

Public Document Pack



Democratic Services
White Cliffs Business Park
Dover
Kent CT16 3PJ

Telephone: (01304) 821199
Fax: (01304) 872453
DX: 6312
Minicom: (01304) 820115
Website: www.dover.gov.uk
e-mail: democraticservices@dover.gov.uk

14 May 2021

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** will be held in the Council Chamber at these Offices on Monday 24 May 2021 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 & Corporate Services Manager on 01304 872304 or by e-mail at 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** (Page 7)

To confirm the Minutes of the meeting of the Committee held on 8 March 2021 and 19 April 2021 (to follow).

5 **DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE** (Page 8)

To receive the Cabinet decisions in respect of recommendations of the Overview and Scrutiny Committee.

6 **ISSUES REFERRED TO THE COMMITTEE BY COUNCIL, CABINET, OR ANOTHER COMMITTEE** (Page 9)

There are no items for consideration.

7 **NOTICE OF FORTHCOMING KEY DECISIONS** (Pages 10 - 11)

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

8 **SCRUTINY WORK PROGRAMME** (Pages 12 - 19)

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

9 **PUBLIC SPEAKING** (Page 20)

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 and 11.

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.

For meetings prior to 21 June 2021, public speaking for those who successfully register will take the form of a statement of up to 500 words that will be read out by a member of the Democratic Services team.

10 **DOVER DISTRICT COUNCIL HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2020-2024** (Pages 21 - 47)

To consider the attached report of the Head of Housing.

11 **PERFORMANCE REPORT - FOURTH QUARTER 2020/21** (Pages 48 - 64)

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

12 **DOVER DISTRICT HOUSEHOLD WASTE AND RECYCLING COLLECTION AND LITTER** (Page 65)

To scrutinise the performance of the Household Waste and Recycling Collection service and the issue of litter in the district.

Representatives from Veolia and DDC Waste Services will be in attendance.

This item was added at the request of Councillor C D Zosseder (household waste collection) and Councillor T A Bond (litter).

Access to Meetings and Information

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

MINUTES

To confirm the Minutes of the meeting of the Committee held on 8 March 2021 and 19 April 2021 (to follow).


Decisions of the Cabinet Relating to Recommendations from the Overview and Scrutiny Committee

The Record of Decision for the most recent Cabinet meeting will contain the decisions in respect of the recommendations arising from the Overview and Scrutiny Committee.

**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 Number	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
22	Approval of a draft Dover Homelessness and Rough Sleeping Strategy for consultation	17 May 2021	The report will be seeking cabinet approval of a recommendation to consult on a new homelessness and rough sleeping strategy for Dover. Local housing authorities are required by legislation to publish a homelessness strategy. The previous strategy was developed on an East Kent basis in partnership with Canterbury, Shepway and Thanet councils. This strategy has expired and the councils have drafted their own individual strategies. Some consultation has already taken place with key stakeholders in scoping the draft document.	 Agreed for inclusion by committee 8/3/21
34	To inform Cabinet of inherited issues concerning contract management that relate to housing stock and seek authorisation to amend certain contracts	7 June 2021	When the housing service transferred to the direct control of Dover District Council it emerged that the contract management processes used by East Kent Housing had broken down as had the information systems that supported them. The result has been that the expected governance supporting contractual decisions does not currently exist and this report seeks to address those governance issues, albeit retrospectively.	To be determined
37	Award of contract for the provision of Portal Official Veterinarian (OV) Services	17 May 2021	To agree the award for the provision of Portal Official Veterinarian (OV) Services which is due to commence 1st July 2021 to conduct statutory checks on Products of Animal Origin that are imported through Dover Port Health Authority.	To be determined
38	Revision of Housing Assistance Policy	7 June 2021	Under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002, the Council is required to have a Housing assistance Policy. The last policy dated 2017 was approved by Cabinet on 3 July 2017 and now requires revision.	To be determined

Agenda Item No 7

Key Decisions Number	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
39	Hackney Carriage and Private Hire Licensing Policy 2016-21 Review	To be confirmed	The Hackney Carriage and Private Hire Licensing Policy 2016-21 is due for review. The report will seek authority from Cabinet to commence a period of formal public consultation	To be determined
40	Cable Car Project Update	7 June 2021	In December 2020 Cabinet considered a feasibility appraisal of a cable car between Dover Town Centre and Dover Castle, which identified that such a project could be financially viable provided the Council worked in partnership with English Heritage. The two organisations entered into a memorandum of understanding and have worked in partnership to develop an approach to governance, strategic definition, procurement and similar matters. The report will provide an update on development of the Council's relationship with English Heritage and Cabinet will be requested to consider whether to progress the project further by procuring a consultant team to begin developing detailed designs.	To be determined
41	Approval to accept Future High Street Fund award from Ministry of Housing Communities and Local Government	7 June 2021	The Council has recently been awarded £3.2m of funding from the Ministry of Housing Communities and Local Government for two town centre regeneration projects. Permission is sought to accept the award to deliver improvements to the A20 underpass and provide a new creative centre on Bench Street with residential units.	To be determined
42	Dover Economic Growth Strategy	5 July 2021	A Consultation Draft Economic Strategy has been developed and has been subject to consultation aligned to the Consultation on the Local Plan. This item considers a report to Cabinet to agree and adopt the Dover Economic Strategy.	To be determined

Note: (1) Key Decisions which have already been taken or the committee has declined to include within the work programme do not appear in this extract of the Notice of Forthcoming Key Decisions.

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2020/21

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	
September 2020	Performance Report Q1 2020/21	Quarterly	Head of Leadership Support	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Affordable Housing Delivery	Single Item	Head of Finance & Housing	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Council Tax Premium for Long-Term Empty Properties Directly Impacted by Covid-19	Single Item	Strategic Director (Corporate Resources)	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Cleaning of Communal Areas in Housing Blocks	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To consider the report and make recommendations to Cabinet (if required)
October 2020	Food Poverty	Review	Democratic Services Manager	£0	£0	To consider the review document and agree invitees
	EU Transition – Dover Port Health Authority	Single Item	Head of Regulatory Services	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Appointment of Local Plan PAG	Single Item	Leader of the Council	£0	£0	To scrutinise the decision of Cabinet (CAB10)
	Sandwich Guildhall Forecourt Improvement Works	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To consider the report and make recommendations to Cabinet (if required)

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

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	
	Housing Stock Compliance	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To consider the report and make recommendations to Cabinet (if required)
November 2020	Food Poverty	Review	Democratic Services Manager	£0	£0	To undertake the review
	Performance Report Q2	Quarterly	Head of Leadership Support	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Private Sector Housing Enforcement Policy 2020	Single Item	Head of Regulatory Services	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Housing Stock Compliance	Single Item	Head of Assets & Building Control	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Provision of New Museum Store	Single Item	Head of Assets & Building Control	£0	£0	To consider the report and make recommendations to Cabinet (if required)
December 2020	Dover District Council Local Development Scheme	Single Item	Head of Planning, Regeneration & Development	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Local Plan - Regulation 18 Consultation	Single Item	Head of Planning, Regeneration & Development	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Cable Car Feasibility	Single Item	Head of Inward Investment & Tourism	£0	£0	To consider the report and make recommendations to Cabinet (if required)

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

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	
	Local Government (Miscellaneous Provisions) Act 1976: Hackney Carriage Fare Tariff - Request for Increase	Single Item	Head of Regulatory Services	£0	£0	[Agreed by Committee for inclusion in work programme] To consider the report and make recommendations to Cabinet (if required)
	Housing Stock Compliance	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To consider the report and make recommendations to Cabinet (if required)
January 2021	Food Poverty	Review	Democratic Services Manager	£0	£0	To undertake the review
	Approval of fees and charges for 2021/22	Single Item	Head of Finance & Investment	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Climate Change Emergency	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To receive an update. [Item identified from work programme]
	Housing Stock Compliance	Single Item	Head of Assets and Building Control	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Kent and Medway Energy and Low Emissions Strategy	Single Item	Strategic Director (Operations & Commercial)	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Environmental Enforcement Service Delivery	Single Item	Head of Regulatory Services	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Use of Social Media for the investigation of criminal offences	Single Item	Head of Regulatory Services	£0	£0	To consider the report and make recommendations to Cabinet (if required)

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

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
February 2021	Budget Scrutiny	Single Item	Strategic Director (Corporate Resources)	£0	£0	To consider the report and make recommendations to Cabinet and Council (if required)
	Housing Stock Compliance	Single Item	Head of Assets and Building Control	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Review of On and Off-Street Parking Charges	Single Item	Head of Commercial Services	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Food Poverty	Review	Democratic Services Manager	£0	£0	Members have been asked to provide key questions for the remaining witnesses
	Flooding in Deal	Single Item	Democratic Services Manager	£0	£0	To consider the issue of flooding in Deal. Discussions are on-going with Southern Water on attendance.
March 2021	Homelessness & Evictions Update	Single Item	Head of Housing	£0	£0	To receive an update. [Item identified from work programme]
	Performance Report – Q3	Quarterly	Head of Leadership Support	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Housing Stock Compliance	Single Item	Head of Assets and Building Control	£0	£0	To consider the report and make recommendations to Cabinet (if required)
	Food Poverty Update	Review	Democratic Services Manager	£0	£0	To update on progress and identify any outstanding work

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

Month	Issue	Resource Implications for Scrutiny				Reason for Inclusion on the Work Programme (incl. any actions required)
		Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
	Crime and Disorder Update	Single Item	Head of Community & Digital Services	£0	£0	To receive an update. [Item identified from work programme]
	Future of Co-Innovation Centre	Single Item	Head of Commercial Services	£0	£0	To consider the report and make recommendations to Cabinet (if required)
April 2021	Disabled Facilities Grants	Single Item	Head of Regulatory Services	£0		To receive a presentation [Item identified from work programme]
	Dover Town Regeneration Advisory Board - Terms of Reference	Single Item	Head of Governance	£0		To consider the report and make recommendations to Cabinet (if required)
	Refurbishment of Dover Discovery Centre	Single Item	Strategic Director (Operations & Commercial)	£0		To consider the report and make recommendations to Cabinet (if required)
	Public Sector Decarbonisation Fund	Single Item	Strategic Director (Operations & Commercial)	£0		To consider the report and make recommendations to Cabinet (if required)
	Use of Kearsney Abbey Contingency Fund	Single Item	Strategic Director (Operations & Commercial)	£0		To consider the report and make recommendations to Cabinet (if required)
	Housing Stock Compliance	Single Item	Strategic Director (Operations & Commercial)	£0		To consider the report and make recommendations to Cabinet (if required)
May 2021	Performance Report	Single Item	Head of Leadership Support	£0		To consider the report.

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

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	
	Household Waste Collection & Litter	Single Item	Head of Commercial Services	£0		To consider the report.
	Draft Dover District Council Homelessness and Rough Sleeping Strategy 2020-2024	Single Item	Head of Housing	£0		To consider the report.
June 2021	Food Poverty Review	Review	Democratic Services Manager	£0	£0	To agree the review outcomes to report back to Council (Moved back due to Purdah)

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

Other Work Programme Items – To be scheduled by the Democratic Services Manager in consultation with the Chair and Controlling Group Spokesperson as the work programme permits

Priority	Subject	Why on Work Programme?
On-going work	Food Poverty Review	Referral from Council
1 (completed Feb 2021)	Flooding in Deal	Agreed for inclusion by Committee [Added by Cllr T A Bond] Recommendations adopted by Cabinet – may return if required following outcome of Cabinet actions
2 (completed March 2021)	Tennant Evictions –to discuss what the council’s plans are and what could be done to mitigate evictions once the current government moratorium on evictions due to the Covid-19 crisis had ended	Agreed for inclusion by Committee [Added by Cllr H M Williams]
3 (in work programme)	Climate Emergency	Agreed for inclusion by Committee
4 (partially completed March 2021)	Crime and Disorder (including attendance by KRF representative to discuss traffic issues in Dover)	Constitutional Requirement
5 (completed April 2021)	Disabled Facilities Grants	Agreed for inclusion by Committee (April 2021)
6 (agreed for post-food poverty review so may fall in priority)	Youth Services	Legacy from previous work programme [Added by Cllr S H Beer] – Will not start until Food Poverty Review
7	Noise nuisance policy and performance (with particular respect to the out of hours service)	Legacy from previous work programme [Added by Cllr L A Keen]
8 (post-covid)	Dover District Leisure Centre - review of performance against targets and public transport access provision	Legacy from previous work programme [Added by Cllr L A Keen]
9	Public Toilet Provision	Agreed for inclusion by Committee [Added by Cllr D G Zosseder]
-	Rural Car Parking	Agreed for inclusion by Committee [Added by Cllr D G Zosseder]
- To be included as work programme permits	Greening of Urban Dover	Agreed for inclusion by Committee [Added by Cllr M Rose]
- (Variable Priority) To be included as work programme permits	Update on capital expenditure relating to Digital Agenda	Legacy from previous work programme [Added by Cllr M Rose]

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

Priority	Subject	Why on Work Programme?
- To be included as items come forward	Neighbourhood Plans (as they come forward)	Legacy from previous work programme
- To be included once council returns to post-covid operations	Review of DDC Response to Covid-19	Legacy from previous work programme [Added by Cllr C A Vinson]

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

PUBLIC SPEAKING

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. The agenda front sheet will specify which items public speaking applies to for that meeting.

The right of the public to speak does not apply to the following agenda items: Apologies; Appointment of Substitute Members; Minutes; the Forward Plan, the Scrutiny Work Programme (and related documentation) or any agenda item that is not accompanied by a written report.

For meetings held before 21 June 2021, public speaking for those who successfully register will take the form of a statement of up to 500 words that will be read out by a member of the Democratic Services team.

The Chairman may, in exceptional circumstances, alter or amend this procedure as he or she considers necessary.

Subject:	DOVER DISTRICT COUNCIL HOMELESSNESS AND ROUGH SLEEPING STRATEGY 2020-2024
Meeting and Date:	Cabinet – 17 May 2021
Report of:	Louise Taylor, Head of Housing
Portfolio Holder:	Councillor Derek Murphy, Portfolio Holder for Housing and Health
Decision Type:	Key Decision
Classification:	Unrestricted

Purpose of the report:	To seek Cabinet approval of the Homelessness and Rough Sleeping Strategy attached at Appendix 1.
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Recommendation:	That Cabinet approves the adoption of the Homelessness Prevention Strategy attached at Appendix 1.
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1. Summary

The Council has a statutory duty to publish a Homelessness Strategy. At its meeting on 11 January 2021 Cabinet approved consultation on a new draft Homelessness and Rough Sleeping Strategy. The consultation has been completed and the final version of the Strategy is being reported back for approval and adoption by the Council.

2. Introduction and Background

- 2.1 Under Sections 1 to 3 Homelessness Act 2002 local housing authorities have a duty to publish a homelessness strategy and to take the strategy into account in the discharge of its functions. The duty requires a review of the housing strategy at least every five years.
- 2.2 The previous strategy was developed as a joint East Kent strategy in partnership with Shepway, Canterbury and Thanet councils and covered the period 2014 to 2019. While the Council has been relatively successful in its approach to homelessness prevention over recent years we are very aware that external pressures may result in increased demand in this service area. As well as the wider social costs related to homelessness there are also direct costs for the Council. It is therefore important that the Council continues to work with local and strategic partners in developing its approach to homelessness prevention especially given the budget pressures the Council is currently managing and the need to minimise expenditure on temporary accommodation and ensure that existing prevention services are financially sustainable.
- 2.3 The emphasis of the draft strategy is very much on homelessness prevention and the scope of the strategy and its key objectives were developed following early stage consultation with key stakeholders.
- 2.4 The strategy sets out overarching strategic objectives and priorities and incorporates an action plan which aims to deliver outcomes linked to the priorities.

3 Consultation

- 3.1 The formal consultation period for the draft strategy ran for a period of eight weeks between 25 January 2021 and 22 March 2021.
- 3.2 Consultation took the form of an online questionnaire open to all residents, service providers and stakeholders which was advertised on our website, via direct approach to local housing and service providers/stakeholders and on the Locata website.
- 3.3 A total of 4 responses to the consultation were received and are attached at appendix 2. These have been reviewed and no further amendments to the strategy are considered necessary at this stage. The comments relating to active encouragement and potential incentivization of existing tenants to downsize will be taken into account when the tenancy strategy is reviewed later this year.
- 3.4 A copy of our Equality Impact Assessment (EIA) which takes into account response to the consultation is included at appendix 3.

4. Identification of Options

- 4.1 Option 1: Approve and adopt the strategy
- 4.2 Option 2: Amend the proposed strategy
- 4.3 Option 3: Not approve the strategy

5 Evaluation of Options

- 5.1 Option 1 is the recommended option. A full consultation exercise has been undertaken and the feedback from this taken into account. Adoption of the proposed strategy allows the Council to fulfil its statutory duty.
- 5.2 Option 2 amend the strategy is not recommended as a consultation exercise has already been completed and amendments made where necessary to reflect the outcome of this exercise
- 5.3 Option 3 Not approve the strategy is not recommended The current strategy has come to an end and a new one has developed and consulted upon. Failure to approve and adopt this could result in the Council failing to meet its statutory duty to publish a homelessness strategy.

6 Resource Implications

- 6.1 Care has also been taken to ensure that the actions set out in the draft action plan will not create any budgetary pressures. The emphasis on homelessness prevention is intended to contain and hopefully reduce costs related to emergency housing provision.

7 Climate Change and Environmental Implications

- 7.1 There should be no environmental or climate change implications as a consequence of this decision being taken.

8. Corporate Implications

- 8.1 Comment from the Director of Finance (linked to the MTFP) Accountancy have been consulted in the writing of this report and have no further comment to add. (AC)
- 8.2 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.

8.3 Comment from the Equalities Officer: An Equality Impact Assessment has been carried out to identify and mitigate any negative impact upon the protected characteristic groups. The Equality Officer has been consulted during the development of the report and has no further comments to make, other than to remind Members that in discharging their responsibilities they are required to comply with the public sector equality duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>'

8.4 Other Officers (as appropriate): None received.

9 **Appendices**

Appendix 1 – Homelessness and Rough Sleeping Strategy 2020-2024


Appendix 2 – Consultation outcome

Appendix 3 – Equality Impact Assessment

10 **Background Papers**

Consultation plan

Contact Officer: Louise Taylor, Head of Housing & Elly Toye, Housing Options Manager



Dover District Council
**Homelessness and
Rough sleeping
Strategy 2020-2024**

Our Vision

Dover District Council is committed to giving access to affordable housing to those in our district who need it. The Covid 19 pandemic has reinforced how important the link is between access to good quality affordable housing and health.

Dover District Council will continue to strive to:

- End rough sleeping
- Prevent all forms of homelessness
- Improve temporary accommodation and end the use of bed and breakfast
- Provide better housing outcomes for local people

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Opening statement from Dover Portfolio Holder for Housing and Health

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Affordability
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5. Dover District Council Homelessness Review

Local Affordability
The availability of social housing in the Dover district
Statutory Homelessness
The use of Temporary Accommodation
Rough Sleeping in the Dover area
Tenancy Strategy
DDC Housing Allocation Scheme
Achievements from Action Plan 2014 – 2019

6. Homelessness and Rough Sleeping Strategy 2020 – 2024

7. Action Plan 2020 – 2024

8. Monitoring and Governance

Foreword



I am pleased to introduce this strategy to the people and partners of Dover district.

Ending rough sleeping in the Dover district and helping prevent homelessness is a priority for Dover District Council, and this strategy sets out how we will go about doing this. It is also important that rough sleeping, the worst form of homelessness, has been given such prominence within the document.

We will work with our partners, stakeholders, voluntary agencies and local people to find innovative ways to improve our response to the problem of homelessness. Our Action Plan lays out our priorities in tackling this issue. The immediate impact of the Covid 19 pandemic was to add additional pressure to provide and meet the costs of temporary accommodation for those sleeping rough in the district. In the longer term there is the possibility of more families losing their homes in the aftermath of the pandemic and that the stress and strain of it may result in greater numbers of relationship breakdowns leading to homelessness. We will need to learn from others and use best practice to respond to these challenges and will continue to work to defeat homelessness and rough sleeping in our area.

Homelessness strategies enable councils to review how they have responded to the issue over the previous five years, and then develop an enhanced response for the next five-year period. Of course, this has to be taken into the context of issues within the wider housing market and general economic conditions at the time.

It is important that we have a plan to deal with this difficult issue, and that we work together to resolve it. I am glad that the strategy in particular notes the essential contribution of local housing and homelessness agencies and confirms that we will only defeat this problem by working in partnership.

I am happy to endorse the Homelessness and Rough Sleeping Strategy for 2020 to 2024 and I hope that you will support Dover District Council in its efforts to provide local people with the homes that they need.

Councillor Derek Murphy

Introduction

The Homelessness Act 2002 gave all local authorities a responsibility to produce a 5 year strategy on homelessness for their areas, and renew the strategy at the end of each period. For the last 10 years Dover District Council has produced their Homelessness Strategy in partnership with the other East Kent Councils of Canterbury City Council, Shepway District Council and Thanet District Council. This time it has been decided a more detailed focus is required to address local needs and demands. This strategy examines the progress made against actions set out in our previous action plan and the many successes achieved.

In autumn 2019 we consulted with the many partners who help us deliver homeless services in the Dover district. This strategy sets out the priorities that we and our partners and service users believe are important to meet our overarching ambitions.

The Dover Homelessness and Rough Sleeping Strategy is a robust response to the housing issues facing homeless people in the district.

Its aim is to better understand the causes of homelessness, to encourage partnership working, and ensure that effective measures are put in place to prevent and reduce the incidence of homelessness in the future.

National context

The last five years have been challenging for those working with homeless people.

There have been important legislative and administrative changes which have had to be implemented across the sector. A new benefit regime has been introduced which directly affects people on low incomes, many of whom are at risk of homelessness. National initiatives have placed an emphasis on preventing homelessness and reducing rough sleeping.

We face a number of significant challenges as we move towards the end of 2020, the full effect of which is difficult to predict. The impact of the Covid 19 pandemic is yet to be fully realised and the temporary suspension of evictions and possession actions could result in a significant increase in the numbers of families losing their livelihoods and homes. The decision to leave the European Union may also impact upon homelessness.

There have however been a number of welcome developments during this period. House building, including affordable housing, has begun to pick up, whilst assistance has been provided to allow families to purchase their own homes. House prices in turn have recently stabilised, making accommodation more affordable. Curbs on the buy-to-let market have put pressure on rents in the private sector, again improving affordability.

Homelessness Reduction Act 2017

English local authorities faced a major legislative change in how statutory homelessness is managed, through the introduction of The Homelessness Reduction Act 2017. The Act took effect on 3rd April 2018, and places new duties on councils to work with homeless families to prevent or relieve homelessness before a main homeless duty is accepted. Many local authorities have already been actively helping homeless households in this way, but there is now a statutory footing to ensure all councils comply.

Homelessness Reduction Act 2017 Main changes to legislation

- Work to prevent homelessness of all eligible applicants likely to be homeless in 56 days
- Work to relieve homelessness of all eligible applicants who become homeless
- Take reasonable steps to secure accommodation for those who approach for assistance
- New 'Duty to Refer' for public bodies working with homeless people, to council homelessness service.

- The numbers of 'statutory homeless' households stood at 56,600 in 2017/18. This compares with 53,930 households accepted in 2013/14.
- From 2013/14, when there were 58,933 families in temporary housing, to 2017/18, the numbers have increased by 37%. By March 2019 the number of families in temporary housing stood at 85,040.

On 31st March 2020, the total number of households in temporary accommodation was 93,000, up 9.4% from 85,040 a year earlier on 31st March 2019. This increase is driven by single households, up 28.5% to 29,390 on 31st March 2020, while households with children were more stable, up 2.3% to 63,610. These figures may reflect people housed in emergency accommodation under the COVID-19 'Everyone in' scheme.

- A total of 68,470 households were owed either a prevention or relief duty during October to December 2019. Between these dates 64,520 homeless families had their duty ended. The main reason for the duty ending was by securing a tenancy lasting at least 6 months in the private rented sector, assisting nearly 11,000 families. The 2017 Act gives councils the power to discharge their duty in this way; prior to the Act they had to secure private accommodation for at least 12 months. This proved difficult due to the standard assured shorthold tenancy offered in the private sector usually lasting for an initial 6 months.

Households in Temporary Accommodation - England

	No of Households
2013/14	58,933
2014/15	64,710
2015/16	71,670
2016/17	77,220
2017/18	80,720
2018/19	85,040
2019/20	93,000

Affordability

Affordability is often cited as one of the main underlying reasons for homelessness. Many homeless people are on low incomes relative to the UK average, or rely on state benefits.

Since 2012 there have been restrictions in the Local Housing Allowance (LHA) rates. These rates determine the maximum amount of Housing Benefit that is payable in a particular locality for each property size. Restrictions in the LHA rates were seen by the UK Government as a tool to reduce the rise in private rents, and therefore the increase in the total Housing Benefit bill.

- For the 4 years up to April 2020, LHA rates had been frozen, making access to the private rented sector difficult for those reliant on help with their rent.
- Rents have continued to rise in the private sector, with the UK outside London seeing increases of between 1.1% and 2.3% annually since 2014.
- The demand continues to be strong for private rented accommodation whilst supply is no longer increasing.
- The total number of private rented properties in England has been falling since 2016, possibly explained by tax restrictions placed on the buy-to-let market making new investment less attractive.

Not only have the changes to the benefits system made private rented accommodation less affordable for many low-income families, there has also been an increase in the number of families becoming homeless from this tenure. Termination of an assured shorthold tenancy is now the reason given for homelessness by 25% of all homeless presentations to local authorities.

The introduction of Universal Credit has had some negative effects to low-income families, but the phased roll-out has not seen the impact that some feared. Modifications to the policy have safeguarded the most vulnerable, but, as with changes to any benefit, confusion with a new policy can lead to payments being delayed or stopped. It is the policy of benefit sanctions, which can be up to 3 times more than Job Seekers Allowance, that some of the worst effects are felt. As the Universal Credit payment now includes the housing benefit element, any restrictions on benefits will impact on the ability of households to pay their housing costs, leading to an increased risk of homelessness.

Rough Sleeping

The number of people rough sleeping in England has risen dramatically in the last decade.

- Since 2010, rough sleeping figures rose by 141% to a total of 4,266 by the end of 2019.

Number of Rough Sleepers - England

Year	Rough Sleepers
2010	1,768
2011	2,181
2012	2,309
2013	2,414
2014	2,744
2015	3,569
2016	4,134
2017	4,751
2018	4,677
2019	4,266

The Government announced a new Rough Sleeping Strategy in 2018. Its original aim was to halve rough sleeping by 2022, and to end it by 2027. This objective has now been brought forward two years to 2025.

Councils have received significant funding through the Rough Sleeping Initiative and Rapid Rehousing Pathway to help them meet the target in their areas. Local authorities have also been encouraged to add Rough Sleeping to the title of their Homelessness Strategies, to underline the importance of this area.

In response to the Covid 19 pandemic the Government announced the 'Everyone In' initiative in March 2020, instructing local authorities to bring rough sleepers off the streets and give them access to emergency accommodation. This has presented those who work with rough sleepers the unique opportunity to work with them while they are safely housed to provide support to try to break the cycle of homelessness and rough sleeping. To date 18 rough sleepers have been accommodated by Dover District Council through the initiative and 9 of those have moved onto long-term supported housing and private housing.

With the help of Government funding, the council are continuing to accommodate rough sleepers during the winter of 2020 with the assistance of the Dover Outreach Centre. We will also be purchasing 6 self-contained units for multiple-disadvantaged rough sleepers to access longer term supported housing, which will be available from March 2021.



Review

Dover District Council's Homelessness Review was carried out late in 2019.

To help inform this strategy we:

- Engaged and consulted with organisations delivering homelessness related services in the Dover district
- Collected data and evidence from them and our own records about services that work well and any challenges we face
- Reviewed data relating to statutory homelessness
- Reviewed our use of temporary accommodation
- Reviewed rough sleeping and sofa surfing in the district
- Reviewed the accommodation and support provided by DDC and partner organisations

The information collected from our review has been used to inform the information provided in the next sections.



TO LET

Local affordability

Average Dover house price in 2019
£276,091

The average purchase price for a property in the Dover area in 2019 was £276,091, slightly higher than the neighbouring districts of Thanet and Folkestone & Hythe. Dover house prices are however significantly lower than the average for Kent, at £342,070, and the South East, at £383,324.

Dover area house prices have increased by 38% between 2010 and 2019.

Property prices within Dover district vary considerably, with Sandwich and the north being the most expensive areas, then Deal, and Dover town and the south being the areas where prices are more affordable.

Average earnings have not kept pace with property prices over the last 10 years. The weekly earnings of Dover residents in 2019 were just above the Kent average, at £594.60 per week. Overall, earnings increased across Kent by only 12.7% between 2010 and 2019.

Average rent in Dover in 2019
£673 per month

Private rental prices follow a similar pattern within Dover district. The average price of a private rented property in 2018/19 was £673 a month. This compares with £869 for Kent and £980 for the South East.

Dover's Local Housing Allowance rate for a 2-bed home was £498.64 in 2019, significantly below the £658 rent for this property size. This rose to £573.43 in April 2020 when LHA rates were increased.

The availability of social housing in the Dover district

Total number of social homes let in Dover district

Year	Council Lets	HA Lets
2014/15	237	155
2015/16	280	189
2016/17	264	199
2017/18	217	115
2018/19	221	120
2019/20	170	133

The availability of social housing is a key determinant in projecting homelessness trends, as for many low-income families this is the only housing option available to them. There have been less social homes let to Dover households since 2015. The number of homes let in 2014/15 was 392, but this fell to 303 or a reduction of 23% by 2019/20.

Social housing lets can fluctuate due to various factors, such as:

- the number of new housing association (HA) properties being built
- New build schemes can lead to council tenants transferring to the new homes in greater numbers, therefore boosting the number of council vacancies
- Social housing stock is eroded by Right to Buy sales whilst the number of new builds struggles to bridge the gap.

Every English local authority maintains a waiting list, called a Housing Needs Register, of households wishing to register for housing in their local area. Legal requirements to allow anyone to apply for housing were changed by the Localism Act 2011, which gave councils considerable discretion as to who they would allow onto their registers.

In the Dover area, the council's housing register had 1,559 live applications as of December 2019. This figure has been reducing steadily since 2014, when the number of applications stood at 2,624.

Statutory Homelessness

Prior to the introduction of the Homelessness Reduction Act in April 2018, local councils were required to assess homeless households in relation to 5 key tests, that is:

Homelessness Tests

- Are they eligible?
- Are they homeless?
- Are they in priority need?
- Are they unintentionally homeless?
- Do they have a local connection?

Councils would only have a 'main housing duty' to secure accommodation for those households who passed these hurdles.

In the year 2013/14 the council accepted 56 homeless households, but by 2017/18 the figure was 173 households. This represents an increase in accepted homeless households of 209% within 4 years.

Homeless Acceptances in Dover 173 households

There was no direct trend in the number of homeless households accepted across the county. Some authorities, such as Gravesham Borough Council, saw their figures reduce by 50% between 2014 and 2018. However, councils such as Folkestone & Hythe District Council (219% increase), Swale Borough Council (118% increase) and Tonbridge & Malling Borough C (235% increase) also saw dramatic rises in their homeless acceptance figures during the same 4-year period.

Dover had the highest level of accepted homeless households in Kent in 2017/18, if compared on a local population basis. Dover accepted 3.4 applications per 1,000 households, just above Dartford and Maidstone councils, but significantly higher than Folkestone and Hythe (2.66) and Canterbury (1.05).

The number of homeless households within Dover District Council who have seen their homelessness prevented has risen from 130 cases in 2014/15, to 345 cases in 2019/20. Actions taken by officers to relieve homelessness amounted to 397 cases in 2019/20, where the figures five years before were negligible.

The use of temporary Accommodation

In April 2019 there were 170 families in temporary housing, compared to just 46 households in April 2014.

Total Cost of Temporary Accommodation

	Net Cost
2014/15	£208,677
2015/16	£235,034
2016/17	£460,672
2017/18	£965,371
2018/19	£543,406
2019/20	£747,935

The rise in families in temporary accommodation is also reflected in the total cost to the council, as can be seen in the table above. The large reduction in costs in 2018/19 is partly due to housing benefit being brought forward from the previous year.

In Dover, the average length of stay over the last year was between 3 to 4 months for each homeless family.

Rough Sleeping in the Dover area

Dover District Council and Folkestone & Hythe District Council jointly received £414,000 in 2019 from the Ministry of Housing, Communities and Local Government to tackle rough sleeping in their areas. In early 2020 an extra £469,000 was awarded, securing services for a further 12 months.

This funding has allowed the councils to employ local homeless agencies including Porchlight, Serveco and Sanctuary Supported Living to help people sleeping rough and assist them into accommodation. Other local charities including the Dover Outreach Centre and Emmaus have also made a significant contribution in reducing the overall number of people on the streets.

A further £33,500 funding was awarded late in 2019 to help rough sleepers into emergency accommodation throughout the winter months. This money has allowed the councils to take 35 rough sleepers off the streets of Dover and Folkestone who were unable to gain access to the Winter Shelters.

Rough Sleeping in Dover

	Number
2015	9
2016	9
2017	13
2018	20
2019	9

Tenancy strategy

It is a requirement of the Localism Act 2011 that all local authorities have a tenancy strategy in place setting out the expectations of social housing providers operating in the district.

DDC housing allocation scheme

Part 6 of the Housing Act 1996 required the Council to have a published allocation scheme setting out how the authority will allocate social housing. Our scheme uses a banding system to assess priority among applicants on the housing register. The allocations policy ensures that priority is given to those with a reasonable preference and that households who are homeless within the meaning of part 7 of the Housing Act 1996 are given reasonable preference along with others on the register.



Achievements from Action Plan 2014-2019

In the previous Homelessness Strategy, Dover District Council set out six priorities that they had identified to tackle homelessness within the district. They were:

- Preventing and responding to homelessness before a crisis point is reached
- Preventing and responding to rough sleeping
- Providing high quality housing options advice before a crisis point is reached and appropriate advice, accommodation and support if crisis occurs
- Providing good quality housing that local people can afford and making best use of the housing stock
- Promoting partnership working and sharing best practice
- Delivering excellent homelessness services.

From these six priorities the council identified 23 objectives to achieve the aims of the strategy.



In the intervening five years there has been many successful outcomes resulting from the key actions listed within the strategy. The most important and relevant outcomes are listed below.

1. Improving housing options

Introduction of Rent Guarantee Scheme, Local Housing Allowance Top-up Scheme and use of Discretionary Housing Payments to assist homeless families into the private rented sector.

A revised Rent Deposit Bond Scheme introduced in 2015 to make the system more sustainable.

2. Reduction in Youth Homelessness

Dover District Council continues to work within the Kent Young Persons Protocol.

10 units of accommodation-based support within the district, helping keep youth homelessness at low levels.

3. Mitigate the impact of Welfare Reform

Monthly meetings between Dover Housing Options, East Kent Services (Civica), Department of Work and Pensions and East Kent Housing.

Financial support for team of Benefit and Money Advisors within landlord services.

Triage team within Dover Housing Options to advise on Housing Benefits.

Quarterly meetings between East Kent Councils and Civica.



4. Early identification of Potential Homelessness

Pre-Eviction Protocol set up by East Kent Housing, including the use of the Duty to Refer system.

Representation and links to the Dover Anti-Social Behaviour Action Group and the Community Safety Unit.

5. Minimise the use of Bed and Breakfast Accommodation

Dover DC has engaged with a number of Privately Managed temporary accommodation providers and now has access to approximately 60 mainly self-contained units for homeless families.

The council no longer place homeless families with children in bed and breakfast accommodation for more than six weeks, adhering to the national legal standard.

6. Tackling Rough Sleeping

Working with Folkestone & Hythe District Council and utilising government funding to implement the Rough Sleeping Initiative and the Rapid Rehousing Pathway.

Improved the Severe Weather Emergency Protocol (SWEP) by reducing the number of days of cold weather from three days to one, taking account of severe adverse weather conditions, and using the 'feels like' approach to cold temperatures.

7. Providing high-quality Housing Options Advice

Provision of on-line housing advice tools using the Kent Homechoice and Entitled To websites.

Attend Kent Housing Options Group and South East Homelessness Forum.

Housing Options Information Guide produced and given to potentially homeless families.

8. Develop Partnership Working Arrangements

Fortnightly case review meetings held with several local agencies to discuss rough sleepers.

Agencies regularly attend housing options meetings and shadow the team.

Have produced joint bids for government funding with other Kent councils including Private Rented Sector Access Scheme, Prison Navigator Scheme, Rough Sleeping Initiative and Rapid Rehousing Pathway.

9. Implement Housing Options Review actions

Restructure of Dover Housing Options team and additional funding from the government via Homelessness Reduction Act 2018 New Burdens monies. Three new posts created within the team adding resilience to the service.

Strategy 2020-24

Dover District Council is required by the Homelessness Act 2002 to review and publish their Homelessness and Rough Sleeping Strategy every five years.

The strategy should have an action plan which aims to improve the services to homeless persons within the district.

The council already has defined statutory duties to the homeless which are stated in the Housing Act 1996, Part VII as amended by the 2002 Act and the Homelessness Reduction Act 2017.

Dover District Council has involved local partners in the formation of the draft strategy by holding a series of Focus Group meetings to stimulate debate, recognise what works and what could improve, and seek to set meaningful objectives. Members have also been involved at Scrutiny level.

The action plan has been produced to reflect the views of our partners. They have said that we work better if we work together. This also reduces the risk of duplication in services.

We have recognised that we need to reduce the barriers for local people to access housing in the private sector, and to provide more options for people to help them gain housing for their families.

The Focus Groups also identified a need to provide better temporary accommodation for those who the council has a duty to rehouse, and to end the use of unsatisfactory bed and breakfast.

Partners welcomed the increase in resources for rough sleepers but stressed the need for the funding to be maintained. We have also sought in this action plan to ensure that the homeless services available to local people are widely known and easily accessible.

We have sought to identify gaps in current provision, or where services could be improved and enhanced. In conjunction with partners, the council has grouped the objectives of the action plan into five strategic themes. These themes are;

1. Tackling Homelessness Together

Partnership working has been identified as the best way to deliver services to homeless people. Working in silos without taking account of the work of other agencies will not produce the best outcomes.

It is by working together that the aims within the action plan will be met.

2. Enhanced Accommodation Options

The increase in use of temporary accommodation strongly suggests that councils have been unable to move families onto more permanent arrangements such as a council or housing association tenancy. Local authorities have also been faced with rising costs in temporary provision, as they seek more properties in the private sector to house homeless families.

Reflecting the national picture, the number of homeless households provided with temporary accommodation within Dover has also increased dramatically in recent years.

3. Using Resources Effectively

The Council has received substantial grants from central government in the last few years due to the increased focus on preventing and reducing homelessness and rough sleeping.

We can always benefit from more funding so it is important that we use what we have in the most effective ways. By doing so we will improve housing outcomes and help more homeless people.

4. Improving Options for Homeless Households

Dover District Council, like many Kent councils, has seen a large increase in the number of families they have accepted as homeless and owe the main housing duty.

Since the introduction of the Homelessness Reduction Act in April 2018, the emphasis has been on preventing and relieving homelessness, irrespective of whether the homeless person is in priority need. These changes have resulted in more homeless households being assisted by the council.

It is likely that housing homeless families in the private rented sector will continue to increase, as more local authorities make use of the new legislative provisions. In the same way the number of families accepted for the main rehousing duty has fallen by 40% since the 2017 Act was introduced, suggesting less homeless households will be housed in a social rented property in the future.

Families' housing choices are greatly affected by their income levels. With limited access to purchasing their own home, lower income households are disproportionately accommodated in the rented sector, either a private or a social tenancy.

5. End Rough Sleeping

A person sleeping in the streets is one of the most visual and distressing forms of homelessness. Dover has not escaped the national increase in rough sleeping, but there are signs that the trend may be improving.

Reasons for the steep rise in rough sleeping are difficult to pinpoint, but many have suggested cuts to local government services has led to less support being made available to vulnerable adults. Other reasons put forward include the introduction of the single room rate for housing benefit for under-35 year olds, and other welfare benefit reductions and sanctions.



Action Plan 2020-24

1. Tackling Homelessness Together

- 1.1 Reinststate regular Homelessness Hub meetings which involve local homelessness agencies.
- 1.2 Action Plan priorities from the Homelessness and Rough Sleeping Strategy to be monitored by the Homelessness Hub.
- 1.3 Improve websites of council and agencies to ensure they clearly explain local homelessness services.
- 1.4 Support the development of a Hospital Discharge Protocol with Folkestone & Hythe DC and The Peabody Trust.
- 1.5 Support the new Prison Navigator service provided by Canterbury City Council, assisting staff and attending Board meetings.
- 1.6 Work to provide a consistent response to requests for help from homeless people by developing toolkits with partner agencies.
- 1.7 Participate in forums such as the Kent Homeless Officers Group and Kent Homechoice to continue to develop best practice, such as the Young Persons Protocol, and keep up-to-date with homelessness initiatives.
- 1.8 Actively promote services to homeless people in easily accessible areas eg GP surgeries, supermarkets etc.

2. Enhanced Accommodation Options

- 2.1 Do not use bed and breakfast accommodation for families with children, and 16-17 year olds, for more than six weeks.
- 2.2 Reduce the use of bed and breakfast accommodation for all households.
- 2.3 Improve the quality of temporary housing through the provision of council-owned units.
- 2.4 Reduce the use of all forms of temporary accommodation by developing effective prevention measures and move-on options.

3. Using Resources Effectively

- 3.1 Regularly review the roles and responsibilities of Dover District Council's Housing Options Team to ensure that staff resources are being used successfully to prevent homelessness, in light of best practice across the sector.
- 3.2 Maintain and manage viable Rent Deposit, Rent in Advance and Discretionary Housing Payment funds to continue to help homeless households secure accommodation in the private rented sector.
- 3.3 Reduce the cost to Dover District Council for temporary accommodation by exploring more cost-effective alternatives. Also ensure that housing benefit claims are processed quickly, where appropriate.
- 3.4 Continue to support and fund homelessness services provided by partner agencies throughout Dover district, and facilitate and assist any grant opportunities that arise.

- 3.5 Fully utilise existing Government grants including the Flexible Homelessness Support Grant, New Burdens Funding and the Homelessness Prevention Grant, which currently contributes to staff resources, temporary accommodation costs and prevention options.
- 3.6 Produce bids for government funding for any new or ad-hoc homelessness initiatives such as the Cold Weather Fund, Housing First or the Private Sector Access Fund.

4. Improving Options for Homeless Households

- 4.1 Increase the availability of private rented accommodation to homeless families by exploring rent guarantor schemes, engaging with local landlords and breaking down barriers to rent.
- 4.2 Review the effectiveness of Personalised Housing Plans as required by the Homelessness Reduction Act, and update where necessary to ensure the product is understood by service users, and boosts the prevention and relief of homelessness.
- 4.3 Update and regularly review web services to local homeless people across the sector, to ensure there is clear and easily accessible information that can help prevent homelessness at the earliest possible stage.
- 4.4 Investigate and evaluate innovative ways to increase the provision of housing to homeless families, such as empty homes, home shares, rooms to let and resettlement and relocation schemes.
- 4.5 Work with partners to facilitate shared ownership.

5. End Rough Sleeping

- 5.1 Develop a plan with Folkestone & Hythe District Council to provide a Somewhere Safe to Stay Hub for entrenched rough sleepers.
- 5.2 Promote the establishment of a Housing First scheme for rough sleepers in partnership with Folkestone & Hythe District Council.
- 5.3 Continue to support multi-agency rough sleeper case review meetings on a monthly basis.
- 5.4 Work with partners and the Ministry of Housing, Communities and Local Government (MHCLG) to meet the government's target of ending rough sleeping by 2025.
- 5.5 Conduct research to understand the underlying causes of rough sleeping to help inform the 2025 target.
- 5.6 Ensure Dover District Council attracts the maximum amount of grant from the MHCLG through the Rough Sleeping Initiative by developing productive relationships with officials and producing high quality bid documentation.

Monitoring and Governance

Formal consultation of the strategy will include the publication of the draft strategy on the council's website, and the promotion of this in social media. Stakeholders, service users and local people will all be encouraged to have their say on the direction of homelessness services within the district, prior to development of the final strategy document before approval being sought by the Council itself.

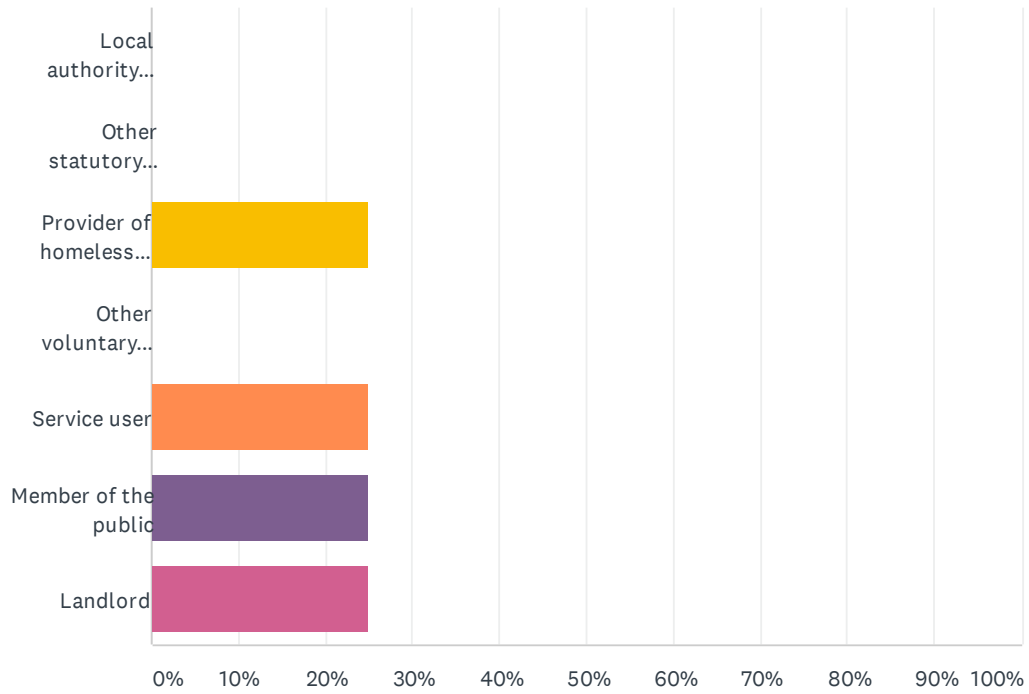
Monitoring, evaluation and review of the Action Plan will be a function of the Homelessness Hub; a Dover-wide group organised by the council, and includes partners, stakeholders and local agencies within its membership.

The Action Plan will be a standing item at Homelessness Hub meetings. Progress on individual actions will be discussed on a quarterly basis. Where necessary, actions will be updated or amended.

The progress of the Homelessness and Rough Sleeping Strategy Action Plan will be regularly reported to Members of the Council, and the wider community.

Q1 Which of the following applies to you?

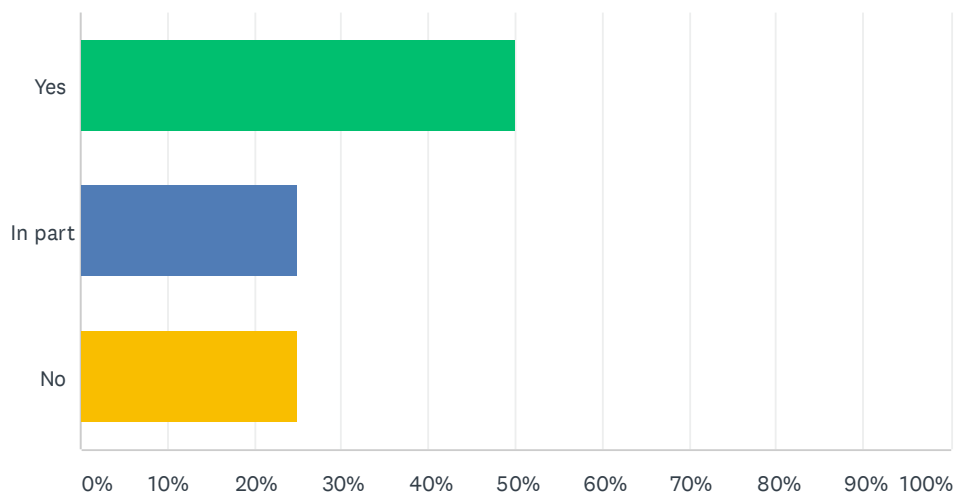
Answered: 4 Skipped: 0



ANSWER CHOICES	RESPONSES	
Local authority employee or member	0.00%	0
Other statutory organisation	0.00%	0
Provider of homeless service	25.00%	1
Other voluntary sector organisation	0.00%	0
Service user	25.00%	1
Member of the public	25.00%	1
Landlord	25.00%	1
TOTAL		4

Q2 Do you think the DDC Homelessness and Rough Sleeping Strategy identifies the key issues facing residents in our district.

Answered: 4 Skipped: 0



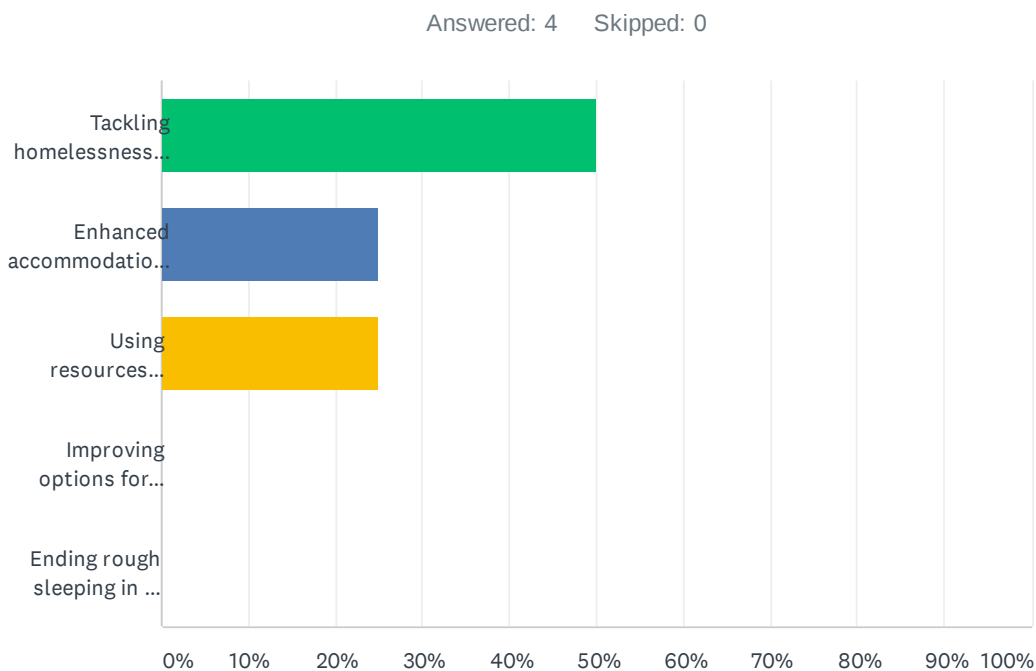
ANSWER CHOICES	RESPONSES	
Yes	50.00%	2
In part	25.00%	1
No	25.00%	1
TOTAL		4

Q3 If you have answered in part or no please provide details of the issues you feel should be included.

Answered: 2 Skipped: 2

#	RESPONSES	DATE
1	Actually give accommodation instead of just offering it to remove people from the list and not allow them to use the accommodation offered.	3/19/2021 7:32 AM
2	I was being made homeless by landlord section 21. To avoid being homeless with 3 children and a granddaughter. I am now forced to leave in a unsatisfactory housing for £800 a month. Broken doors , broke window, damp in bottom of house that will cause problems in the future no doubt.	2/2/2021 8:47 PM

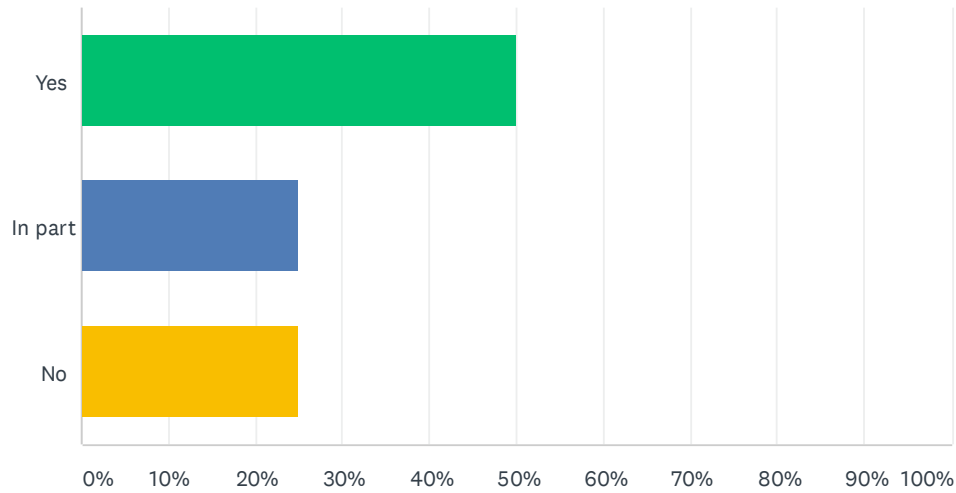
Q4 After considering the feedback from our stakeholders and residents we have reached 5 priorities to tackle and prevent homelessness and rough sleeping in our district. These are



ANSWER CHOICES	RESPONSES	
Tackling homelessness together	50.00%	2
Enhanced accommodation options	25.00%	1
Using resources effectively	25.00%	1
Improving options for homeless households	0.00%	0
Ending rough sleeping in the district	0.00%	0
TOTAL		4

Q5 Do you agree that these should be our priorities?

Answered: 4 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	50.00% 2
In part	25.00% 1
No	25.00% 1
TOTAL	4

Q6 If you have answered in part or no please tell us why and what you would propose :

Answered: 2 Skipped: 2

#	RESPONSES	DATE
1	Not lieing and actually do what you say	3/19/2021 7:32 AM
2	Where are the improvements. There are many people in council accommodation that are single in 3 and 4 bedroom houses outrageous. I can take them to you if you want proof	2/2/2021 8:47 PM

Q7 Which actions in our action plan do you think we should focus on in order to help reduce homelessness and rough sleeping. Please list your top five actions :

Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	Pod housing, shelter, actually pay attention to the problem. get rid of the person who removes names from the list without actually solving the problem and leaving them homeless, community awareness.	3/19/2021 7:32 AM
2	Alternative option to B&B	3/5/2021 8:48 AM
3	More affordable housing, more council houses	2/2/2021 8:47 PM

Q8 If you have any suggestions for specific actions that should be included in the strategy please provide details of these.

Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	Do what you did with me you'll solve all homeless issues, offer them a flat or home and when they accept the offer remove them from the list and don't allow them access to the property. OK they are still homeless but at least they aren't on the homeless list anymore	3/19/2021 7:32 AM
2	Direct offer of housing stock from local RPs to reduce B&B use for families outside their support network	3/5/2021 8:48 AM
3	Start investing in affordable homes. Start building council houses. All these houses being built none are affordable none are council. It's all about investing in the future	2/2/2021 8:47 PM

Q9 Do you have any other comments or suggestions that you would like us to take into account for the Homelessness and Rough Sleeping strategy?

Answered: 2 Skipped: 2

#	RESPONSES	DATE
1	Fire the gormless person who thinks it's OK to offer a property to a homeless person to remove them from the list and not allow them access or use of the property and stopping assistance. Only remove them from the list when they are no longer homeless would make more sense and you would have an accurate number instead of one to make it look like they are doing something but aren't	3/19/2021 7:32 AM
2	Come visit my house, then you will now what it's like to live in a house that isn't fit for purpose but had no option as was being told I'm going into a b&b with my family and would of had to give my dog away.	2/2/2021 8:47 PM

APPENDIX 3

Draft Equality Impact Assessment

1. The Public Sector Equality Duty placed a duty on all public bodies to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
2. The duty has the following three aims:
 - To remove or minimise disadvantages suffered by people due to their protected characteristics.
 - To take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
 - To encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.
3. The protected Characteristics are:
 - Age
 - Disability
 - Gender
 - Gender reassignment
 - Pregnancy and maternity
 - Race
 - Religion, belief or lack of belief
 - Sexual orientation
 - Marriage and Civil partnership. (For this characteristic the duty only applies to the first aim to eliminate discrimination)
4. The Equality Impact Assess for this report is detailed below.

Lead Officer	Louise Taylor, Head of Housing
Decision Maker	Dover District Council Leader
Name and Type of decision	Adoption of the Homelessness and Rough Sleeping Strategy 2020-2024
Date of decision	Tbc
Aims of the decision	The Homelessness Act 2002 gave all local authorities a responsibility to produce a 5 year strategy on homelessness for their areas, and renew the strategy at the end of each period.
• Objectives	The aim of the Homelessness and Rough Sleeping Strategy is to improve

<ul style="list-style-type: none"> • Intended outcomes • Key actions • Who and how many will be affected? 	<p>outcomes for those facing a housing crisis. We are also required to follow legal procedures to ensure we accurately support and assess applications for assistance.</p> <p>The findings from the Homelessness Review have been used to update and draft the Homelessness Prevention Strategy 2020-2024 and agree on the priorities for the Council in relation to homelessness and homelessness prevention, for the next 5 years. The priorities agreed are as follows:</p> <ol style="list-style-type: none"> 1. Tackling Homelessness Together 2. Enhanced Accommodation Options 3. Using Resources Effectively 4. Improving Options for Homeless Households 5. End Rough Sleeping <p>The strategy sets out how the council, working with partners, aims to achieve these priorities and monitor progress.</p> <p>The strategy supports equality of access and assistance to all eligible person/households to Housing Options and other related community and statutory services.</p>
<p>Information and Research</p> <ul style="list-style-type: none"> • Summarise research and information that you used to prepare your proposals / preferred options • What data did you use to research your proposals • List anything you found that will affect people with protected characteristics. 	<p>The previous Homelessness Strategy was reviewed as part of the process of drafting this strategy.</p> <p>To help inform this strategy we:</p> <ul style="list-style-type: none"> • Engaged and consulted with organisations delivering homelessness related services in the Dover district • Collected data and evidence from them and our own records about services that work well and any challenges we face • Reviewed data relating to statutory homelessness • Reviewed our use of temporary accommodation • Reviewed rough sleeping and sofa surfing in the district • Reviewed the accommodation and support provided by DDC and partner Organisations <ul style="list-style-type: none"> • Formally consulted with stakeholders, service users and members of the public for a period of 8 weeks between 25 January and 22 March 2021. <p>The information gathered did not identify any difference for people with protected characteristics.</p>
<p>Consultation</p> <ul style="list-style-type: none"> • Has there been any specific consultation done? • What were the consultation results? 	<p>See above.</p> <p>The report to Cabinet recommends that the Homelessness and Rough Sleeping strategy now be approved and adopted by the Council</p> <p>A full 8 week public consultation has taken place and stakeholders, service</p>

<ul style="list-style-type: none"> • Did the consultation analysis show any difference for people with protected characteristics? • What conclusions did you draw from the consultation? 	<p>providers, service users and members of the public invited to comment on the strategy.</p> <p>The comments submitted through the consultation have been reviewed and there has been no need to amend the strategy as a consequence.</p>
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Assessing if the decision is likely to be relevant to the three aims of the Equality Duty.

Aim	Relevance Yes / No
Eliminate discrimination, harassment, victimization	Yes
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.	Yes
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.	Yes

If you have decided that this decision is relevant to the three aims of the Equality Duty, use the section below to show how it is relevant and what the impact will be.

Protected Characteristic	Relevance High/Medium/Low	Impact of the decision Positive / Negative
Age	Low	Neutral The Strategy does not discriminate or disadvantage anyone due to their age. A household/person will receive the same level of service regardless of their age.
Disability	Low	Neutral The Strategy does not discriminate or disadvantage anyone with a disability, either visible or invisible, they will receive the same level of service.
Gender reassignment	Low	Neutral The Strategy does not discriminate or disadvantage anyone having had gender reassignment, they will receive the same level of service.
Gender	Low	Neutral The Strategy does not discriminate or disadvantage anyone due to their gender, a household/person will receive the same level of service regardless of their gender.
Marriage and Civil Partnership	Low	Neutral The strategy and the service does not

		discriminate or disadvantage anyone due to their relationship/marital status.
Pregnancy and Maternity	Low	Neutral The strategy and the service does not discriminate or disadvantage if someone is pregnant or has a child or children.
Race	Low	Neutral The Strategy does not discriminate or disadvantage on the grounds of race, a household/person will receive the same level of service regardless of their race.
Religion, Belief or Lack of Belief	Low	Neutral The Strategy does not discriminate or disadvantage anyone due to their religion, belief or lack of belief, they will receive the same level of service.
Sexual Orientation	Low	Neutral The Strategy does not discriminate or disadvantage anyone due to their sexual orientation, they will receive the same level of service.

If you have found negative impact, outline the measures you intend to take to mitigate it.	No negative impact identified.
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Subject:	PERFORMANCE REPORT – FOURTH QUARTER 2020/21
Meeting and Date:	Cabinet – 17 May 2021 Overview and Scrutiny Committee – 24 May 2021
Report of:	Michelle Farrow, Head of Leadership Support
Portfolio Holder:	Councillor Chris Vinson, Portfolio Holder for Finance, Governance and Digital
Decision Type:	Non-Key Decision
Classification:	Unrestricted

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

Recommendation: The Council’s Performance Report and Actions for the 4th Quarter 2020/21 be noted.

1. Summary

The Council’s Performance Report for the 4th Quarter 2020/21 reports on performance against key performance targets throughout the Council and East Kent Shared Services during the fourth 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 12 months to 31 March 2021.
- 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 fourth 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, 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.

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): The Head of Finance & Investment has been consulted on this report and has no further comments to add.

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.

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 – Q4 Performance Report

9. **Background Papers**

None.

Contact Officer: Michelle Farrow, Head of Leadership Support

Dover District Council Performance Report For the Quarter Ending – 31 March 2021

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%	21	68%	21	70%	19	70%	▶
Amber	5	15%	5	16%	3	10%	3	11%	▼
Red	6	18%	5	16%	6	20%	5	19%	▲
Total	33	100%	31	100%	30	100%	27	100%	

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 & cheque	92%	Data for information only	96%	93%	93%	93%	93.75%	47,795	▶	N/A
EKS01d	Percentage of incidents resolved within agreed target response time -ICT	96% (Q3)	95%	96%	95%	96%	97%	96%		▲	Green
EKS02d.1	Percentage of incidents resolved within 1 working day	64% (Q3)	60%	64%	62%	63%	63%	63%		▶	Green
EKS02d.2	Percentage of incidents resolved within 3 working days	84% (Q3)	80%	82%	81%	83%	85%	82.75%		▲	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
EKS04d	Percentage availability of email service	100% (Q3)	97.50%	100%	100%	100%	100%	100%		▶	Green
PLA005	Percentage of electronic planning applications received	86.78% (Q3)	80%	82.73%	86.64%	89.25%	93.40%	88.01%	379	▲	Green
WEB001	Percentage availability of the corporate website (DDC responsibility)	99.94%	99.50%	99.96%	99.95%	99.99%	100%	99.98%		▲	Green
WEB002	Number of Keep me Posted subscriptions	32,527 (Q3)	N/A	34,539	35,049	35,798	36,601	36,601		▲	N/A
WEB003	Facebook subscribers	7,347 (Q3)	N/A	8,283	8,462	8,206	8,640	8,640		▲	N/A

EKS Director's Comments

Performance:

All performance indicators were within target during the final quarter of this year.

Key Initiatives/Outcomes:

Nothing to report for Q4

Concerns/Risks:

Nothing to report for Q4

Civica

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
Benefits											
KPI01-D	Pay benefit quickly	6.59 Days	8.5 days	6.72 days	6.16 days	6.30 days	3.10 days	5.75 days		▲	Green
KPI02-D	Percentage of correct Housing Benefit and Council Tax Benefit decisions	97.42%	96%	94.59%	100%	97.09%	99.52%	97.60%		▲	Green
Council Tax											
KPI03-D	The percentage of council taxes due for the financial year which were received in year by the authority.	97.23%	96.84%	28.12%	55.49%	82.91%	96.87%	96.87%		▲	Green
Business Rates											
KPI04-D	Percentage of Business Rates collected	99.20%	98.20%	30.45%	51.23%	77.11%	97.13%	97.13%		▲	Amber
Customer Services											
KPI06-D	Average call waiting time in seconds	187 seconds	233 seconds	174 seconds	78 seconds	121 seconds	225 seconds	146 seconds		▼	Green

Civica Comments

Performance:

- Speed of Benefits processing exceeded the annual target.
- The HB accuracy target was met.
- Council Tax collection met the annual target.
- Business Rates collection missed target - Dover achieved 97.13% against a target of 98.20%. Civica have requested 'excused performance' for this KPI, due to circumstances beyond their control (issues relating to the Covid-19 pandemic).
- Customer satisfaction ended the year at 98.42% and exceeded the annual target.
- Call wait time remained under the 233 seconds target.
- FOIs: 93 cases received; 1 was responded to after the required internal deadline.
- Customer complaints: 48 complaints received; 2 were responded to after the deadline

Key Initiatives/Outcomes:

Open Portal went live on 11 January 2021. 1,387 customers have now signed up in March (up from 499 in February) and have accessed the service. This service gives customers access to view their Benefit claims, Council Tax accounts, NDR Accounts, Sundry Debtor accounts and landlord accounts.

Concerns/Risks:

Nothing to report in this quarter

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
HOU001 (EKHL1)	Average time taken to re-let council dwellings	26.31 days	16.5 days	41.19 days	51.05 days	45.34 days	30.23 days	41.91 days	N/A	▲	Red
HOU002 (EKHC2)	Rent arrears as % of annual debit	4.01%	4.55%	4.77%	4.57%	4.89%	3.79%	3.79%		▲	Green
HOU003 (EKHC3)	Former tenant arrears as % of annual debit	1.84%	0.50%	2.02%	1.98%	2.19%	2.17%	2.17%		▲	Amber
HOU004 (EKHD1)	Total current tenant arrears (including court costs)	£ 781,425	N/A	£ 868,302	£ 901,994	£ 965,008	£ 747,907	£ 747,907		▲	N/A
HOU005 (EKHD2)	Average current tenant arrears per rented unit	£182	N/A	£201	£211	£203	£157	£157	N/A	▲	N/A
HOU006 (EKHD3)	Total former tenant arrears (including court costs)	£ 358,004	N/A	£ 368,641	£ 391,717	£ 431,467	£ 428,393	£ 428,393		▲	N/A
HOU007 (EKHD4)	Amount of former tenant arrears written off	£33,121	N/A	£0	£99	£164	£0	£263		▼	N/A

Performance:

It has been a challenging year for the income team with a raft of Government changes introduced quickly to help protect tenants from losing their homes during the national pandemic, the dissolution of EKH and staffing changes. Despite this overall income collection performance remains strong and has in fact improved upon last year's outturn. The team have managed this without evicting a single household from DDC stock during

Key Initiatives/Outcomes:

Nothing to report for Q4

Concerns/Risks:

The number of days taken to relet empty homes is still of concern and delays are being experienced as a consequence of the pandemic with contractor availability and supply of materials. The issue is further exacerbated by an increased number of households being unavailable to view or move into new homes because they are self-isolating or unwell. We should see this improving as restrictions lift and hopefully infection rates fall.

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%	88%	75.23%	73.89 %	83.28%	3,049	▼	Amber
CSU001	Percentage of ASB cases resolved within 30 days	89% (Q3)	98%	100%	100%	100%	100%	100%	69	▶	Green
ENH005	Percentage of complaints regarding nuisance responded to within 5 working days	98.50%	95%	99.2%	99%	97%	98%	98.30%	222	▲	Green
ENH012	Number of Fixed Penalty Notices issued for litter	2053	N/A	6	9	7	6	28		N/A	N/A
ENH013	Percentage of stray dog enquiries responded to within target time.	100%	95%	100%	100%	100%	100%	100%	43	▶	Green
ENH015	Number of Fixed Penalty Notices issued for dog fouling	8	N/A	0	0	0	1	1		N/A	N/A
ENH016	Number of Envirocrime prosecutions completed	192	N/A	0	1	1	4	6		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	0.64 days	1.95 days	1.33 days	4.80 days		▲	Compared to Q4 2019/20
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	0.41 days	1.47 days	1.09 days	3.55 days		▼	Compared to Q4 2019/20
GOV003	The number of second stage complaints referred to the Council's Complaints Officer	26	N/A	8	10	10	23	51		N/A	N/A
GOV004	The number of FOI requests received	1074	N/A	187	294	282	256	1,019		N/A	N/A
HOU010a	Number of households living in Temporary Accommodation including B&B	171	90	166	147	147	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	17	21	29	29		▼	Red
HOU011	The number of households presenting as homeless where a duty to re-house is accepted	150	N/A	40	35	23	46	144		▼	N/A
HOU012	The number of children in B&B	0	N/A	0	0	0	0	0		▶	N/A
LIC005	The percentage of licensed premises inspections completed by target date	100%	80%	0	0	100%	0%	45%	0	▼	Red
LIC006	The percentage of unopposed licensing and permit applications processed within 5 working days	98.75%	75%	100%	100%	99%	99%	99.5%	162	▲	Green
PSH007	Number of DFG applications completed (for information only)	108 (Q3)	N/A	6	9	9	33	57	33	▲	N/A
PSH008	Percentage of completed DFG applications approved within 10 working days from receipt of application	77% (Q3)	N/A	66%	87%	80%	100%	85%		▲	N/A

Performance Summary – General Fund, HRA and Capital

General Fund (GF) Budget Update

On 3rd March 2021 Council approved the budget and Medium Term Financial Plan (MTFP) for 2021/22 - 2024/25. The MTFP included a revised forecast for the General Fund of £7k surplus for 2021/22 taking into account the impact on income streams and cost pressures from the Covid pandemic, Government funding to support Councils and other known in-year impacts.

The MTFP also recognised the significant uncertainties facing the Council's budget including the on-going impacts of the pandemic and potential further lockdown periods, the EU transition, future Port Health responsibilities and future Government funding streams.

Work is now underway to calculate the year end position as part of the annual Statement of Accounts process. As approved in the MTFP any surplus achieved in 2020/21 will be transferred to earmarked reserves and utilised to support the 2021/22 budget if required.

Strategic Director (Corporate Resources) comments

Performance:

Environmental Enforcement

The number of FPN's issued is significantly lower this year partly due to Covid but also due to a contractor not being in place. A new contractor will be in place for summer 2021. The low number of prosecutions reflects the drop in FPN's issued as many prosecutions follow non-payment of the penalty notices.

LIC005 is below target as it relates to the non-statutory inspection of Public Houses and Animal Establishments which have predominantly been closed due to Covid restrictions.

The number of DFG applications completed this year has significantly been affected by Covid. The number of referrals from KCC has dropped but the primary influencing factors are the reduction in available building companies throughout the pandemic, combined with individuals' preferences not to have trades people in their homes during this period.

During this financial year, 2020/21, there have been a total of 1 application made and approved for the use of Covert Surveillance in accordance with the Regulations of Investigatory Powers Act. This application related to investigations into fly tipping incidents with the District.

Housing

The number of households "Living in temporary accommodation including B&B" has increased this quarter, reflecting a higher number of homelessness presentations which is not uncommon following the Christmas period. An ongoing lack of move-on accommodation into either social or privately rented housing continues to impact the numbers in temporary accommodation. The Council continues to increase its stock of interim housing in order to minimise the numbers housed in B&B.

The provision of suitable and cost effective temporary accommodation continues to be a priority and a further 20 units of interim accommodation for homeless households were acquired by DDC in 2020/21. Another 24 units are expected to complete in the next financial year along with the acquisition of up to 6 units of accommodation specifically for a small number of rough sleepers in the District. These acquisitions will be further complemented by the development by DDC of 24 new homes for social rent at the site in Godwyne Road, Dover.

Staff numbers

Division	FTE @ 1 April 2020	(Leavers)/ Joiners/ Transfers	FTE @ 31 March 2021
Chief Executive	40.61	-0.57	40.04
Governance	52.58	0	52.58
Corporate Resources	60.32	+24.73	85.05
Operations and Commercial	113.78	+15.64	129.42
HR & Audit	27.23	-2.68	24.55
Total Staff FTE	294.52	+37.12	331.64

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	3.52	11.15	0	3.67		▼	Red
PKG003	Number of PCNS issued	12,968	N/A	1,860	4,041	3,548	789	10,238		N/A	N/A
PLA001	Percentage of major 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%	90%	89.25%	100%	90.97%	8	▲	Green
PLA002	Percentage of non-major planning applications determined in 8 weeks (exc. Section 106 agreements)	83.71% (Q3)	75%	89.74%	91%	89.71%	90.45%	90.23%	220	▲	Green
PLA003	The percentage of decisions for major applications overturned at appeal (+)	5.11% (Q3)	<10%	0%	0%	0%	0%	0%		▶	Green
PLA004	The percentage of decisions for non-major applications overturned at appeal (+)	1.27% (Q3)	<10%	0.7%	0%	1.4%	0.5%	0.65%	1	▼	Green
PLA007	Number of new houses completed.	53,286 (Q3)	N/A	172	76	67	198	513 (53,799)		N/A	N/A
PLA008	Growth in Business Rates base (number of registered businesses)	4,124 (Q3)	N/A	39	5	10	-4	50 (4,174)		N/A	N/A

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
PLA009	% of appeals upheld by the Planning Inspectorate as a % of those submitted	23.93% (Q3)	N/A	25%	0%	33%	17%	18.75%	6	N/A	N/A
WAS003	Number of collections missed per 100,000 collections of household waste.	5.53	15	5.28	5.8	4.82					
WAS010	Residual household waste per household	356.36 kg	350kg	417kg	420kg	Awaiting KCC Data					
WAS011	Household waste sent for reuse, recycling or composting	47.50%	50%	50%	49.30%	Awaiting KCC Data					
WAS012	Environmental cleanliness: Percentage of streets containing litter	4.48%	5%	3.92%	5.38%	4.55%				N/A	N/A
WAS013	Environmental cleanliness: Percentage of street containing detritus	13.80%	10%	17.17%	15.04%	14%				N/A	N/A

Strategic Director (Operations and Commercial) comments

Performance:

Performance as reported above continues to be strong across all service areas other than at Dover Museum, which has sadly been closed for several months due to the lockdown restrictions. Officers are still primarily based at home, in line with government guidelines, and it is commendable that service standards continue to be maintained, faced with the challenges that these working arrangements can pose and an ever increasing workload as the Council deals with the impact of EU transition and the growing momentum developing on the delivery of the regeneration plans.

Commercial Services

Parks & Open Spaces: In-house Grounds Maintenance team have been carrying out their winter maintenance duties and assisted Kent Highways and Housing with gritting during the adverse weather. The burial service continues to be busy and above the normal levels, this is due to the increased death rate during the

Operations and Commercial

second wave of Covid19.

The Kearsney Parks Project: There are still ongoing works with the final accounts and the rectification of defects on both contracts. Whilst the parks are now open to the public, the formal opening is now planned for summer 2021. The overall project will complete by the end of June 2021. Sadly, both Kearsney Abbey and Russell gardens were affected by flooding during the winter months with damage caused to features within the historic landscape. Estimates for the costs involved in repairing this damage are being obtained and options reviewed before repairs can be made. Russell Gardens had to be closed for safety reasons during this period.

Kearsney Café: The café opening has been put on hold due to the Covid restrictions and it is now hoped that this should be open by late May/early June 2021. The new public toilets have been made available to those visiting the park during the current national lockdown.

Natural Environments: The WCCP team have been unable to complete many of their winter tasks as they involved volunteer groups to help complete tasks within the natural environment. These will now be dealt with later or when volunteering numbers are high enough to deal with these works. The team are now working with partner agencies to plan for the expected high footfall during the coming spring and summer 2021, due mostly around staycation and no international travel.

Transport & Parking Services: Following the departure of the Transport and Parking Services Manager in February to a new role, following an external recruitment process, a new Manager has been appointed who joined the team in early April. Parking income remains significantly below budgeted levels with income for 2020/21 expected to achieve around 55% of its original budget and claims to MHCLG for lost income will continue to be made. Funding was secured from OZEV to enable the installation of 49 EV charging points across the district and work has already started with the preparation works for the power supply and concrete bases.

Waste services: This period was as anticipated, very busy for both the client team and our contractor Veolia, with the transition to the new contract which took effect on January 16th. We continue to see very high tonnages on all waste streams and increased demand due to lockdown. There is no reduction in demand expected going forwards as many residents have now got used to relying on the kerbside collection with the HWRC's still operating a booking system. Both garden waste and bulky waste subscriptions are both extremely high. The new Waste Services Manager, joined the team in late March and has been working with Veolia to manage the round changes taking place in early April. High volumes of litter on the strategic routes is now being cleared following the cooling down of Manston and changes to the Op Fennel plan. Work continue to be programmed through the spring in advance of the summer season and the Open Golf tournament.

Officers are continuing with home working and continue to deliver the services, but office visits are still possible if needed.

Operations and Commercial

Inward Investment & Tourism:

The focus for the Team over the past quarter has continued to revolve around a diverse range of projects and activities. As with the previous reporting period, particular focus has surrounded the impacts to business of the Covid-19 Pandemic and Transition. Significant grants have been distributed including the Additional Restrictions Grant Programme (with further funding anticipated) which has challenged resources. On the project front, progress continues on the Coastal Community joint project at Market Square, along with the Dover Fastrack (BRT) and scoping analysis for the Cable car in liaison and partnership working with English Heritage through the establishment of a Project Board approach. The Market Square Project has moved forward through process in anticipation of a commencement on site. Planning Consent has been issued for Fastrack and a report on the next stage of the Cable car will be given to Cabinet in May. Alongside this, confirmation of the provisional award of £3.2m from the Future High Street Fund for improvements in Dover town centre has now been received. The multi-disciplinary meeting of Officers, chaired by the Deputy Leader, is continuing to meet on a fortnightly basis to progress and enable the various projects, with a range of detailed appraisal and marketing tools being undertaken. A detailed Schematic has been completed, providing focus to comprehensive growth and development opportunities. Inward Investment enquiries are also being made, which is seeing multiple interest across the district.

Planning for the 149 Open Golf Championship in July has also progressed, gathering significant pace and complexity through possible implications associated with Covid. The department has also led the creation and launch of the [Event Makers](#) programme in collaboration with Sporting Events UK and Dover Technical College, working with Kent Country Council and The R&A

The Tourism & Visitor Economy Department, part of Inward Investment & Tourism, have continued with their support to the district's tourism & visitor economy businesses/industry providing useful information, updates and advise as part of website updates and a distributed digital newsletter. Sector representation and collaboration at a national, regional, county and local level also continued throughout, including contribution to inquiries at all levels and impact monitoring.

During this time, the department has continued delivery upon elements of the new DDC Tourism & Visitor Economy strategy and delivered a [programme of training](#) to over 110 visitor economy business across Dover District (training organised and hosted by the Visitor Information Centre team).

The department is also leading upon the creation and implementation of a number of high profile, marketing and communication based, District Growth and Investment projects:

- [White Cliffs Country website](#)
- Introduction of an Industry Blog feature within the [White Cliffs Country Industry Hub](#) section
- White Cliffs Country Social Media ([Facebook](#) / [Twitter](#) / [Instagram](#))
- Further enhanced marketing & communications activity, especially via the dedicated Social Media Channels

The department has also: Distributed the new [White Cliffs Country Destination Guide](#) and [White Cliffs Country Travel Trade Guide](#).; Launched [Walking & Cycling, Days Out](#).; Distributed the [White Cliffs Country promotional video](#) as well as the individual promotional videos for [Deal](#), [Dover](#) and [Sandwich](#); Created the new

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'Maison Dieu' logo and identity guide; Historic Panels design and content agreed for Walmer Parish Council and Goodwin Sands Trust; Presented digitally 'White Cliffs Country' at the [Excursions](#) Travel Trade Show in January.

The Visitor Information Centre (VIC) has also: Maintained contact with visitors, residents and businesses; Updated accommodation, attraction and anniversary databases; Prepared the VIC and Shop for re-opening.

Museum:

During Q4 the museum was closed to the public as part of the response to the Covid emergency. Work has continued remotely and behind the scenes on the design of, and preparation for the new store, that will replace the stores currently in Ladywell and Deal

Assets & Building Control:

The team continue to make progress addressing the various short comings of the housing maintenance service that DDC inherited on 1st October. The hard work preparing for the breaking up of East Kent Housing paid dividends by enabling noticeable improvements despite the fact that all aspects of the service DDC inherited being worse than the lowest expectations of officers. Areas where significant progress has been made include:

- The compliance data is now fully verified, although it should be noted that individual issues still are surfacing and being addressed immediately to ensure accuracy of the data. Performance is at or about the desired levels for the vast majority of the compliance work streams.
- Work has started to address contract management issues and 2 contracts will be ready to go to tender in May.
- Addressing a myriad of complaints about issues left unresolved by East Kent Housing.
- Working closely and collaboratively with Housing Service colleagues to minimise the void period whilst, at the same time, doing more work since the property is empty. The number of voids coming through is currently higher than expected making the task more difficult
- The project to renovate and refurbish all the external elements (roof, guttering, painting) at 30 properties in Aycliffe has completed and has been very well received by tenants.
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Despite many of the team being diverted in full or in part in to housing related work there are a plethora of other projects and work streams which the team are delivering including:

- Managing the further fall out from lockdown 3. Work includes making arrangements to protect the Council's interests with respect to the leisure centres, reintroduction of Covid ways of working and making assets Covid secure, work to support commercial tenants.
- Early preparations for the elections.
- Much work to progress the design for the Maison Dieu project following the NHLF award of £7.2m in September as well as identifying and designing enabling works, which will be on site prior to the main construction phase. Your Leisure surrendered their lease in February. Considerable progress has been made on the decant plan needed to create the space for the building work. Enabling works including significant repairs to flats roofs are underway.
- Following a very successful meeting with UKPN in January, at which UKPN accepted responsibility for resolving most of the issues the problems as

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quickly as possible, a review of the works needed together with a programme of works is being developed. Well over 2000 street lights have been converted successfully.

- The contract to take down and rebuild the tall but leaning chimney at the Astor Theatre was let and protective scaffolding has been completed and careful cost control has allowed the theatre in conjunction with the DDC contractors to undertake repairs and redecoration of the front elevation.
- The two projects at Victoria Park Deal progress. The first, the creation of an earth bund flood defence to the tennis centre, which will prevent any reoccurrence of the damage caused to the floor and walls in 2016, was close to being ready to tender. The second, involving improvements to the surface and fencing of the outdoor tennis courts next to Mill Road, completed in March, with the exception of fitting the automatic gates, expected to complete in April.
- Design and specification work continues in collaboration with the museums team to deliver a new museum store at the Whitfield Business Park, which will provide a safer home with enhanced environmental conditions for the museum collection. The project will go out to tender in April.
- The contract to repair the lower deck of the pier, following storm damage in the spring of 2020, has been tendered. The insurance claim is settled and work is likely to start in May as and when weather and tides allow.
- The £12.6m project to deliver 65 units at Harold St, Dover is progressing well with completion, despite the difficulties and delays caused by the pandemic, due in early summer. The project is on budget and sales off plan of the 29 shared ownership units are also progressing well.
- The Assets Maintenance team have been quietly carrying out much needed repairs and refurbishments at very little cost to DDC. Works include completing the refurbishment of the chapel building in Hamilton Cemetery and the DDC owned wooden bus shelters across the district have been repaired and refurbished.

Planning & Regeneration:

Application performance remains strong and the outturn for the year shows a significant increase in overall performance for both major and non-major applications. Appeal performance for non-majors has varied across the 4 quarters but as a % of total applications also shows an improvement. This is in the context of a substantial rise in application numbers which is part of a national trend, which in Dover appears to be due to interest in relocating to rural/coastal areas which is positively impacting housing growth and values, and to spending on improvements to 2nd hand property from household savings. As a result of this growth fee income for the financial year significantly exceeded targets. Activity will be monitored to see if this represents a longer-term growth in workload.

Concerns/Risks:

Loss of income continues to be a major concern for Commercial services. Future working practices and long-term impacts of Covid are still a cause for concern.

Questions from Councillor C D Zosseder for Overview & Scrutiny Committee on 24 May 2021

For Veolia

1. Number of refuse vehicles before and after, with breakdown of no. of refuse trucks and recycling trucks.
2. Number of staff before and after, plus breakdown of no. of Veolia staff and agency staff
3. The round lengths before and after (not sure how to judge -miles?)
4. Changes to the trucks before and after e.g., size of vehicles, ease of driving, weight of refuse /recycling collected per truck, ease of collecting food waste, no of staff per truck.
5. Explain about new arrangements for collecting food waste.
6. What is the rate of pay p hr for Veolia staff and agency staff?
7. Why are Veolia using agency staff rather than recruiting? Surely this accrues extra costs from the agency?
8. Why were Veolia staff telling residents that DDC had initiated the round changes?
9. Do Veolia recognise Unions in the workplace?
10. I understand that changes needed to be made because some of the rounds were back tracking and not in logical order but was the intention to increase or decrease the workload with the changes?
11. What notice did Veolia staff have before the changes were initiated
12. What input did the refuse collectors have in plotting the routes?
13. Were the routes tested using the correct vehicles before implementation?
14. What is the structure for communicating changes because in some areas the refuse collectors had received the wrong information?
15. Why do the front line staff only receive two uniforms?
16. Why, when having received complaints, were multiple roads left for weeks without food waste collection?

For DDC

1. Did we have sight of the new rounds before implementation?
2. What oversight, checks and balances are in place to ensure that Veolia are fulfilling their contract?
3. What responsibility does DDC have towards the welfare of contractor staff?
4. Who was responsible for the leaflet delivery as there were lots of complaints received that people had received two in some areas and none in others.
5. Who is responsible for the website and why was it not made a priority once it was discovered to be not working.