears and Universal Credit (UC)** - 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 4.77% total arrears, 3.29% is attributable to UC and 1.48% to non-UC arrears. Current tenant arrears performance targets are a year-end target, with levels expected to fluctuate throughout the year.

**Gas forced entries** - As per agreement with DDC, the forced entry process for completing gas checks has been reintroduced, which will allow us to complete checks, where access has been denied by the resident. In the meantime, there has been a focus on the overdue properties with continuous attempts to contact residents in and out of normal work hours.

#### Concerns/Risks: Impact of Covid-19

**Voids and re-lets** - Since lockdown restrictions were imposed, Mears (our contractor for void works) furloughed the majority of the void teams across all four areas. Materials such as plaster, flooring and bespoke items such as fire doors have also not been readily available. Performance has been impacted further by a lack of skilled staff to carry out the works. Delays to viewings and sign-ups have also had a significant impact on void performance. The overall impact of Covid-19 is likely to be felt as we move into Q2, with higher void times to be expected for the foreseeable future.

**Rent arrears** - Performance on rent arrears in Q1 has been affected by court delays (due to Covid-19), with 12 cases on hold representing approx. £24K of arrears at 30 June 2020. Performance has also been affected by an increase in number of new UC claimants (since Covid-19) and a pause in DWP third party deductions affecting automatic payments, costing additional time and resource to collect.

**LGSRs** - As at 30 June 2020, 59 properties across the Dover district did not have an annual gas safety check by their renewal date. However, as it currently stands, the overdue properties, are legally compliant under Regulation 39 of the Gas Safety (Installation and Use) Regulations 1998; EKH having taken all reasonable steps to gain access, where this has been denied by the tenant.

# EKH Key Performance Report Q1 2020/21 **DOVER**



Last updated: 20 July 2020

Quarterly performance is shown against the cumulative year-to-date position for 2020/21. **Traffic Light Icon** indicates whether we are on target for the **quarter**; **Trend Arrow** indicates direction of performance from previous quarter.

## Key:

-  On target
-  Within 5% of target
-  Performance improving
-  Performance is the same
-  Off target
-  No target (data only)
-  Performance worsening
-  Data is missing

## Contents:






Code	<a href="#">Capital Programme [hyperlink]</a>	Comment
IMP05	Capital Programme spend	Included
IMP06	Decent Homes	Included
IMP02-03	Procurement	Included
IMP04	Core group meetings	Included
IMP10	Contract Invoices paid	Not Included








Code	<a href="#">Repairs and Compliance [hyperlink]</a>	Comment
REP01-04	Day-to-day repairs	Included
IMP09	Day-to-day repair post-inspections	Included
GAS01-04	Gas and Heating repairs	Included
GAS05	LGSR	Included
VOID01-0	Voids and re-lets	Included







Code	<a href="#">Income Collection [hyperlink]</a>	Comment
IMP11	UC Claimants contacted	Included
IMP12	UC Arrears	Included
IMP13	Non-UC Arrears	Included
IMP14	Total Current Tenant Arrears	Included
IMP15	Garage Arrears	Included
IMP16	RWO Charges raised	Included






Code	<a href="#">Organisation [hyperlink]</a>	Comment
IMP19	Complaints	Included
IMP22	Workforce	Included

## EAST KENT HOUSING **DOVER** SCORECARD 2020/21

Code	<u>Capital Programme</u>	Result	RAG
IMP05	Capital Programme spend	12.18%	
IMP06	Decent Homes	99.08%	
IMP02	Procurements delivered (EKH)	100%	
IMP03	Procurement enquiries on time (EKH)	100%	
IMP04	Core group meetings held	0%	

Code	<u>Repairs and Compliance</u>	Result	RAG
REP01	Day-to-day emergency repairs	97.63%	
REP05	Day-to-day repair appointments	98.61%	
IMP09	Day-to-day repair post-inspections	12.24%	
GAS01	Gas & heating emergency repairs	100%	
GAS05	Properties with valid LGSR	98.55%	
VOID01	Voids and re-lets (Excluding MW)	41.19 days	
VOID02	Voids and re-lets (Including MW)	53.59 days	

Code	<u>Income Collection</u>	Result	RAG
IMP11	UC Claimants contacted	100%	
IMP12	UC Arrears	3.29%	
IMP13	Non-UC Arrears	1.48%	
IMP14	Total Current Tenant Arrears	4.77%	
IMP15	Garage Arrears	0.46%	
IMP16	RWO Charges raised	100%	

Code	<u>Organisation</u>	Result	RAG
IMP19	Complaints on time	93.75%	
IMP20	Complaints average days	10.06	
IMP22	Permanent staff (EKH)	88.19%	
	Staff turnover (EKH)	2.25%	
	Sickness days per FTE (EKH)	0.12	

## Capital programme

Code	Capital Programme expenditure	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Traffic Light Icon	Year-end Target
IMP05 DDC	Percentage of capital programme spent	84.84%	12.18%					95%
	<i>Total capital spend</i>	£2,809,116	£472,122					
	<i>Latest agreed capital budget</i>	£3,311,000	£3,875,000					
IMP05 EKH	Percentage of capital programme spent	66.08%	7.18%					95%
	<i>Total capital spend</i>	£14,652,534	£1,966,557					
	<i>Latest agreed capital budget</i>	£22,175,231	£27,373,437					



**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.

Code	Decent Homes	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
IMP06 DDC	Percentage of properties that meet decent homes standard	98.92%	99.08%						99%
	<i>Number of properties that meet decent homes standard</i>	4,494	4,535						
	<i>Number of properties as reported on SAM</i>	4,543	4,577						
IMP06 EKH	Percentage of properties that meet decent homes standard	99.68%	99.63%						99%
	<i>Number of properties that meet decent homes standard</i>	16,583	16,650						
	<i>Number of properties as reported on SAM</i>	16,636	16,712						





**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.

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Code	Procurement	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
IMP02 EKH	<b>Percentage of Capital procurements (projects) delivered</b>	100%	100%						95%
	<i>Number of Capital projects delivered YTD</i>	70	6						
	<i>Number of Capital projects due YTD</i>	70	6						

**Definition:** This KPI measures the percentage of procurements that have actually been delivered year-to-date by EKH. A Capital procurement is determined to be 'delivered' when EKH have confirmed to the Council's Procurement Manager(s) that they wish a contract to be awarded.

IMP03a EKH	<b>Percentage of procurement enquiries responded to on time</b>	99.74%	100%						100%
	<i>Number of procurement enquiries responded on time</i>	1,160	377						
	<i>Number of procurement enquiries responded to in the period</i>	1,163	377						
IMP03b EKH	<b>Average days to respond to procurement enquiries</b>	0.35	1.0						5
	<i>Total days to respond to procurement enquiries</i>	402	377						
	<i>Number of procurement enquiries responded to in the period</i>	1,163	377						





**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 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	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Year-end Target
IMP04 EKH	<b>Number of Core Group meetings held YTD</b>	6	0						8





**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.

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## Repairs and Compliance





Code	Day-to-day repairs	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
REP01 DDC	Percentage of emergency repairs completed on time	99.28%	97.63%						98%
	<i>Number of day to day Emergency Repairs completed on time</i>	2,219	494						
	<i>Number of day to day Emergency Repairs Completed</i>	2,235	506						
REP01 EKH	Percentage of emergency repairs completed on time	99.53%	99.36%						98%
	<i>Number of day to day Emergency Repairs completed on time</i>	8,201	2,326						
	<i>Number of day to day Emergency Repairs Completed</i>	8,240	2,341						

**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	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
REP02 DDC	Percentage of routine repairs completed on time	95.91%	98.51%						98%
	<i>Number day to day routine repairs completed on time</i>	8988	1,055						
	<i>Number of day to day Routine Repairs completed</i>	9371	1,071						
REP02 EKH	Percentage of routine repairs completed on time	98.22%	99.25%						98%
	<i>Number day to day routine repairs completed on time</i>	28,605	3,432						
	<i>Number of day to day Routine Repairs completed</i>	29,122	3,458						

**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.

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Code	Day-to-day repairs	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
REP05 DDC	Percentage of repair appointments kept	98.67%	98.61%						96%
	<i>Number of day to day repair appointments kept</i>	15,048	2,415						
	<i>Number of day to day repair appointments made</i>	15,251	2,449						
REP05 EKH	Percentage of repair appointments kept	97.14%	97.33%						96%
	<i>Number of day to day repair appointments kept</i>	39,551	6,756						
	<i>Number of day to day repair appointments made</i>	40,680	6,941						

**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 repair post-inspections	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
IMP09 DDC	Percentage of day-to-day repair post-inspections completed	10.89%	12.24%						10%
	<i>Number of day-to-day repair post-inspections completed</i>	947	445						
	<i>Number of repairs available for post-inspection</i>	8,695	3,637						
IMP09 EKH	Percentage of day-to-day repair post-inspections completed	10.23%	11.32%						10%
	<i>Number of day-to-day repair post-inspections completed</i>	4,247	1,402						
	<i>Number of repairs available for post-inspection</i>	41,510	12,387						

**Definition:** This is the percentage of post-inspections completed by EKH inspectors 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.

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Code	Gas Servicing and Heating repairs	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
GAS01 DDC	Percentage of emergency heating repairs completed on time	94.15%	100%				↑	✓	98%
	<i>No. emergency heating repairs completed on time</i>	966	52						
	<i>Number of emergency heating repairs completed</i>	1,026	52						
GAS01 EKH	Percentage of emergency heating repairs completed on time	94.37%	100%				↑	✓	98%
	<i>No. emergency heating repairs completed on time</i>	3,048	169						
	<i>Number of emergency heating repairs completed</i>	3,230	169						

**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	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
GAS02 DDC	Percentage of routine heating repairs completed on time	95.24%	100%				↑	✓	98%
	<i>No. routine heating repairs completed on time</i>	2,279	149						
	<i>No. routine heating repairs completed</i>	2,393	149						
GAS02 EKH	Percentage of routine heating repairs completed on time	95.88%	99.8%				↑	✓	98%
	<i>No. routine heating repairs completed on time</i>	7,270	1,020						
	<i>No. routine heating repairs completed</i>	7,582	1,022						

**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.

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Code	Gas Servicing and Heating repairs	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
GAS03 DDC	Percentage of heating repair appointments kept	95.12%	100%						95%
	<i>No. heating repair appointments kept</i>	8,890	3,158						
	<i>Number of heating repair appointments made</i>	9,346	3,158						
GAS03 EKH	Percentage of heating repair appointments kept	97.52%	100%						95%
	<i>No. heating repair appointments kept</i>	31,664	8,898						
	<i>Number of heating repair appointments made</i>	32,468	8,898						

**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	Landlord Gas Safety Record (LGSR)	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
GAS05 DDC	Percentage of properties with a valid LGSR	99.9%	98.55%						100%
	<i>Number properties with a valid LGSR</i>	3,958	3,996						
	<i>Number properties requiring an LGSR</i>	3,962	4,055						
GAS05 EKH	Percentage of properties with a valid LGSR	99.89%	98.6%						100%
	<i>Number properties with a valid LGSR</i>	13,738	14,208						
	<i>Number properties requiring an LGSR</i>	13,753	14,410						

**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.

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Code	Voids and re-lets (excluding Major Works)	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
VOID01 DDC	Average days to re-let all properties excluding major works	26.31	41.19						16.5
	Total days to re-let ALL properties excluding major works	3,788	1,318						
	Total number of all re-lets made in the period	144	32						
VOID01 EKH	Average days to re-let all properties excluding major works	21.23	38.48						16.5
	Total days to re-let ALL properties excluding major works	15,476	4,772						
	Total number of all re-lets made in the period	729	124						

**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)	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
VOID02 DDC	Average days to re-let all properties including major works	38.14	53.59						22.75
	Total days to re-let ALL properties including major works	5,492	1,715						
	Total number of all re-lets made in the period	144	32						
VOID02 EKH	Average days to re-let all properties including major works	39.17	58.44						22.75
	Total days to re-let ALL properties including major works	28,556	7,246						
	Total number of all re-lets made in the period	729	124						

**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).

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## Income Collection





Code	Potential Universal Credit claimants contacted	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
IMP11 DDC	Percentage of potential UC claimants contacted on time	99.77%	100%				↑	🟢	100%
	<i>Number of potential UC claimants contacted on time</i>	442	109						
	<i>Number of potential UC claimants responded to in the period</i>	443	109						
IMP11 EKH	Percentage of potential UC claimants contacted on time	99.94%	100%				↑	🟢	100%
	<i>Number of potential UC claimants contacted on time</i>	1,662	428						
	<i>Number of potential UC claimants responded to in the period</i>	1,663	428						

**Definition:** This is the percentage of all potential Universal Credit (UC) claimants that have been contacted 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	Universal Credit Arrears	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Year-end Target
IMP12 DDC	Current tenant arrears (UC only) as % annual rental income	2.69%	3.29%				↓	🟢	3.3%
	<i>Universal Credit Figure (Arrears)</i>	£524,092	£598,833						
	<i>The projected annual rental income</i>	£19,508,318	£18,213,481						
IMP12 EKH	Current tenant arrears (UC only) as % annual rental income	2.56%	3.2%				↓	🟢	3.3%
	<i>Universal Credit Figure (Arrears)</i>	£1,886,432	£2,331,223						
	<i>The projected annual rental income</i>	£73,581,924	£72,785,860						

**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).

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Code	Non-Universal Credit Arrears	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Year-end Target
IMP13 DDC	Current tenant arrears (non UC) as % of annual rental income	1.32%	1.48%						1.25%
	<i>Current tenant arrears (Excluding UC)</i>	£257,333	£269,469						
	<i>The projected annual rental income</i>	£19,508,318	£18,213,481						
IMP13 EKH	Current tenant arrears (non UC) as % of annual rental income	1.38%	1.55%						1.25%
	<i>Current tenant arrears (Excluding UC)</i>	£1,013,089	£1,125,667						
	<i>The projected annual rental income</i>	£73,581,924	£72,785,860						





**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	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Year-end Target
IMP14 DDC	Current tenant arrears as % of annual rental income	4.01%	4.77%						4.55%
	<i>Total current tenant arrears</i>	£781,425	£868,302						
	<i>The projected annual rental income</i>	£19,508,318	£18,213,481						
IMP14 EKH	Current tenant arrears as % of annual rental income	3.94%	4.75%						4.55%
	<i>Total current tenant arrears</i>	£2,899,521	£3,456,890						
	<i>The projected annual rental income</i>	£73,581,924	£72,785,860						





**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).

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Code	Garage arrears	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Year-end Target
IMP15 DDC	Garage arrears as % of annual rental income	0.19%	0.46%						0.39%
	<i>Garage arrears</i>	£792	£1,780						
	<i>Projected annual garage rental income</i>	£425,036	£383,612						
IMP15 EKH	Garage arrears as % of annual rental income	0.21%	0.4%						0.39%
	<i>Garage arrears</i>	£2,776	£4,849						
	<i>Projected annual garage rental income</i>	£1,313,558	£1,214,703						





**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 (YTD)	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
IMP16 DDC	Percentage of RWO charges raised (YTD)	100%	100%						100%
	<i>Number of RWO charges raised</i>	34	9						
	<i>Number of RWO charges required</i>	34	9						
IMP16 EKH	Percentage of RWO charges raised (YTD)	93.3%	100%						100%
	<i>Number of RWO charges raised</i>	195	55						
	<i>Number of RWO charges required</i>	209	55						





**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.

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## Organisation







Code	Percentage of complaints closed on time	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
IMP19a DDC	Percentage of all complaints closed on time	95.18%	93.75%						95%
	<i>Number of all complaints closed on time</i>	158	15						
	<i>The total number of all complaints closed</i>	166	16						
IMP19a EKH	Percentage of all complaints closed on time	93.29%	97.01%						95%
	<i>Number of all complaints closed on time</i>	570	65						
	<i>The total number of all complaints closed</i>	611	67						

**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	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
IMP19b DDC	Average days taken to close complaints	7.7	10.06						10
	<i>Total time taken to close all complaints</i>	1,278	161						
	<i>The total number of all complaints closed</i>	166	16						
IMP19b EKH	Average days taken to close complaints	8.05	8.9						10
	<i>Total time taken to close all complaints</i>	4,920	596						
	<i>The total number of all complaints closed</i>	611	67						

**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.

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Code	Workforce	Year End 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4/YE 2020/21	Performance Trend	Traffic Light Icon	Current Target
IMP22 EKH	<b>Percentage of permanent staff in the organisation</b>	<b>88.69%</b>	<b>88.19%</b>						<b>93%</b>
	<i>Number of permanent staff in the organisation</i>	178	177						
	<i>Total number of establishment posts</i>	200.7	200.7						
	<b>Total staff turnover (YTD)</b>	<b>17.26%</b>	<b>2.25%</b>						<b>N/A</b>
	<i>Number of leavers as at end of the period</i>	29	4						
	<i>Total staff as at end of the period (av. headcount)</i>	168	178						
	<b>Average days lost to sickness per FTE (YTD)</b>	<b>3.9</b>	<b>0.12</b>						<b>N/A</b>
	<i>Total days lost to sickness</i>	597	18.5						
	<i>Total number of FTE staff (Av. At year-end)</i>	153	158.02						

**Definition (IMP22):** This is the percentage of EKH direct employees on permanent contracts. This is calculated from the number of permanent employees against the total number employed by EKH (including agency, temporary staff and fixed-term contracts). This definition should exclude interim and temporary project specific team members – e.g. Fire Safety Response Team and Single System Team.

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## Corporate Resources

PI	Description	Outturn 2019/20	DDC Target 2020/21	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	96% (Q3)	91.50%	96%				96%	1117	▲	Green
CSU001	Percentage of ASB cases resolved within 30 days	89% (Q3)	98%	100%				100%	94	▲	Green
ENH005	Percentage of complaints regarding nuisance responded to within 5 working days	98.50%	95%	99.2%				99.2%	375	▲	Green
ENH012	Number of Fixed Penalty Notices issued for litter	2053	N/A	6				6		N/A	N/A
ENH013	Percentage of stray dog enquiries responded to within target time.	100%	95%	100%				100%	37	▶	Green
ENH015	Number of Fixed Penalty Notices issued for dog fouling	8	N/A	0				0		N/A	N/A
ENH016	Number of Envirocrime prosecutions completed	192	N/A	0				0		N/A	N/A
GOV001	Number of working days/shifts lost due to sickness absence per FTE	7.42 days	N/A	0.88 days				0.88 days		▲	Green
GOV002	Number of working days/shifts lost due to long term sickness absence over 10 days per FTE	5.13 days	N/A	0.58 days				0.58 days		▲	Green
GOV003	The number of second stage complaints referred to the Council's Complaints Officer	26	N/A	8				8		N/A	N/A
GOV004	The number of FOI requests received	1074	N/A	187				187		N/A	N/A
HOU010a	Number of households living in Temporary Accommodation including B&B	171	90	166				166		▲	Red

## Corporate Resources

PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
HOU010b	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.)	22	20	25				25		▼	<b>Amber</b>
HOU011	The number of households presenting as homeless where a duty to re-house is accepted	150	N/A	40				40		▼	<b>N/A</b>
HOU012	The number of children in B&B	0	N/A	0				0		▶	<b>N/A</b>
LIC005	The percentage of licensed premises inspections completed by target date	100%	80%	0				0	0	▼	<b>Red</b>
LIC006	The percentage of unopposed licensing and permit applications processed within 5 working days	98.75%	75%	100%				100%	154	▲	<b>Green</b>
PSH007	Number of DFG applications completed (for information only)	108 (Q3)	N/A	6				6		▼	<b>N/A</b>
PSH008	Percentage of completed DFG applications approved within 10 working days from receipt of application	77% (Q3)	N/A	66%				77%		▶	<b>N/A</b>

## Strategic Director (Corporate Resources) comments

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

The financial position continues to be highly uncertain due to the continuing impact of the Coronavirus, the various and varying lockdown measures, the unpredictable effects of lockdown on the economy and the rate of recovery and the uncertain level of government support.

Therefore, the figures below are projections based on the best and most up to date (August 2020) assumptions, but the level of uncertainty does mean there is likely to be a wide margin of error. Like most district councils, the main pressures are from reduced income rather than increased costs.

The most recent projections as at August 2020 show:

	2020/21 Budget £000	2020/21 Revised Forecast (August) £000	Pressure £000
<b>Expenditure Pressures</b>			
Homelessness	1,100	1,540	440
Refuse and Recycling	7,964	8,123	159
Revenues and Benefits	1,934	2,031	97
<b>Total</b>			<b>696</b>
<b>Income Pressures</b>			
Car Parking	-2,655	-1,328	1,327
Building Control	-320	-240	80
Land Charges	-171	-86	85
Refuse and Recycling	-408	-510	-102
Rental Income	-2,255	-2,030	225
Leisure Centre	-2,613	-1,829	784
<b>Total</b>			<b>2,399</b>

	2020/21 Budget £000	2020/21 Revised Forecast (August) £000	Pressure £000
<b>Other Pressures</b>			
Property investment Strategy	-100	0	100
Interest Receivable	-1,750	-1,313	437
Interest Payable	138	173	35
NNDR (BR)	-5,658	-4,809	849
Council Tax	-7,503	-6,753	750
<b>Total</b>			<b>2,171</b>
<b>Sub Total</b>			<b>5,266</b>
<b>Additional provisions agreed by Cabinet</b>			
Regeneration Fund			2,500
Dover Town Hall			1,500
Change / transformation funding			500
<b>Total Pressures</b>			<b>9,766</b>
<b>To be met by:</b>			
Forecast (not confirmed) govt support			-3,148
Reduce General Fund balance			-1,000
Homelessness Grant			-230
<b>Balance to be met from DDC Asset Disposals and Reserves</b>			<b>5,388</b>

## Performance:

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. Since lockdown was introduced, a total of 32 rough sleepers and people at risk of rough sleeping, were placed into temporary accommodation, adding to the total.

There are currently nine rough sleepers still being accommodated and support will continue to be provided by a number of agencies until more suitable, long term housing can be secured. The Council continues to increase its stock of interim housing in order to minimise the numbers housed in B&B.

## Key Initiatives/Outcomes:

A high proportion of Regulatory Services staff provided assistance to the community during this quarter through the Community Hub. More latterly, the teams have been at the forefront of the new Business Hub, provided crucial advice to business’ on how they can re-open safely.

## Concerns/Risks:

Environmental Crime Enforcement activity was suspended during the majority of the period of lockdown with Team Members being redeployed to support the Council’s response to the Covid 19 pandemic. This has had a significant effect on the number of FPN’s issued. In addition, Magistrates Courts have been closed resulting in cases due to be heard in this quarter being adjourned to quarter 3.

The number of Nuisance complaints has increased greatly when compared with the same quarter last year (from )263 to 375. Despite this and the other challenges resulting from the pandemic the same high level of service was maintained. In particular, domestic bonfires and noise complaints saw the biggest increase from last year with bonfires increasing from 24 to 79 and noise 79 to 108.

LIC005 The percentage of licensed premises inspections completed by target date, was 0 this quarter due to all relevant business’ being closed due to Lockdown. These will resume as the premises open.

Additional powers relating to licensed premises are due to come into effect shortly through the new Business and Planning Bill. This combined with the constantly emerging Covid related guidance is creating significant additional pressure on the Regulatory Services Teams who are trying to support business during the Recovery Phase. This pressure will exacerbate over the coming months as they will be contending with the coronavirus public health response, the economic recovery, and the Brexit changeover simultaneously.

Division	FTE @ 1 April 2020	(Leavers)/ Joiners/ Transfers	FTE @ 30 June 2020
Chief Executive	40.61	0	40.61
Governance	52.58	0	52.58
Corporate Resources	60.32	-1.00	59.32
Operations and Commercial	113.78	+0.42	114.20
HR & Audit	27.23	0.00	27.23
<b>Total Staff FTE</b>	<b>294.52</b>	<b>-0.58</b>	<b>293.94</b>



## Operations and Commercial

PI	Description	Outturn 2019/20	DDC Target 2020/21	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	180.55 (Q3)	200	0				0	0	▼	Red
PKG003	Number of PCNS issued	12,968	N/A	1,860				1,860		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	83.52% (Q3)	65%	84.62%				84.62%	13	▲	Green
PLA002	Percentage of <b>non-major</b> planning applications determined in 8 weeks (exc. Section 106 agreements)	83.71% (Q3)	75%	89.74%				89.74%	156	▲	Green
PLA003	The percentage of decisions for major applications overturned at appeal (+)	5.11% (Q3)	<10%	0%				0%		▲	Green
PLA004	The percentage of decisions for non-major applications overturned at appeal (+)	1.27% (Q3)	<10%	0.7%				0.7%		▲	Green
PLA007	Number of new houses completed.	53,286 (Q3)	N/A	To follow in Q2				N/A		N/A	N/A
PLA008	Growth in Business Rates base (number of registered businesses)	4,124 (Q3)	N/A	To follow in Q2				N/A		N/A	N/A

PI	Description	Outturn 2019/20	DDC Target 2020/21	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	23.93% (Q3)	N/A	25%				25%		N/A	N/A
WAS003	Number of collections missed per 100,000 collections of household waste.	5.53	15	5.87 (June data to follow)				5.87		▲	Green
WAS010	Residual household waste per household	356.36 kg	350kg	408.78 kg (June data to follow)				408.78kg		▼	Red
WAS011	Household waste sent for reuse, recycling or composting	47.50%	50%	50.60 % (June data to follow)				50.60%		▲	Green
WAS012	Environmental cleanliness: Percentage of streets containing litter	4.48%	5%	3.92%				3.92%		N/A	N/A
WAS013	Environmental cleanliness: Percentage of street containing detritus	13.80%	10%	17.17 %				17.17%		N/A	N/A

### Strategic Director (Operations and Commercial) comments

#### Performance:

Clearly the first quarter of this year has been dominated by the Covid-19 pandemic and the response to this both in terms of the shift to remote working and in ensuring that the support needed was provided to those vulnerable members of our community.

Officers across the Directorate have supported other services such as the Community and Business Hubs, food parcel deliveries and the work needed to support the Reopening of High Streets. The success of these initiatives has been in no small measure due to the commitment shown by many officers and they deserve praise for the excellent work they have done.

At the same time, we needed to ensure that key services were maintained, and all officers transitioned to home working very smoothly and embraced the situation exceptionally well and should equally be commended for their efforts. Performance across all services has been maintained and indeed the planning team have had to deal with a steady increase in the number of applications received through the quarter.

Thanks must also be recorded to our waste contractor, Veolia who, unlike many others both in Kent and across the country, maintained normal service on our recycling and waste collections throughout the lockdown period which ensured the residents of the district were not additionally impacted on the effects of the lockdown, despite significant increases in the volume of waste collected and a 25% increase in the number of subscribers to the garden waste service.

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

#### Planning & Regeneration

Planning application work has remained at pre-Covid levels throughout the majority of the lock-down period, and for this financial year has increased to the extent that more than half of the years target income has been received in the first 4 months. Performance has been maintained due to the ability of staff to work effectively from home and to new ways of working to overcome issues such as site visits being employed. Planning Committees have been held digitally. Planning appeals are currently at a very low level and only 4 were determined within the quarter 1 of which was allowed.

#### Museum

Dover Museum and Bronze Age Boat Gallery and the Visitor Information Centre were closed during the period under review. The closure has enabled essential works to be carried out to the museum toilets, and refurbishment of the museum shop/VIC, works needed in response to the Covid-19 guidance as we plan to reopen, hopefully in early September.

#### Commercial Services

##### Parks & Open Spaces:

In-house GM team were stood down for much of this quarter due to Covid19 Lockdown. The burial service continued to be provided during this challenging time.

The Kearsney Parks Project: The Building and Landscape contracts were both affected by the lockdown and working restrictions. This has created a delay in completion of the buildings contract and added time to the landscape contract. The completion of the buildings contract is now August and the landscaping is September/October. These delays will now see the café being operational in mid to late September. The overall project is not likely to end until June 2021.

The WCCP team were also stood down for much of this period due to lockdown, other than limited work where it was essential such as animal husbandry and health and safety checks. Sapphire Hoe reopened on the 17<sup>th</sup> June, with additional measures in place to protect the public and staff.

Transport & Parking Services: This team were also stood down due to lockdown until late May. During lockdown both on and off-street parking was made free of charge to aid the governments advice to stay at home. Minimal checks were done to ensure there were no parking issues on the highway that would have prevented emergency services and delivery vehicles from carrying out their work. Charges were reintroduced from the 22<sup>nd</sup> May, although usage and income levels remain significantly budget forecasts.

Waste services: The contract monitoring team worked from home at the start of lockdown, but our contractor Veolia was able to ensure that recycling and waste collection services operated normally throughout lockdown, a period during which we have seen waste tonnages increase by some 40% above the normal for this time of year. Street cleansing services were reduced to support the waste collections and due to low footfall across the district this did not create an issue with regards cleansing.

**Inward Investment & Tourism:** The team has been engaged in diverse range of activities and projects which also include a range of Covid related activities and include helping to source donations to the Covid Fund, assisting with the processing of Business Grants, processing the Discretionary Grants, dealing with the High Street Recovery Fund and participating at Kent Resilience Forum. Project and investment business has centred on the Fastrack Project; Coastal Community Fund, business case for the Cable Car along with submitting a bid for the Future High Street Fund. Engagement has also taken place with KMEP and SELEP on respect of the Getting Britain Building Fund awards at Discovery Park and Thanet Parkway. A submission has also been made to the Freeports Consultation. A range of inward investment enquiries continue to be received and assisted. With regard to Tourism, progress continues to be made with the Tourism and Visitor Strategy, supporting the sector through Covid related news bulletins, launch of the new website, progressing attendance at the World Travel Market and preparation for the formal launch of the Tourism and Visitor Strategy. Arrangements for the Open Golf Championship, now at Royal St Georges in 2021, which were stood down will start to be reenergised in September.

**Asset & Building Control:** The A&BC teams and the projects they are delivering have been under particular pressure from the impact of Covid 19. A number of sites closed temporarily, involving due process by officers to prevent contract claims against DDC and input in to re-opening of the sites safely. Much work has gone into working collaboratively with contractors to minimise delays on projects and amend operational working practices to meet Covid guidelines. The team were instrumental in setting up the food distribution hub at minimal cost.

The ability of the team to think laterally to introduce pragmatic cost-effective solutions mean that despite the challenges, good progress was maintained on many projects and by the end of the quarter:

- Nearly 2000 of the Council's 2500 lights had been replaced. Issues relating to particular lights, such as the need for a deflector, have been extremely few and were resolved immediately.
- The demolition of the Old Dover Leisure Centre was 75% complete.
- The external envelopes of all buildings at William Muge & Snelgrove were completed.
- An exercise to let the beach huts at St Margarets following the recent refurbishment/provision of new huts was been undertaken. Interest has been very good with just 4 remaining unlet (these have interest but potential tenants have Covid concerns). Keys were handed out in mid-June once lock down measures eased.
- Work on tendering has progressed in relation to: Kingsdown Sea defences; Deep Bore Soak Away - Honeywood Road/Fitness Fields; Partial Rebuild of Astor Chimney; Deal Pier Lower Deck repairs.

The Asset Maintenance team were busy on a number of smaller projects including:

- the refurbishment of the toilets that serve the Silver Screen cinema, ( an extremely cost effective project being delivered at pace whilst the premises are shut due to Covid). A quote from a contractor of £29k was delivered by a combination of the in-house Asset Maintenance team and specialist contractors for under £15k.
- work to enable the re-opening of play areas, supported by the grounds maintenance team,
- redecoration and other minor improvements to a number of public toilets prior to re-opening as lockdown eased.

A number of the team are also spending very significant amounts of time on the DDC preparations to take direct control of the maintenance aspects of the housing service.

**Concerns/Risks:**

Budget pressure and income major concern for Commercial services. Future working practices and long-term impacts of Covid are still to be realised.

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<b>Subject:</b>	<b>AFFORDABLE HOUSING DELIVERY</b>
<b>Meeting and Date:</b>	<b>Cabinet - 7 September 2020</b>
<b>Report of:</b>	<b>Helen Lamb, Head of Finance and Housing</b>
<b>Portfolio Holder:</b>	<b>Councillor Derek Murphy, Portfolio Holder for Housing and Health</b>
<b>Decision Type:</b>	<b>Executive Key Decision</b>
<b>Classification:</b>	<b>Unrestricted</b>

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**Purpose of the report:** To seek approval of an increased programme of affordable housing by Dover District Council, both direct delivery and via Registered Providers and Community Organisations.

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**Recommendation:** That the Strategic Director (Corporate Resources), in consultation with the Portfolio Holder for Housing and Health, be authorised to take all necessary actions to develop and deliver an increased programme of affordable housing by Dover District Council, both direct delivery and via Registered Providers and Community Organisations.

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**1. Summary**

- 1.1 The Council has an aspiration to increase Affordable Housing delivery across the District to support the needs of our residents.
- 1.2 In order for DDC to deliver an increased programme of affordable homes, additional resources, primarily staff capacity, will be required via the creation of an Affordable Housing Delivery Team, and external funding support via Homes England.
- 1.3 This report seeks approval to develop and deliver a programme of enhanced delivery to enable the Council to meet their affordable housing needs and aspirations.

**2. Introduction and Background**

- 2.1 There is an identified need and requirement for affordable housing of all types and sizes across the District.
- 2.2 Members have expressed an aspiration to significantly increase affordable housing delivery both by Registered Providers, but also through the commencement of a programme of construction of new Council Housing in the district. An initial target of 500 Council homes has been proposed.
- 2.3 In order to undertake an increased Council Housing development programme of this size, and provide staff resource to closely work with Developers and Registered Providers to increase their delivery of affordable housing in the District, an expansion of the current Community Housing team will be required to include strategic and development posts.
- 2.4 It is anticipated that in the longer term the development staff costs associated directly with affordable housing development will be self funding. A Development Administration fee added to the costs of each development will be sufficient to cover

these costs and other internal costs – ie – input from other teams such as Planning, Legal, Finance etc. However, in the initial stages there may be a cost implication to the Council's Housing Revenue Account.

- 2.5 Homes England have contacted the Council to invite a Partnership Approach which not only could provide funding for Council Housing but also provide financial support to establish a development team until the point it can become self-funding. Their invitation has been accepted and a meeting is being arranged to progress this.
- 2.6 The construction of new DDC Council Housing will be financed with a combination of loan funding (repaid by rental income), and Homes England grant funding or Right to Buy receipts.

### 3. Delivery of DDC Council Housing

- 3.1 In the current programme there are 61 properties on site (under construction) and 99 properties approved and being progressed to start on site.

These 160 properties in development are contained within 9 different projects, 8 of which are being Project Managed by the Housing Development Manager, and 1 by Property Services.

The proposal is to add to this existing programme to deliver an initial 500 new affordable Council homes.

#### Partnership Working with Homes England

- 3.2 Homes England support is vital for the delivery of the DDC affordable homes programme.
- 3.3 Homes England have offered the Council the opportunity to establish a partnership approach. This will give certainty of delivery of a programme for both Homes England and for Dover DC. The aspirations of both organisations are aligned, in that the delivery of new affordable homes is the primary target. The precise way in which it is envisaged the DDC Council housing programme will be delivered is designed to meet Homes England requirements as a funder, alongside the housing needs in the Dover district.
- 3.4 Homes England also has a wider regeneration role, and partnership working could ensure that within the district stalled sites or unviable brownfield sites which aren't in DDC ownership could be brought forward through a partnership or strategic approach with land owners and developers, supporting the social and economic regeneration in the district alongside the provision of affordable housing. The potential benefits extend beyond purely the provision of numbers of affordable housing units.
- 3.5 The aspiration is to benefit from all the support on offer from Homes England, but in particular for the Council to know there is Homes England capital funding support for the programme, but also financial support to assist in enabling the establishment of the Development team prior to the team becoming self funding.

#### Homes England Capital Funding Programmes

- 3.6 The delivery of the Council's affordable housing programme will depend, in part, on the availability of capital funding from Homes England. This will support borrowing on projects as an alternative to using Retained Right to Buy receipts or the HRA Initiatives Reserve.

- 3.7 Dover DC holds Investment Partner status with Homes England, giving the Council access to capital funding programmes. Three projects at the Council are currently being funded with the support of capital funding from Homes England – William Muge and Snelgrove, Folkestone Rd and Noahs Ark Road.
- 3.8 A new round of the SOAHP (Shared Ownership and Affordable Homes funding) is due to be launched in Spring 2021. During the early stages of the programme, Homes England enter into contracts with Investment Partners who have pipelines in place to provide a certain number of properties with a specified average level of funding. This gives both sides certainty and flexibility. Initial discussions have been held with Homes England in relation to a pipeline of properties being funded through this route. The response has been extremely positive.

#### Support required

3.9 External

A team of specialists is required to progress all affordable housing construction projects - architects, engineers, quantity surveyors, building surveyors, clerk of works etc. At the Council we do not have this resource internally for affordable housing projects so external support from consultants will be required. The costs will be met by each individual project. At early stages of a project, prior to budget approval, the costs will come from the approved budget for start-up costs but will be reimbursed by the project once delivered.

3.10 Internal

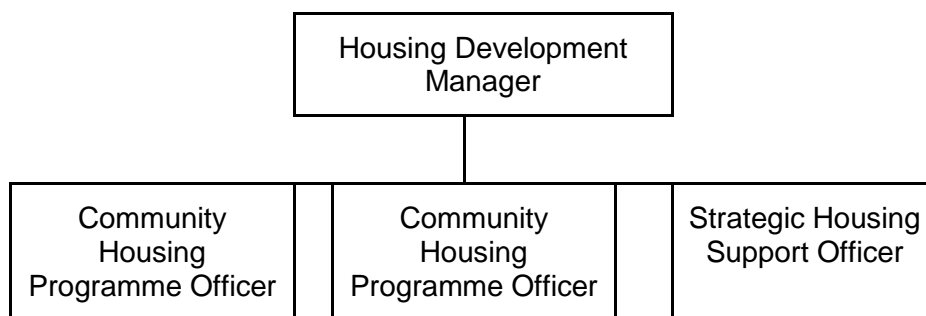
The Affordable Housing Delivery Team will require support from other DDC teams such as Planning, Regeneration, Legal, Finance, Property Services, Housing Options, Community Development, and Low-Cost Home Ownership Marketing and Sales. Costs for this support will be met by recharges to the projects. This will be budgeted at the start of the project, well controlled and appropriate to the level of service provided

#### Proposal for Affordable Housing Delivery Team

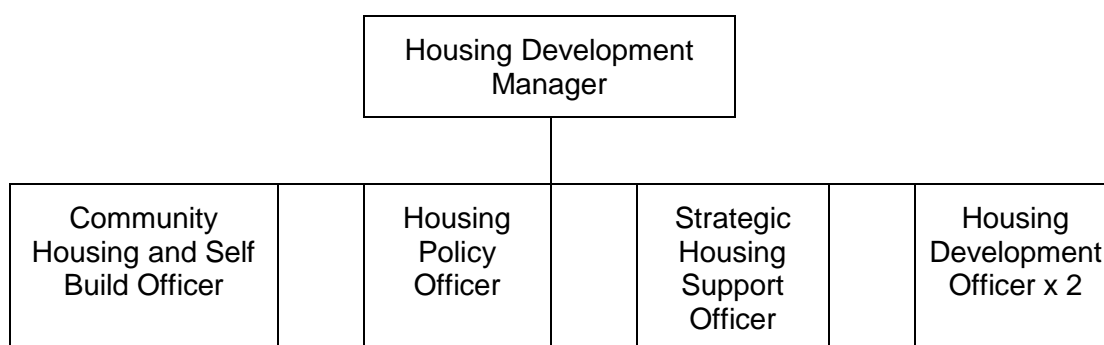
- 3.11 The DDC affordable housing development function is currently contained within the Community Housing Team. The workload in relation to the delivery of affordable housing projects is currently undertaken primarily by the Housing Development Manager.
- 3.12 There is insufficient capacity within the current team structure, or elsewhere within the Council, to meet the aspirations for a significant programme of affordable housing development and the size of the team will need to be increased. The staffing requirements to deliver the programme are a non-executive function of the Council and are beyond the scope of this report. The staffing structure and the appointment of staff will be addressed by the Chief Executive as Head of Paid Service in accordance with the Council's Constitution but an indicative summary of the proposed structure is set out below for information purposes only.

The current team consists of:

- Housing Development Manager (permanent)
- Community Housing Programme Officer x 2 (fixed term to end Sept 2020 and March 2021)
- Strategic Housing Support Officer (permanent)



**Proposed new Affordable Housing Delivery team**



**4. Identification of Options**

- 4.1 Approve the principle of a programme to support the delivery of affordable housing across the Dover district, and in particular to support the delivery of an increased programme of new Council Housing.
- 4.2 Maintain the current level of delivery.

**5. Evaluation of Options**

- 5.1 Option 1: This is the preferred option as it allows us to deliver an increased programme of Affordable Housing, both by the Council and Registered Providers.
- 5.2 Option 2: This option does not increase the programme of Affordable Housing and is therefore not the preferred option.

**6. Resource Implications**

- 6.1 Affordable Housing Development is currently delivered predominantly by the Housing Development Manager – both through strategic involvement in the wider provision by all providers and also housing specifically provided by the Council. One historic project is being project managed by the Property Services team.

The establishment of resources to deliver the DDC affordable housing programme and support the delivery of district wide affordable housing by other Registered Providers will have a resource implication, but this impact is variable over time and does not have a significant impact upon the general fund.



## 6.2 Sources of Funding for the Team

### **General Fund (GF)**

For statutory functions, strategic and monitoring functions not directly connected with the HRA (eg Planning and Homelessness), for affordable housing development work with external organisations, for affordable housing which falls outside the HRA, such as Interim housing, unless covered by Development Admin fees.

### **Housing Revenue Account (HRA)**

For affordable housing development work connected with the provision of housing either already in the HRA, or intended to be so.

### **Development Admin Fees (DFA)**

It is standard practice to aim for Teams delivering affordable housing to be self-funded as far as possible. This is achieved by charging a fee to each development project, which is paid to the Council via grant funding and borrowing. A reasonable figure is 2% of the total scheme costs, and this figure has been included in our financial viability appraisals since the commencement of the Housing Development Manager post.

### **Community Housing Fund (CHF)**

Currently the team is predominantly funded via Central Government funding from the Community Housing Fund. This was a grant of c£500k which was allocated to the Council for the purposes of promoting Community Led Housing within the District.

The proposal would create an initial c.£15k per annum pressure on the General Fund, some of which may be offset by external funding sources. In order to deliver a large housing programme it needs to be resourced accordingly. Alternative funding options, such as that proposed by Homes England, will continue to be investigated to support the budgets in the short term whilst detailed projects are developed.

## 7. **Corporate Implications**

- 7.1 Comment from the Section 151 Officer: Accountancy has been consulted on this report and has no further comments to add. (HL)
- 7.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make. (HR)
- 7.3 Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members 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/section/149>
- 7.4 Other Officers (as appropriate):

## 8. **Background Papers**

None.

Contact Officer: Rachel Collins, Housing Development Manager - 2254

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<b>Subject:</b>	<b>COUNCIL TAX PREMIUM FOR LONG-TERM EMPTY PROPERTIES DIRECTLY IMPACTED BY COVID-19</b>
<b>Meeting and Date:</b>	<b>Cabinet – 7 September 2020</b>
<b>Report of:</b>	<b>Mike Davis, Strategic Director (Corporate Resources)</b>
<b>Portfolio Holder:</b>	<b>Councillor Chris Vinson, Portfolio Holder for Finance, Governance and Digital</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 provide temporary relief from the 200% Council Tax premium on long-term empty properties impacted by Covid-19.

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**Recommendation:** It is recommended that Cabinet uses the Council's discretion under Section 13A 1(c) of the Local Government Finance Act 1992 (as amended by the Local Government Finance Act 2012) to reduce the additional Council Tax premium charged on properties empty for over 5 years from 200% to 100% for the period from 1 April 2020 to 30 June 2020 provided the property has been occupied by 30 September 2020 subject to individual Council Tax payers meeting the eligibility and qualification criteria set out in sections 9 and 10 of this report and complying with the application process, evidential requirements and award conditions set out in sections 8, 11 and 12 respectively of this report.

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## 1. Summary

- 1.1 Dover District Council currently charges a council tax premium on properties that are classed as 'long term empty' (see explanation in subsequent paragraphs). This premium was designed to encourage property owners to get properties back into use as soon as possible. From 1 April 2020, where a property has been unoccupied and unfurnished for 5 years or more, the premium is 200% (therefore the liable person pays 'normal' council tax plus the further 200%, making the full charge 300%).
- 1.2 Although the Council does not want to reduce the incentive to bring long-term empty properties back into use, it is recognised that the lockdown introduced by the government to reduce the spread of Covid-19 will, in some cases, have inhibited the completion of building works and/or the letting of properties. The Council therefore proposes to waive the recently introduced additional 100% premium (making a total of 200%) on properties empty for 5 years or more, for the first quarter of 2020/21, if the properties are subsequently let by 30 September.

## 2. Introduction and Background

- 2.1 Section 12 (2) of the Local Government Finance Act 2012 allowed local authorities to set a council tax rate for long-term empty properties of up to 150% of the normal liability from 1 April 2013. Dover District Council did not introduce the additional premium until 2019, which, by then, had increased to a 100% premium (200% Council Tax is payable). A 'long-term empty property' must have been unoccupied and substantially unfurnished for at least two years.

- 2.2 The premium may be applied when a given property has been empty for two years or more, irrespective of how long its current owner has owned it. Therefore, it is possible for an individual to become the owner (buy, inherit, be gifted etc) of a property which has already been empty for two years and be liable for the premium immediately. This scenario may occur if, for instance, the individual does not occupy the property immediately because they wish to extend or renovate the property.
- 2.3 If the property is occupied for a period of six weeks or less, it is regarded as not having been occupied for the purposes of the two-year period. Occupancy of a long-term empty property for more than six weeks ‘resets the clock’ for this purpose.

### 3. Changes to the Long-term Empty Premium in 2019 and Relevant Legislation

- 3.1 The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 amends section 11B of the LGFA 1992 and increases the premium’s maximum level to 100% for 2019, and 200% from 2020 as follows:

Premium rate	Properties affected	Date from
100% (200% Council Tax)	Properties empty 2 years but less than 5 years	1 April 2019
200% (300% Council Tax)	Properties empty 5 years or more	1 April 2020

### 4. Approval of the Empty Property Premium

- 4.1 On 29 January 2020 the Council approved, under Section 11B of the Local Government Finance Act 1992 (as amended by the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018), increasing the maximum premium for Council Tax that can be charged for unoccupied and unfurnished properties (as detailed in the table above).

- 4.2 Section 11B of the Local Government Finance Act 2012 states in part 5 –  
*(5) A billing authority may make a determination varying or revoking a determination under this section for a financial year but only before the beginning of the year.*

- 4.3 The Regulations therefore state there can be no changes to the premium within the financial year.

- 4.4 That being the case, the council will need to consider an alternative way of helping council taxpayers, in appropriate cases. How can this be achieved?

### 5. The Billing Authority’s Power to Reduce Amount of Council Tax Payable

- 5.1 Section 13A 1(c) of the Local Government Finance Act 1992 (as amended by the Local Government Finance Act 2012) permits billing authorities to reduce the amount of Council Tax that a person is liable to pay to an extent to which they see fit. This includes the power to reduce an amount to nil.

- 5.2 This may be exercised in relation to particular cases or by determining a class of case in which liability is to be reduced. The cost of any such reduction is to be borne 100% by the billing authority, even though, in the case of DDC, we only retain circa 10% of the Council Tax collected.

- 5.3 This is the recommended approach for the temporary changes to the empty property premium for those customers, directly impacted by the COVID 19 pandemic, who, on 1 April 2020, have been subject to the increase in empty property premium of 200% (300% total Council Tax charge), and were unable to bring their property back into use from 1 April 2020 to 30 June 2020.

5.4 Those customers who are able to provide sufficient information and evidence to the council<sup>1</sup> to demonstrate that they were unable to bring their empty property back into use, or to sell it, during the period 1 April 2020 – 30 June 2020, will not be charged the 200% premium for that period, but will instead be charged the 100% premium (effectively putting them on an even footing with the charge for properties empty 'for 2 years but less than 5 years').

## 6. How Many Customers are Likely to be Affected?

6.1 The numbers will be very small when compared to the overall council tax base. There are, at the time of writing, 40 customers who have been subject to the 200% premium from 1 April 2020 and were still liable for it on 30 June 2020. Worst case scenario costs for these cases are set out in the options appraisal later in this report.

## 7. How the Scheme Would Work

### **Application process**

7.1 A letter/e-mail will be sent to all customers who have been subject to the new increase in long term empty premium from 1 April 2020 (who were still subject to that premium on 30 June 2020) inviting an application. The letters will invite an application for relief from the additional 100% premium. There will be a formal application process, which will only be available on-line. A form must be completed and evidence uploaded by 31 October 2020.

7.2 The processing of the application and implementation of the decision will be a manual process managed by the Council Tax Manager and Compliance Team Leader. The temporary financial assistance given to customers will be a council tax write-off under Section 13A 1(c) and therefore approval of the write-off should be made by EKS or DDC officers.

## 8. **Customers eligible to apply**

8.1 The following person(s) would be eligible to apply:

- Customers who have been subject to the new increase in long term empty premium from 1 April 2020, who are still subject to that premium on 30 June 2020.
- Customers must be the person/company responsible for paying the Council Tax for a property subject to a long-term empty premium.

## 9. **Qualifying criteria**

9.1 Customers must be able to provide and upload evidence supporting that COVID 19 emergency arrangements were a direct impact to them in –

- building work ceasing resulting in a failure to bring the property back into use;
- letting agents unable to or delayed in undertaking their normal arrangements to rent the property to tenants;
- estate agents being unable to or delayed in marketing and/or selling the property
- confirmation that the property was occupied or sold by 30 September 2020.

Note – where the property is sold and not occupied, the premium will continue to be charged at 200% for the new owner and there will be no reduction granted to them.

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<sup>1</sup> Under the Local Authorities (Contracting Out of Tax Billing, Collection and Enforcement Functions) (Amendment) (England) Order 2013, Section 13A 1 (c) reduction of Council Tax liability is not a function that can be delegated to contractors and so the decisions will be taken by EKS or DDC officers based on information and advice provided by Civica.

## 10. **Acceptable evidence**

10.1 Acceptable evidence is as follows:

- Evidence of building works required to the property and confirmation from the builders that the delay or failure to complete is a direct result of the COVID19 emergency procedures;
- Correspondence from the managing agents or letting agents confirming that the property was due to be let but this failed as a result of COVID19 emergency procedures;
- Correspondence from the managing agents or letting agents confirming that the property was delayed in being let out due to COVID19 emergency procedures;
- Correspondence from the estate agents confirming that as a direct result of COVID19 emergency procedures, the property could not be marketed for sale;
- Correspondence from the estate agents confirming that the sale of the property was placed on hold as a result of COVID19 emergency procedures;
- Correspondence from the customers solicitor that confirms the sale of the property was placed on hold as a result of COVID19 emergency procedures.

## 11. **The award**

11.1 If the above criteria are met and evidence provided, customers will be advised their application is successful and a hold placed on all payments and the account until the property is brought back into use. Should the application not be successful, customers will be written to (or e-mailed) with an explanation of why the award cannot be made.

- The reduction will not be immediately applied, as if the property is not occupied or sold by the relevant time of 30 September 2020, we would have to then apply the charge again.
- The premium for the period of 1 April 2020 through to 30 June 2020 will be reduced from 200% to 100% (200% Council Tax payable) to bring in line with the long-term empty premium for properties unoccupied and unfurnished for 2 years or more.
- The award will not be applied to the account until further confirmation is received that the property is occupied or sold, which must be confirmed at the latest by 31 October 2020.
- Once confirmation that the property is sold or occupied is received, the award will be applied and the remaining balance on the Council Tax account shall be payable by no later than 31 March 2021.
- Failure to bring the property back into use by occupation or the sale of the property by 30 September 2020 will mean the application is null and void and no award will be applied. The hold will be removed from the account and instalments re-instated for payment by 31 March 2021.
- The account will then be monitored 6 weeks from 30 September 2020 to ensure that occupation exceeds the 6 weeks rule. If it does not, the original award will be removed and the customer re-billed.

## 12. **Identification of Options**

### **Option 1**

12.1 Reduce the premium on properties empty for 5 years or more from 200% to 100% (the premium they have been paying already).

### **Option 2**

12.2 Reduce the premium on properties empty for 5 years or more from 200% to 0% then the maximum cost would be £31,000 for one quarter, or £124,000 for a whole year.

## 13. **Evaluation of Options**

### **Option 1**

- 13.1 The maximum cost to Dover DC would be £15,500 for one quarter's relief (1 April 2020 – 30 June 2020), or £62k for a whole year. This would also place long term empty property owners onto the same footing as short term empty property owners. This is also the same basis that they have been on for some time and does not implement the increase that coincided with the lockdown. The cost to the Council is also reasonable and proportionate.
- 13.2 For these reasons this is the preferred option.

### **Option 2**

- 13.3 Reduce the premium on properties empty for 5 years or more from 200% to 0% then the maximum cost would be £31,000 for one quarter, or £124k for a whole year.
- 13.4 If option 2 is adopted then these customers would then be paying less than those with unoccupied and unfurnished properties for 2 years or more but less than 5 years. This outcome would be perverse and expensive. For these reasons this is not the preferred option.

### **14. Resource Implications**

- 14.1 The cost of the proposed scheme is £15.5k if all eligible Council Taxpayers apply. The costs will be met from the Council's contingency fund.

### **15. Corporate Implications**

- 15.1 Comment from the Strategic Director (Corporate Resources): The Director has been involved in the production of this report and has no additional comments (MD).
- 15.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.
- 15.3 Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members 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/section/149>.

### **16. Appendices**

None.

### **17. Background Papers**

None.

Contact Officer: Mike Davis, Strategic Director (Corporate Resources)

DOVER DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE – 14 SEPTEMBER 2020

**EXCLUSION OF THE PRESS AND PUBLIC**

**Recommendation**

That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting for the remainder of the business on the grounds that the item(s) to be considered involve the likely disclosure of exempt information as defined in the paragraph of Part 1 Schedule 12A of the 1972 Act set out below:

<u>Item Report</u>	<u>Paragraph Exempt</u>	<u>Reason</u>
Cleaning of Communal Areas in Housing Blocks	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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