

Public Document Pack



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30 September 2022

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 10 October 2022 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)
P M Brivio (Vice-Chairman)
T A Bond
D R Friend
D A Hawkes
S C Manion
M Rose
R S Walkden
P Walker
H M Williams

AGENDA

- 1 **APOLOGIES** (Page 5)
To receive any apologies for absence.
- 2 **APPOINTMENT OF SUBSTITUTE MEMBERS** (Page 6)
To note appointments of Substitute Members.

3 **DECLARATIONS OF INTEREST** (Page 7)

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

4 **MINUTES**

To confirm the attached Minutes of the meeting of the Committee held on 11 July 2022 (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 PUBLIC PETITION, COUNCIL, CABINET, OR ANOTHER COMMITTEE** (Page 9)

To receive any public petitions or issues referred by Council, Cabinet or another Committee.

7 **NOTICE OF FORTHCOMING KEY DECISIONS** (Pages 10 - 12)

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 13 - 16)

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

9 **PUBLIC SPEAKING** (Page 17)

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 to 13.

The provision for public speaking allows for a member of the public to speak for up to 3 minutes on applicable agenda items.

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

10 **DOVER DISTRICT COUNCIL TRANSFORMATION PROGRAMME (DOVER 2024 - 50 YEARS OF SERVICE)** (Pages 18 - 22)

To consider the attached report of the Chief Executive.

11 **DOVER DISTRICT TENANT ENGAGEMENT STRATEGY 2022-27** (Pages 23 - 59)

To consider the attached report of the Head of Housing.

12 **STRATEGIC PERFORMANCE DASHBOARD - QUARTER ONE 2022/23** (Pages

60 - 98)

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

13 **DOVER DISTRICT LOCAL PLAN PUBLICATION (REGULATION 19) AND SUBMISSION (REGULATION 22)** (Page 99)

To consider the attached report of the Planning Policy and Projects Manager.

Due to the size of the document, this will be published as a supplementary paper to this agenda.

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- 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.
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The meetings in which these cameras will be used include meetings of: (a) Council; (b) Cabinet; (c) General Purposes Committee; (d) Governance Committee; (e) Planning Committee; and (f) Overview and Scrutiny Committee.

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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.

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 PUBLIC PETITION, COUNCIL, CABINET
OR ANOTHER COMMITTEE**

To consider any issues referred to the Overview and Scrutiny Committee.

Notice of Forthcoming Key Decisions which will be made on behalf of the Council 2022/23

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
5	To consider consultation on the Draft Indoor Sports Facility Strategy 2022	4 July 2022 and November/December 2022	Dover District Council has commissioned consultants to update the Indoor Sports Facility Strategy 2016. This document is used to guide potential decisions around rationalisation and investment; community use of school facilities; planning policy; encouraging greater flexibility of facility usage and determine strategic leisure objectives for the District that meets adopted planning policies and timelines for the emerging review of the District's Local Plan. Consultation on the draft document will involve comprehensive engagement with stakeholders and members of the public, with a second report to Cabinet following analysis of the consultation results and their consideration in the final draft Indoor Sports Facility Strategy 2022.	Included on Agenda
7	Aylesham Development Update	3 October 2022	The Council entered into an agreement with Persimmon and Barratts for development at Aylesham in April 2007. Since that time 917 houses have been constructed and strategic infrastructure including construction and environmental improvements to Ratling Road has been delivered. The last major report to Cabinet was considered in July 2019 and it is therefore timely to provide an update about the project. In addition, the Council's development partners have requested a deed of amendment to the agreement, to accommodate delays caused by Natural England's objections to the most recent reserved matters applications regarding concerns over possible nitrate contamination at Stodmarsh nature reserve.	To be determined
9	Approval of Local Plan for publication and submission	3 October 2022	Approval of Local Plan for publication and submission	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
10	Tenant Engagement Strategy and agreement of proposed consultation programme	3 October 2022	The Regulator of Social Housing, Tenant Involvement and Empowerment Standard requires registered providers of social housing to ensure that their tenants are given a wide range of opportunities to influence and be involved in their services. This includes opportunities to scrutinise their performance, be involved in the formulation of housing-related policies and strategic priorities and helping to make decisions about how housing-related services are delivered, including the setting of service standards. The draft Tenant Engagement Strategy sets out how Dover District Council intends to encourage tenants and leaseholders to engage with the housing service and the opportunities available for this	To be determined
12	Identification of procurement route for Dover Beacon project (the Council's application to the Levelling Up Fund)	3 October 2022	The Council is preparing a bid for the Levelling Up Fund (LUF) Round 2. As outlined in public engagement activities during the week commencing 13 June, the proposal comprises land assembly and regeneration at Bench Street, Dover. Outputs will include a circa 2,000m2 creative campus providing training opportunities in creative and digital industries, business, a circa 700m2 business centre providing flexible affordable facilities, expansion of the Dover Cycle Scheme, 450m2 of public Electric Vehicle parking and charging and 800m2 public open space.	To be determined
13	Crematorium Access Road	3 October 2022	Cabinet will be requested to make a decision on whether to proceed to a Compulsory Purchase Order for the land required for the crematorium access road.	To be determined
15	Adoption of Housing Neighbourhood Management Policy	19 September 2022 Decision to be taken by Strategic Director (Corporate Resources)	In accordance with the requirement of the Regulator of Social Housing, Neighbourhood and Community Standard, Dover District Council	To be determined

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
			is required to publish a policy for maintaining, managing and improving the neighbourhoods associated with the housing stock it owns. A consultation with tenants and leaseholders started on 1 July 2022 and is open until 15 August. Subject to the policy requiring no or only minor amendments at the end of this period, formal adoption by the Council is required.	
16	Identification of proposals and route forward for Dover Town Centre Regeneration delivery	3 October 2022	For Cabinet to make decisions on emerging and ambitious proposals and plans for the regeneration of Dover Town Centre. Decisions will relate to possible opportunities and interest on several Dover District Council-owned sites.	To be determined
17	To consider an increase in Hackney Carriage fares	3 October 2022	To consider the variation to the Hackney Carriage tariff proposed by the licensed trade.	To be determined
18	To consider proposals for the garden waste service 2023	3 October 2022	Decision on whether to proceed with changes to the current garden waste service and associated processes.	To be determined
19	To progress a project to develop self-build plots on Council-owned land	3 October 2022	The Council has a statutory obligation to facilitate self-build plots. This report requests approval to progress a project to deliver serviced self-build plots on Council-owned land.	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 2022/23

Month	Issue	Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Reason for Inclusion on the Work Programme (incl. any actions required and any expenditure)
June 2022	Performance Report Q4 2021/22	Quarterly Report	Head of Leadership Support	To consider the report.
	Petition – Enclosed Dog Park	Single Item	Head of Commercial Services	To receive the petition.
	Public Spaces Protection Order	Single Item	Strategic Director (Corporate Resources) and the Chief Executive	To consider the report.
	Environmental Enforcement Service Delivery Options	Single Item	Head of Regulatory Services	To consider the report.
	UK Shared Prosperity Fund	Single Item	Head of Investment, Growth and Tourism	To consider the report.
	Strategic Performance Dashboard	Single Item	Head of Leadership Support	To consider the report.
July 2022	Draft Indoor Sports Strategy	Single Item	Strategic Director (Operations and Commercial)	To consider the report.
	Tides Leisure Centre	Single Item	Strategic Director (Operations and Commercial)	To consider the report.

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

Month	Issue	Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Reason for Inclusion on the Work Programme (incl. any actions required and any expenditure)
	Award of Four-Year Contract for Provision of Kent Homechoice Housing Options System	Single Item	Strategic Director (Operations and Commercial)	To consider the report.
September 2022	Meeting cancelled due to the death of the Her Majesty Queen Elizabeth II			
October 2022	Dover District Council Transformation Programme (Dover 2024 - 50 years of service)	Single Item	Chief Executive	To consider the report.
	Dover District Tenant Engagement Strategy 2022-27	Single Item	Head of Housing	To consider the report.
	Performance Report Q1 2022/23	Quarterly Report	Head of Leadership Support	To consider the report.
	Local Plan	Single Item	Head of Planning and Development	To consider the report.
Date tbc (October)	Kent Resilience Forum	Single Item	Strategic Director (Operations and Commercial)	To scrutinise the issues with traffic on the approach to Dover and the consequences of this for traffic within Dover when there are instances of cross-channel travel disruption
Date tbc (November)	Kent and Medway NHS	Single Item	Democratic & Corporate Services Manager	Currently waiting on NHS to confirm availability and provide answers to previously submitted key questions.
November 2022	Crime and Disorder Update	Single Item	Head of Community and Digital Services	To receive an update. [to be confirmed]

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

Month	Issue	Members On-going or single item?	Officers (Corporate Expenditure unless otherwise stated)	Reason for Inclusion on the Work Programme (incl. any actions required and any expenditure)
	Petition Report – Enclosed Dog Park	Single Item	Head of Commercial Services	To receive a report on the options for an enclosed dog park in the Dover area [to be confirmed]
	Civica Customer Services	Single Item	Civica	To receive an update on the performance of customer services
December 2022	Performance Report Q2 2022/23	Quarterly Report	Head of Leadership Support	To consider the report.
	Memorial Items	Single Item	Head of Assets and Building Control	To receive an update.
January 2023	Regeneration Update	Regular Update	Head of Investment, Growth and Tourism	To receive an update. [to be confirmed]
February 2023	Budget 2023/24	Single Item	Corporate Management Team	To consider the report
	Crime and Disorder Update	Single Item	Head of Community and Digital Services	To receive an update. [to be confirmed]
March 2023	Performance Report Q3 2022/23	Quarterly Report	Head of Leadership Support	To consider the report.
April 2023 [Under Purdah Rules]				

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 & Corporate Services Manager in consultation with the Chair and Controlling Group Spokesperson as the work programme permits

Priority	Subject	Why on Work Programme?
Priority 1 – Scheduled October 2022	Kent Resilience Forum	Agreed for inclusion by Committee
Priority 1 – Scheduled September 2022	Civica – Customer Care	Agreed for inclusion by Committee
Priority 1	Update on the Regent	Legacy from previous work programme [Added by Cllr C D Zosseder]
Priority 1	Regeneration Update (twice yearly)	Agreed for inclusion by Committee
Priority 1	Dover District Leisure Centre - review of performance against targets	Agreed for inclusion by Committee
Priority 1	Police Neighbourhood Policy Review	Agreed for inclusion by Committee [Added by Cllr D R Friend]
Priority 2	Memorial Items	Agreed for inclusion by Committee
Priority 2	Kent County Council Services	Legacy from previous work programme
- To be included as items come forward	Neighbourhood Plans (as they come forward)	Legacy from previous work programme
Priority 1 – To be scheduled. Key questions have been submitted to CCG.	Primary Care Services	Agreed for inclusion by Committee [Added by Cllr H M Williams]
Priority 1 – CCG has declined to attend but will answer written questions which have been submitted. Response to questions not expected prior to 26 May 2022.	Blood Tests at Deal Hospital	Agreed for inclusion by Committee [Added by Cllr T A Bond]

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

You can only register to speak in respect of items on the agenda.

The Public Speaking Protocol does not preclude an overview and scrutiny committee, by resolution of the committee, from inviting members of the public, organisations, charities, voluntary groups or any other interested parties to address any meeting for the purpose of providing evidence in support of an item of business on the agenda.

A member of the public speaking on an agenda item must address their speech to the item they have registered to speak upon on the agenda and cannot address other agenda items or unrelated business.

Each registered speaker will have three minutes speaking time per item they have registered to speak on and no public speaker or parish council may register to speak on any more than two items on the agenda.

The right to speak does not include the right to ask any questions of any District Councillor, Officer of the Council, invited attendee, or any other public speaker.

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.

The Chairman of the committee (or in their absence the Vice-Chairman) will have discretion to vary the time allowed and the number of speakers in cases of exceptional interest.

Subject:	Dover District Council Transformation Programme (Dover 2024 – 50 years of service)
Meeting and Date:	Cabinet – 3rd October 2022
Report of:	Nadeem Aziz, Chief Executive
Portfolio Holder:	Cllr Trevor Bartlett, Leader of the Council
Decision Type:	Non-Key Decision
Classification:	Unrestricted
Purpose of the report:	To deliver a transformation/change programme across the Council, ensuring people (customers and staff) are at the heart of all we do, coinciding and building on 50 years of the council being in service in 2024.
Recommendation:	To agree to the implementation of the proposed workstreams and project governance structure, to deliver the Transformation Programme

1. Summary

- 1.1 This Transformation Programme will implement a clear direction of travel for the council, to review and update the Council's practices and ways of working, ensuring an improved customer experience.
- 1.2 The programme will be delivered in phases, to recognise the scale of change, capacity and resources to deliver, alongside the need to maintain current service levels.
- 1.3 Phase 1, and the immediate issue, will seek to explore the current customer experience and improve our existing customer care and journey. This will largely be a training and performance management project and will deliver improved procedures, behaviours and expectations.
- 1.4 However, Phase 2 will be a larger piece of work and will explore software and digital solutions to enable improved data capture and analysis to target our activity, whilst continuing to invest in our website development and digital focus going forward.
- 1.5 Mechanisms will be developed to capture and monitor the impact of the outcomes and change.
- 1.6 As part of the programme, our training programmes, digital programme, working environment and practices will be re-invigorated to deliver the Council's ambitions. The programme will also recognise the need to build on, and evolve, the council's culture in a new working environment.
- 1.7 A full timescale and communication plan will be developed.

2. Introduction and Background

- 2.1 It can be seen across the globe there are new approaches to how, when and where we work, following the Covid pandemic and progression of digital programmes. It is also widely acknowledged that DDC staff responded quickly and effectively to the unprecedented changes and demands that arose whilst the pandemic was active, supported by the, then newly, acquired MS365 programme.

3. It is no surprise the last couple of years have provided many challenges to organisations and individuals and post covid, the world has more agile working, changing and adaptive working spaces, greater emphasis on the use of technology and a renewed emphasis on work-life balance. Covid 19 has served to accelerate organisational changes to the Council's operations and services, with opportunities to further accelerate change and better understand the technology we already have, now greater than ever before. What must be at the heart of this new environment is the experience/journey of our customers when accessing our services. With these opportunities and access to technology we must deliver an improved customer experience.
- 3.1 Building on the decisions to introduce MS365, the introduction of a Remote Working Policy, a new telephony solution, the One Public Estate programme, and the current review of the management structure, including the appointment of a third Strategic Director, this report proposes a co-ordinated approach to our change/transformation programme.
- 3.2 The Council has not embarked on a change programme, or wider, collective, development of staff since the Leader as Coach programme in 2007. The Council is approaching its 50th birthday in 2024 and it is proposed the programme, supported by a number of workstreams, is launched in October 2022, with the training programme and changes to our working space and structures being implemented in Spring 2023, enabling us to be a 'renewed' Council for our 50th year. This will involve identifying the size, structure and skillset of our workforce and how it will operate to deliver the outcomes in our Corporate Plan, plus a transformed working environment to be as efficient and effective as possible.
- 3.3 The lifting of lockdown restrictions has created a challenge for us all between shifting workplace attendance, the move to an effective hybrid working model, a genuine desire to change and progress our ways of working and an awareness of the costs of office buildings.
- 3.4 This programme will take us on an exciting and challenging path to become a more adaptive and effective workforce, to take the best of both ways of working and create something even better than we had before and to make our decision making processes more nimble, whilst keeping our customer needs central to all that we do. The re-introduction of the PPR/Development Plan process with staff will help to define productivity outcomes and therefore, most importantly, will help to improve the customer experience. All these things together will help the Council on its journey to become a true employer of choice.
4. **Identification of Options**
 - 4.1 Option 1 - The council can continue to operate in it's current capacity and format.
 - 4.2 Option 2 - The outlined Transformation Programme can be adopted and changes implemented.
5. **Evaluation of Options**
 - 5.1 Option 1 – The Council faces two major drivers for change. The first is to make significant financial savings in the face of the current levels of inflation, increasing demands and limited income and funding. The second is the new working environment following Covid and technological and social change.
 - 5.2 Maintaining the current structure, size, processes and skillsets of the workforce will deliver marginal changes, but not the step change required in the current circumstances. For these reasons this is not the preferred option.

5.3 Option 2 - The Transformation Programme offers the opportunity to review and reflect new working practices, better trained and informed officers, and better use of technology to drive an efficient and effective council of the future. For these reasons this is the preferred option.

6. **Resource Implications**

6.1 Phase 1 of the programme: customer care and performance management training, will be funded from existing budgets

6.2 Phase 2 of the programme: changes to the business model and ongoing data capture/analysis, will require invest to transform funding and a subsequent report will be presented with budget implications.

7. **Climate Change and Environmental Implications**

8. There are no direct climate change implications arising from this report. **Corporate Implications**

8.1 Comment from the Director of Finance (linked to the MTFP): The s151 Officer has been consulted and has no additional comments

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: 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>

9. **Appendices**

Appendix 1 – Transformation Programme Workstreams

Appendix 2 – Transformation Programme Project Governance Structure

Contact Officer: Michelle Farrow, Head of Leadership Support

Dover District Council Transformation Programme (Dover 2024 – 50 years of service): Workstreams

- Outcomes:**
- Excellent Customer Care and follow-up: Treat people with respect and how we would wish to be treated
 - Efficient and effective decision-making
 - Fully trained and engaged organisation (with an agile culture, empowering leadership at all levels)
 - Flexible and adaptable workspaces
 - Employer of Choice
 - Each Workstream delivering Transformation Projects (tba)

- Customer Experience: Workstream 1:**
- Understand the customer experience
 - Re-think services and co-design with customers and partners
 - New Service Standards
 - Mystery shopping

- Staff Development and Engagement: Workstream 2:**
- Review of structure
 - Renew Job Evaluation Scheme
 - Review of policies
 - Customer Care and Performance Management Training, for an agile working environment

- Performance and Decision Making: Workstream 3:**
- Data driven objective decision-making
 - Review of decision-making processes: to enable quicker decisions, with accountability
 - Re-invigorate the Strategic Performance Dashboard
 - Review PPR processes and link to corporate objectives/values and vision (plain English)

- Property Estate: Workstream 4**
- Develop and implement the One Public Estate Project
 - Review IT infrastructure to support hybrid working
 - Explore digital solutions to drive channel shift, where appropriate
 - New website and CRM (My Account) system

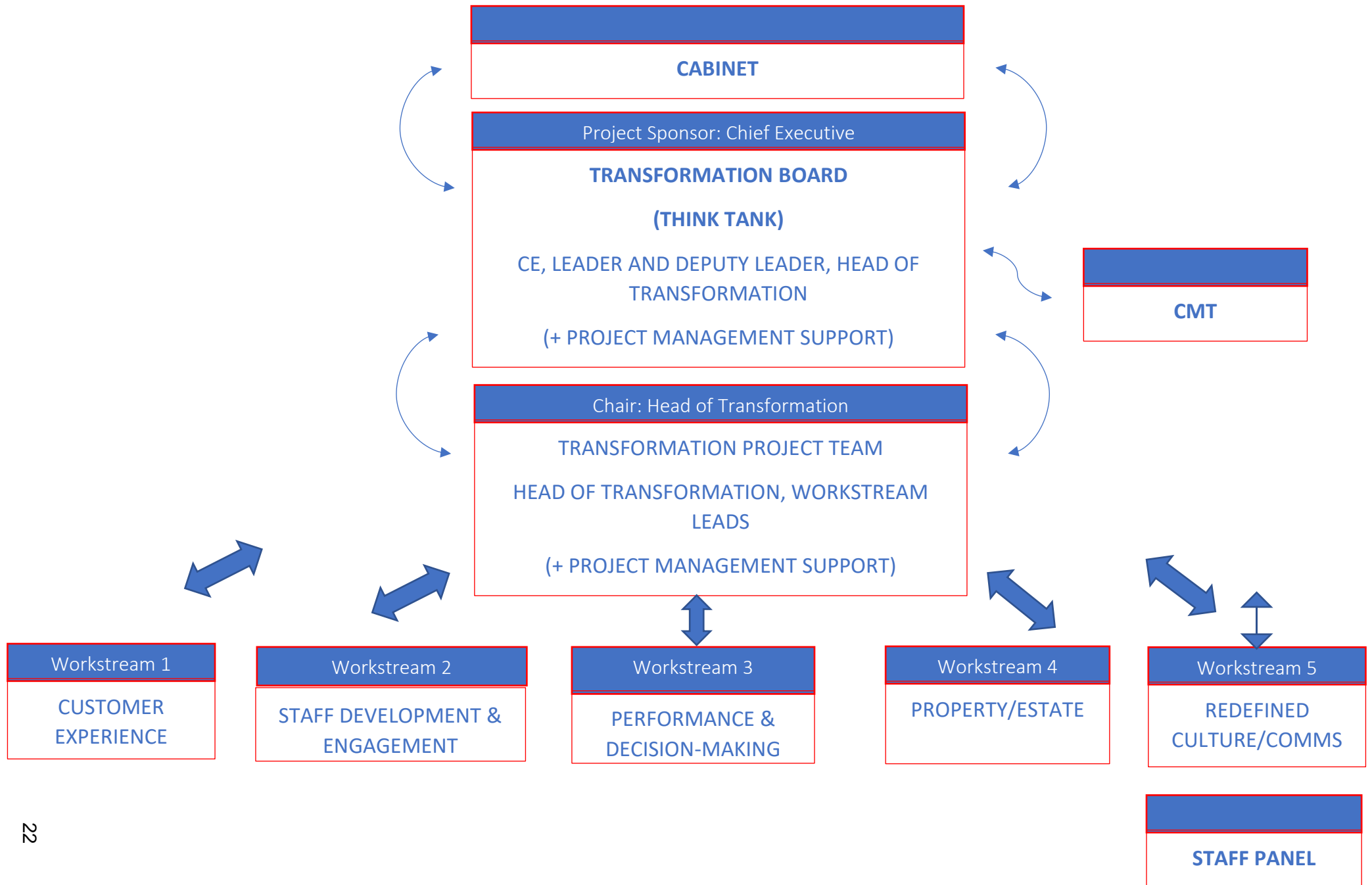
- Redefined culture/ Communication: Workstream 5**
- Customer first
 - Staff panel
 - Effective Internal communication (notably around transformation and change)
 - Transformed induction
 - Re-emphasis on benefits to staff and what we expect from staff
 - Improved focus on work/life balance and wellbeing



Budget:

- Workplace Reviews: productivity, capacity, digital, data
- Innovation and transformation
- Re-design around customer journey and expectation
- Commercial investment/opportunities

Dover District Council Transformation Programme (Dover 2024 – 50 years of service): Governance Structure



Subject:	DOVER DISTRICT COUNCIL DRAFT TENANT ENGAGEMENT STRATEGY 2022–2027
Meeting and Date:	Cabinet – 3 October 2022
Report of:	Louise Taylor, Head of Housing
Portfolio Holder:	Councillor Derek Murphy, Portfolio Holder for Social Housing, Port Health, Skills and Education
Decision Type:	Key Decision
Classification:	Unrestricted

Purpose of the report:	To seek Cabinet approval of the draft Tenant Engagement Strategy attached at Appendix 1 for consultation purposes and agreement for wider formal consultation with stakeholders and service users.
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Recommendation:	<ol style="list-style-type: none"> 1. That Cabinet approves the draft Tenant Engagement Strategy and Action Plan at Appendix 1 for consultation purposes. 2. That Cabinet notes and approves the draft consultation plan for the Tenant Engagement Strategy for formal consultation with tenants and leaseholders for a 4-week period. 3. That Cabinet delegates to the Strategic Director (Corporate Resources), in consultation with the Portfolio Holder for Social Housing, Port Health, Skills and Education, authority to consider the consultation responses and to make any minor amendments arising therefrom and thereafter, and to adopt this document on behalf of the Council with effect from 7 November 2022. Should more significant amendments be considered desirable, the matter shall be the subject of a further report to Cabinet. 4. That Cabinet delegates to the Strategic Director (Corporate Resources), in consultation with the Portfolio Holder for Social Housing, Port Health, Skills and Education, authority to make future minor amendments to the strategy as required.
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1. Summary

- 1.1 The way in which landlords engage with their tenants and leaseholders is changing and both nationally and locally there is a significant push to ensure tenants have a genuine say in how their homes and services are managed.
- 1.2 This strategy has been developed against a backdrop of demands for greater transparency and accountability in the social housing sector following the Grenfell Tower tragedy. The publication, in the wake of Grenfell, of the Government’s Social Housing White Paper ‘The Charter for Social Housing Residents’ will result in a more robust regulatory regime overseen by the Regulator of Social Housing, more emphasis upon tenant satisfaction as a performance measure and greater intervention by both the Regulator and Housing Ombudsman if required.
- 1.3 The draft Tenant Engagement Strategy 2022-2027 (appendix 1) sets out how the housing service will strengthen relationships, give an effective voice to our tenants and leaseholders

and increase the opportunities they have to work with us. It has been developed in collaboration with tenant and leaseholder representatives and is intended to help Dover District Council develop stronger, more inclusive tenant engagement activities in the future.

2. Introduction and Background

2.1 As a registered provider of social housing, Dover District Council must comply with the regulatory framework developed by the Regulator for Social Housing. This framework has three economic standards (applicable to housing associations only) and four consumer standards. The standard set for resident involvement is the Tenant Involvement and Empowerment (Consumer) Standard and covers:

- (i) Customer Service, Choice and Complaints.
- (ii) Involvement and Empowerment.
- (iii) Understanding and Responding to Diverse Needs of Tenants.

2.2 Underpinning the Regulators approach is the concept of co regulation. This means that boards and Councillors who govern providers' service delivery are responsible for ensuring their organisation is meeting the Regulator's standards and are open and accountable in their approach. Co-regulation also requires providers to encourage and support their tenants to engage with the shaping and scrutinising of service delivery.

2.3 The Regulator of Social Housing is currently reviewing its Consumer Standards and consulting with social landlords regarding the introduction of a fifth standard requiring all social landlords to use and report upon a suite of national tenant satisfaction measures. It is expected these will be introduced from April 2023.

3. The Social Housing White Paper – 'The Charter for Social Housing Residents'

3.1 In the wake of the Grenfell Tower tragedy the Government published its Social Housing White Paper, The Charter for Social Housing Residents. This paper was heavily informed by lessons learnt from the disaster and focuses upon tenant health and safety, landlord accountability and transparency and greater tenant empowerment. At its heart is a desire to see a cultural shift in the way in which housing providers interact with their tenants and leaseholders. In terms of effective tenant engagement landlords are expected to:

- (i) Seek out best practice and consider how they can continually improve the way they engage with their tenants.
- (ii) Support more effective engagement with tenants by giving them the tools to influence their landlord's and hold them to account.
- (iii) Review the professional training and development of their officers to improve the service delivery arrangements for service users.
- (iv) Be more transparent with the publication of their service and performance standards.

3.2 The recently published Social Housing (Regulation) Bill will move significantly beyond the current arrangements for sector regulation and introduce proactive consumer regulation by the Regulator for Social Housing. It also strengthens the role of the Housing Ombudsman Service.

4. Strategy Aims

4.1 Since the return of the housing service to the Council in October 2020 officers have worked hard to consult with tenants and leaseholders about the services we are delivering and to listen to what they are telling us and act upon their feedback.

4.2 The draft Tenant Engagement Strategy 2022-2027 (appendix 1) sets out how the housing service intends to strengthen relationships and the voice of tenants and leaseholders taking into account:

- (i) Feedback from residents.
- (ii) Feedback from housing staff.

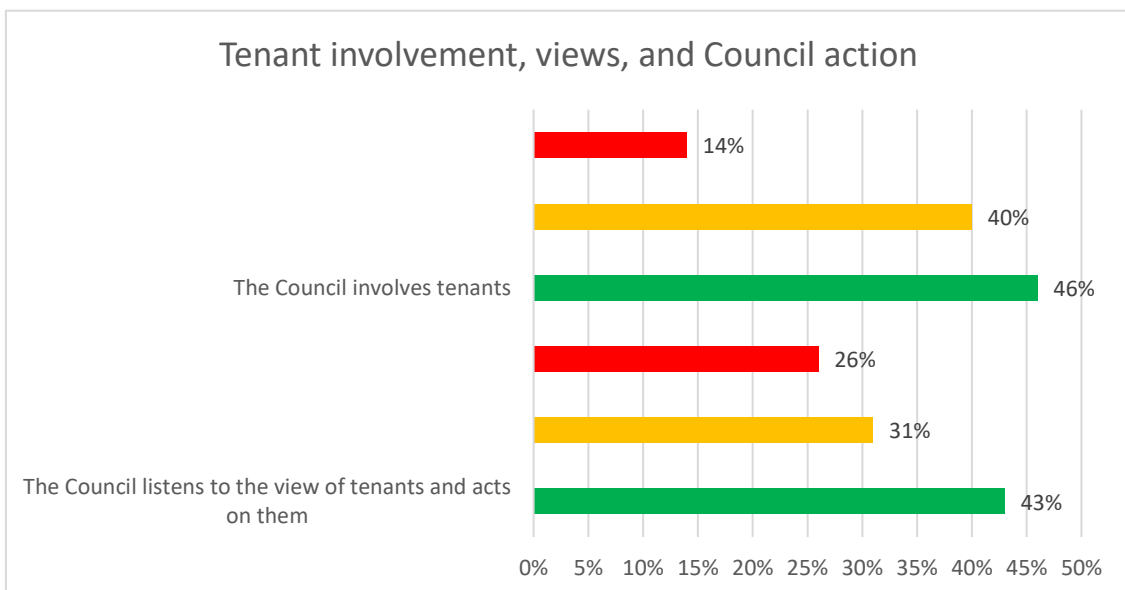
- (iii) Current best practice in involvement from social housing.
- (iv) Current and future legal and regulatory requirements.

4.3 The strategy recognises the hard work and commitment of existing involved residents and highlights the need to strengthen the voice of underrepresented groups and extend our reach through a programme of accessible and flexible involvement opportunities that are tied together through the new framework.

5. Strategy Development

5.1 The Strategy has been developed over the course of the last 12 months and has been informed by feedback and material from a range of sources. Last summer the housing service organised a full scale tenant satisfaction survey (STAR). Over 550 council tenants and leaseholders responded to this and analysis of the results has helped us focus on service delivery areas we need to improve.

Key:



Green = Satisfied or very Satisfied. Red = Dissatisfied or very dissatisfied. Amber = neither satisfied or dissatisfied

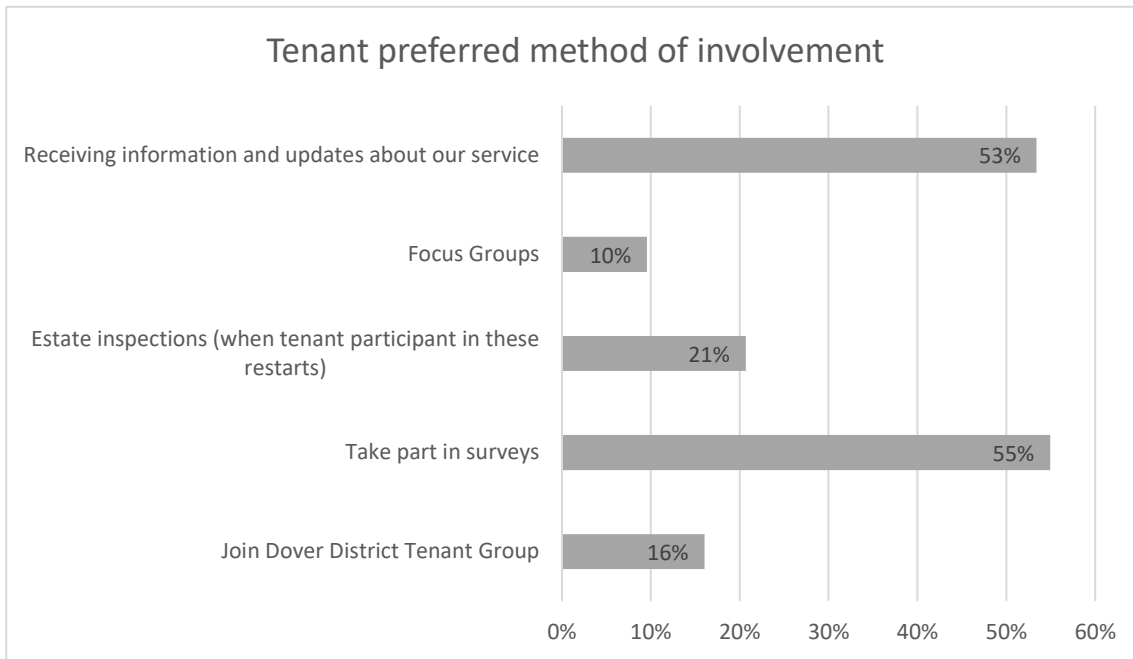
5.2 When questioned about their satisfaction with the way in which the Council involves tenants and listens and acts upon their views, the results show that although there were many tenants satisfied with this there were also a higher number of respondents who were indifferent compared to other questions asked.

This suggests that possibly:

- (i) Our tenants are content with the way they are being included and informed by the Council; or
- (ii) There is a lower level of interest in involvement.

It is clear however that more can be done to encourage tenants to be actively involved at some level and to understand the benefits that this can bring.

5.3 The survey also asked tenants what their preferred method of involvement would be. The results show that there was a strong preference by tenants to get involved by either taking part in surveys, or by receiving information and updates about services. The Tenant Involvement Strategy has taken into account the information gleaned from the full-scale tenant satisfaction survey and in particular the types of activity that tenants and leaseholders have indicated they would be most interested in.



- 5.4 Between February 2022 and April 2022 a series of workshops took place with a focus group recruited to help develop the engagement framework. This included tenants (some of who had previously been engaged with the housing services and others who had not), leaseholders and staff. A number of consistent themes emerged from the workshops and these have been used to inform the strategic priorities and the 'menu' of opportunities that underpins the engagement framework.
- 5.5 Between May and August the draft priorities and engagement opportunities were consulted upon more widely through:
- (i) Discussion with the Dover District Tenant Group.
 - (ii) A full online survey for all tenants and leaseholders with covering information and links to it featured in the tenant newsletter sent by post to all households in July 2022.
 - (iii) A staff survey.
 - (iv) Semi structured interviews and meetings with the Councils sheltered housing tenants.
 - (v) Survey reminders sent to all 437 members of the housing specific Keep Me Posted Forum.
- 5.6 The feedback received from tenants, leaseholders and staff has been both helpful and consistent, with a clear aspiration to work in partnership to help improve services. In all approximately 120 service users and staff have contributed to the development of this strategy.
- 5.7 Those who contributed frequently cited the following as essential ingredients for successful resident involvement:
- (i) Honesty and Trust.
 - (ii) Transparency and accountability.
 - (iii) More and different opportunities to meet diverse needs.
 - (iv) Support for tenants to make a difference.

6. Strategic Priorities

- 6.1 Building upon the work undertaken in the last 12 months four key strategic priorities have been identified. These are:

- (i) Priority one – Breaking down the barriers to being involved. Tenants and leaseholders want us to make it easier for their voices to be heard and to try to ensure that all tenants can feel there are opportunities for them regardless of their circumstances, abilities, and characteristics.
- (ii) Priority two – Rebuilding the trust that tenants have in Dover District Council. There has been a recurring theme in the comments given by tenants and leaseholders that Dover District Council has the opportunity to build a better relationship with its tenants after years of management by East Kent Housing.
- (iii) Priority three - Increased offering and a wider variety of opportunities to encourage more people to be involved in ways that suit them. Tenants are keen that there be a range of ways in which they can share their views with their landlord. This needs to take into account that individuals wish to be involved in different ways and to varying degrees.
- (iv) Priority 4 - Supporting tenants to be involved. The respondents to our survey all felt that it was important that the Council support tenant and leaseholder involvement with guidance, encouragement and training where needed.

7. The ‘Menu’ of Engagement and Action Plan

- 7.1 The engagement framework includes a variety of ways in which service users can be involved. These form a ‘Menu of Opportunities’ and include ways to be involved at a more formal level where the time commitment required is higher, through to simply picking up and reading the newsletter.
- 7.2 The need for so many households to communicate with each other through online platforms during the pandemic has transformed the way in which large sections of the population communicate with each other still. Wherever possible we will be promoting opportunities for engagement through digital channels and enabling tenants and leaseholders to engage with the housing service in ways that suit their lifestyle.
- 7.3 The strategy reflects our hope that offering digital and online channels of communication will increase the diversity of the customers that we engage with especially if they are able to do so from their own homes and at times that suit them. It should result in less reliance on (but not a complete move away from) face-to-face meetings and make engagement more easily accessible and appealing to a wider group of tenants with different backgrounds.
- 7.4 We recognise however that this isn’t suitable for everyone and that there are tenants who are digitally excluded or choose not to interact in this way. For those we will continue to provide more traditional methods of engagement ie by telephone and with face to face meetings.
- 7.5 The action plan sets out the actions we propose to take to help us meet the four priorities and demonstrate to tenants and leaseholders our commitment to work in partnership with them to help shape and improve the services we offer. All actions listed in the Action Plan are aimed at achieving one or more of the above priorities.

8. Wider Consultation

- 8.1 A significant amount of feedback has already been received from tenants and taken into account in the development of this strategy. To reflect this, it is proposed that a shorter online consultation take place with tenants, leaseholders and stakeholder of 4 weeks. This will be through the Council’s website, targeted awareness raising among tenants and leaseholders through social media posts and reminders sent to those who are already signed up to our keep me posted service.

9. Identification of Options

- 9.1 Option 1: Approve for consultation the draft Tenant Engagement Strategy and delegate to the Strategic Director (Corporate Services) in consultation with the Portfolio Holder for Social Housing, Port Health, Skills and Education authority consider the consultation responses and to to make minor revisions to the strategy following the outcome of the consultation exercise

and thereafter adopt formally the Strategy. In the event that consultation responses are received which make more significant revisions to the Strategy desirable, a revised versions will be brought back to Cabinet for approval.

9.2 Option 2: Not approve the Tenant Engagement Strategy

10. Evaluation of Options

10.1 Option 1 - is the recommended option because the proposed structure has been designed to maximise the ways in which tenants and leaseholders can get involved with the housing service.

10.2 Option 2 - is not the recommended option as it is a requirement for local authorities (under the Tenant Involvement and Empowerment Standard of the Regulatory Framework for Social Housing) to involve and engage their tenants and therefore to do nothing would place the authority at risk of challenge.

11. Resource Implications

11.1 The Tenant Engagement Strategy will be delivered within existing resources in the Housing Revenue Account (HRA). A range of opportunities to be involved with the service are already in place and the strategic ambition is to build upon these.

12. Climate Change and Environmental Implications

12.1 The strategy seeks to increase the level of engagement and communication with residents via digital channels to improve access for residents whilst minimising the impact on the environment. Increased engagement and communication should bring about improvements for tenants in their home environment.

Corporate Implications

13.1 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)'

13.2 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.

13.3 Comment from the Equalities Officer: An Equality Impact Assessment has been completed which highlights potential positive impacts for several protected characteristic groups. 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>

13.4 Other Officers (as appropriate): None received.

Appendices

Appendix 1 - Dover District Council Draft Tenant Engagement Strategy 2022 - 2027

Appendix 2 - Proposed consultation plan

Appendix 3 - Equality Impact Assessment

Background Papers

Regulator of Social Housing Tenant Involvement and Empowerment Standard. <https://www.gov.uk/government/publications/tenant-involvement-and-empowerment-standard/tenant-involvement-and-empowerment-standard-2017>

The Social Housing White Paper: A Charter for Social Housing Residents https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936098/The_charter_for_social_housing_residents_-_social_housing_white_paper.pdf

Contact Officer: Louise Taylor, Head of Housing

Dover District Council

Tenant Engagement Strategy



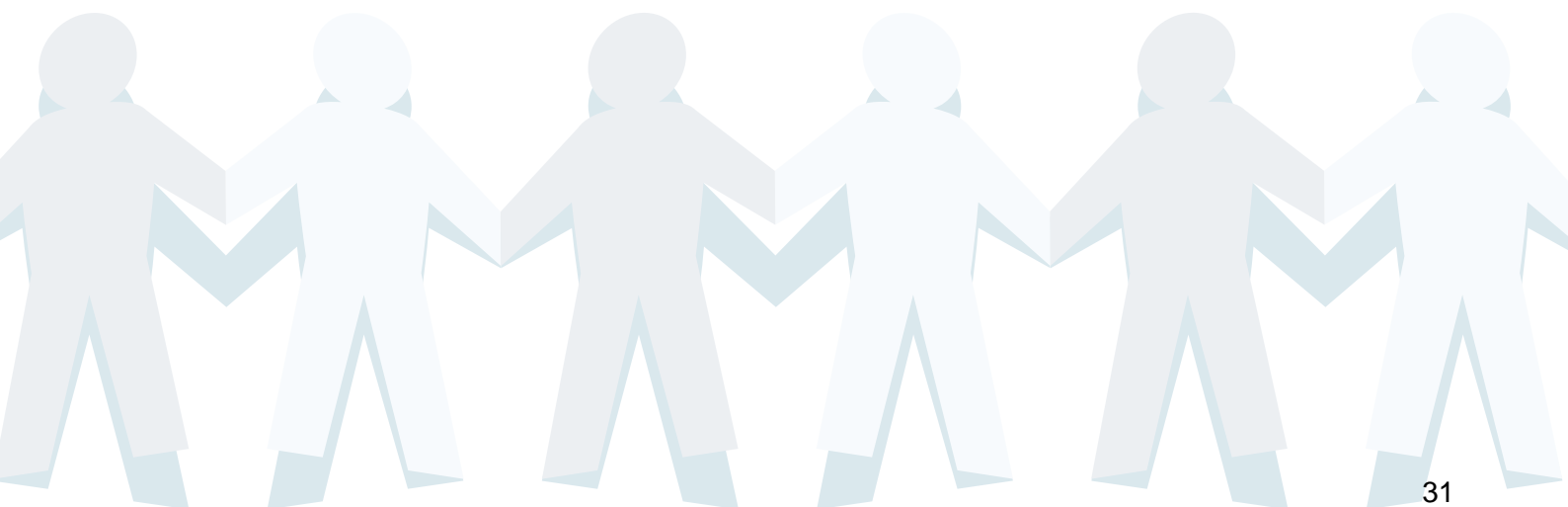
Working together to make a difference
for tenants and leaseholders
throughout the district

**HOUSING
SERVICES**



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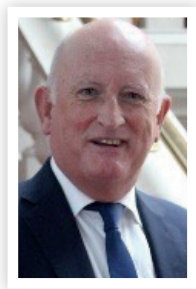
1. Joint Foreword

The way in which social housing landlords engage with their tenants and leaseholders is changing and there is a powerful push at national and local level to make sure that tenants have a real say in how their homes and services are managed. At Dover we want tenants and leaseholders to be at the heart of the housing service, and we recognise that we can only understand whether we are delivering the right services to the right standard if we have inclusive, representative, and active tenant engagement to support us.

This strategy has been developed against a backdrop of change for social housing landlords. In the wake of the Grenfell Tower fire and the publication of the Government’s Social Housing White Paper, ‘The Charter for Social Housing Residents’, more robust regulation of social housing landlords is planned and now more than ever social housing landlords must ensure that their tenants have an effective voice.

Rapid changes in technology and our use of them during the Covid pandemic mean that tenants and leaseholders can be involved, using their phones, in person or on screen. We want to harness this change and ensure a range of opportunities exist for all service users who want to be involved. Tenants have been involved in formulating this strategy from the start and we are grateful to the Dover District Tenants’ Group (DDTG) and dedicated Focus Group who have given up their time to help develop this document.

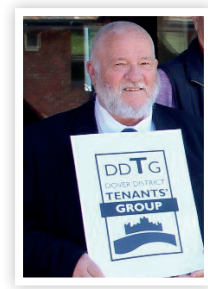
We all have a part to play in building successful engagement opportunities and we are committed as Members, Tenants and Officers to working together to improve services.



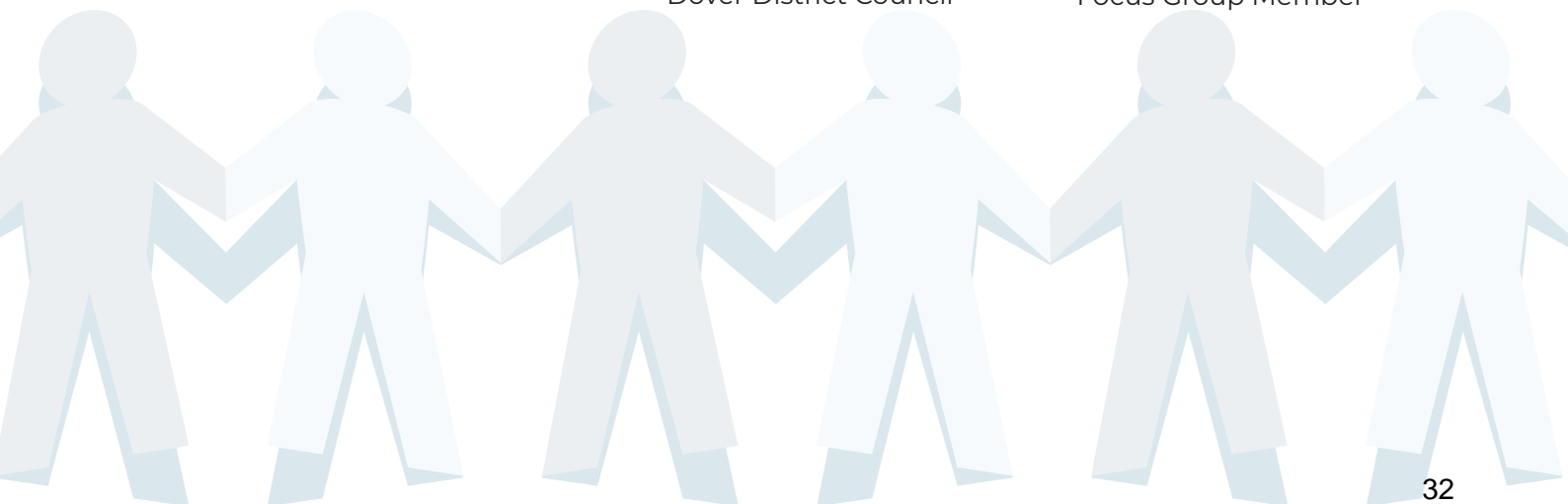
Cllr Derek Murphy
Portfolio Holder for Housing



Nadeem Aziz
Chief Executive,
Dover District Council



Neil Drakley
Chair of DDTG and
Focus Group Member



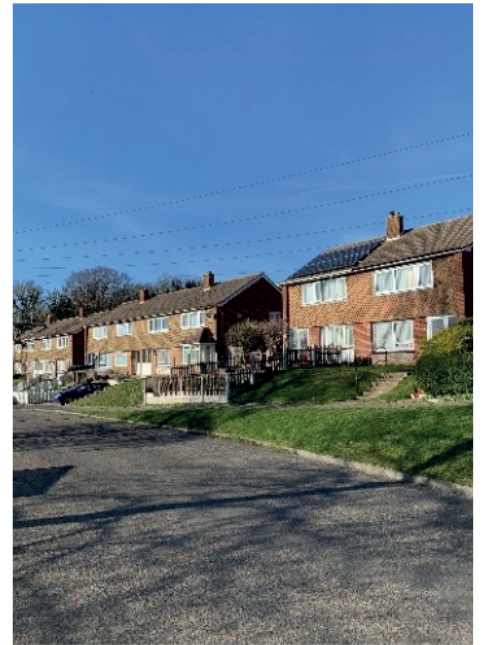
2. Introduction

Dover District Council (DDC) owns and manages 4341 affordable rented properties, 95 interim accommodation, 428 leasehold properties and 32 shared ownership properties.

On 1 October 2020, DDC brought its housing management service in house for the first time in 9.5 years. In that time, the way tenants want to engage with their landlord has changed. With more online opportunities and increasingly mixed tenure estates, the involvement service must evolve to ensure we are listening and acting upon what we are told.

Tenant engagement takes many forms, but its core objective is to listen to residents and proactively use their feedback to influence, shape and improve services. As a landlord, the Council will strive to provide a varied and broad list of engagement activities and tools to ensure there is an opportunity to be involved for those who want it. This strategy sets out how we will work in partnership with our tenants and leaseholders to shape and deliver a high-quality housing service in the Dover District. It will build upon the good initiatives already in place but recognises that there are still improvements that can be made so that tenants remain involved and are consulted and included at whatever level they choose to be.

To formulate this strategy, we worked closely with a focus group of tenants, the Dover District Tenants' Group and members of our 'Keep Me Posted' group. We want to acknowledge and thank them all for their time and support for this.



3. What is Tenant Engagement?

Tenant Engagement (also known as Tenant Involvement) is a commitment from us, the landlord, to listen to, and act upon the views and recommendations of tenants and leaseholders who are directly impacted by the services we deliver.

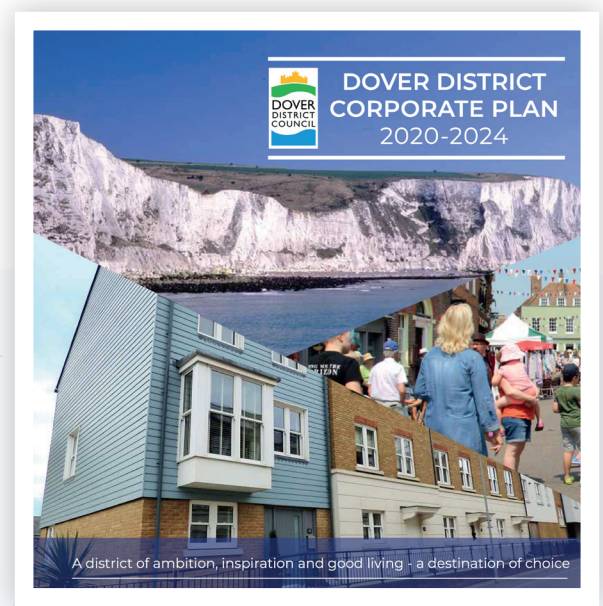
We want tenants and leaseholders to tell us what they think of the services we offer, for example repairs and housing management. We want them to help us improve how we communicate with them, eg through our website, by phone or letter, and we want to understand from customers what effect our decisions and choices have on them and how we can make improvements, from decisions about the type of playground equipment or front door colours we choose right through to bigger decisions about how the service works.

Resident and community engagement is vital and the Government’s Charter for Social Residents and the Regulator for Social Housing’s regulatory framework both underpin and reinforce the importance of landlords having consistent, continuous and meaningful engagement with their tenants.

4. Dover District Council’s Corporate Objectives

Dover District Council wants to be a district of ambition, inspiration and good living and has bold and ambitious plans for a sustainable future for residents living in the district. The Council’s Corporate Plan is designed to encourage, facilitate and deliver a stronger local economy, with opportunities for everyone to reach their ambitions. Some of the objectives associated with Housing and the Community are:

- Enable a range of good quality affordable homes for our residents in an attractive environment
- Work to build healthy, resilient and sustainable communities, where residents have good access to facilities and transport links to further their wellbeing
- Invest in our Council Housing stock, working with partners to keep people supported and healthy in their own homes.



5. Regulatory Considerations

5.1 Regulator for Social Housing

The Regulator of Social Housing is the body that oversees standards in the social housing sector. It has a regulatory framework setting clear standards for landlords to meet. There are currently four consumer regulatory standards with which Local Authority housing providers must comply and the Regulator is currently consulting with landlords regarding a fifth consumer standard based upon tenant satisfaction that it intends introducing in the winter of 2022. For the purposes of tenant engagement, the council must follow the requirements of the Regulator of Social Housing's Tenant Involvement and Empowerment Standard which has the following three sections:

- Customer service, choice and complaints
- Involvement and empowerment
- Understanding and responding to the diverse needs of tenants.

The Regulator of Social Housing has made it very clear that it expects social landlords to adopt its principles of co-regulation. Co-regulation is intended to bring elected members, tenants and officers together to scrutinise collectively their landlord services and make sure that these are delivered effectively and comply with all regulatory requirements.

Social Housing Landlords, including the Council are encouraged to support and provide tenants with opportunities to fully engage with the co regulatory approach and to be able to hold their landlord to account if standards are not met.

5.2 The Social Housing White Paper

The Social Housing White Paper sets out the Government's vision for improved social housing management and is informed by national consultation with tenants, landlords and other stakeholders. The Charter for Social Housing Residents sets out how registered housing providers must deliver this vision.

The Charter contains 7 expectations:

1. To be safe in your home. We will work with industry and landlords to ensure every home is safe and secure.
2. To **know how your landlord is performing**, including on repairs, complaints and safety, and how it spends its money, **so you can hold it to account.**
3. To have your complaints dealt with promptly and fairly, with access to a strong ombudsman who will give you swift and fair redress when needed.

"Engagement can take many forms, but the crucial factor is that it is tailored appropriately. There will be tenants who want to proactively engage with the policies of their landlord, and others who simply want to know that their landlord is thinking of them in the way it implements change and is keeping them informed. We expect all landlords to tailor their engagement in the future."

From the charter for social housing residents: social housing white paper

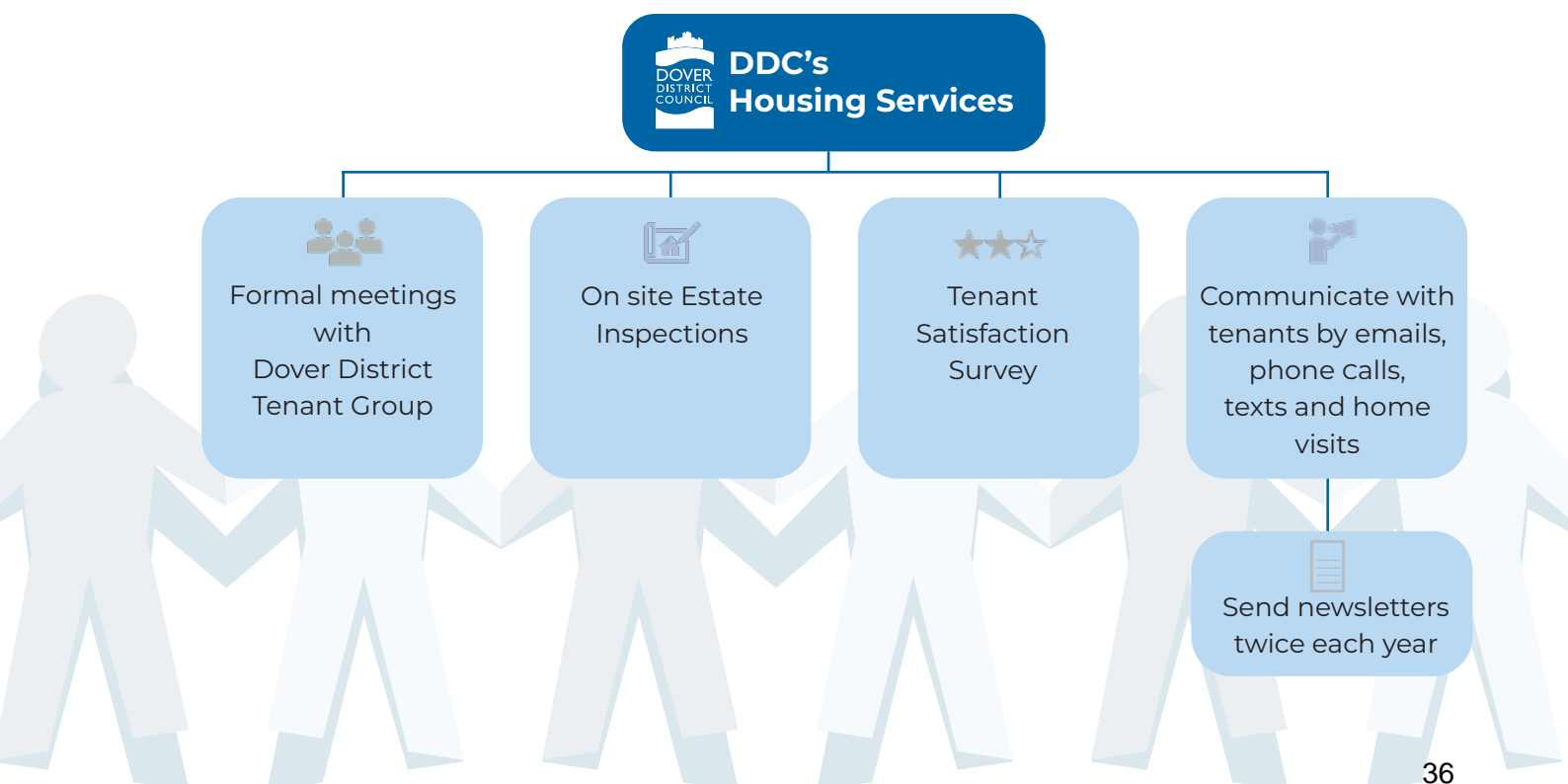
4. To be treated with respect, backed by a strong consumer regulator and improved consumer standards for tenants.
5. To **have your voice heard by your landlord**, for example through regular meetings, scrutiny panels or being on its Board. The government will provide help, if you want it, to give you the tools to ensure your landlord listens.
6. To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair.
7. To be supported to take your first step to ownership, so it is a ladder to other opportunities, should your circumstances allow.

6. Our Current Structure

Since the Housing service was bought back in house to DDC, officers have continued to work with existing groups and engage in a range of activities to increase the opportunities for tenants and leaseholders to share their views with us.

We have worked closely with Dover District Tenants' Group, which has been established for many years. This independent group works closely with the Council to share views and make recommendations for improvements in service delivery. Throughout the pandemic the group met with officers online and easily adapted to this way of working.

While the existing engagement structure works well, there is more that can be done to involve residents in different ways and overcome barriers. This is how we currently engage with our tenants and leaseholders.



7. How Did We Consult Tenants in the Formulation of This Strategy?

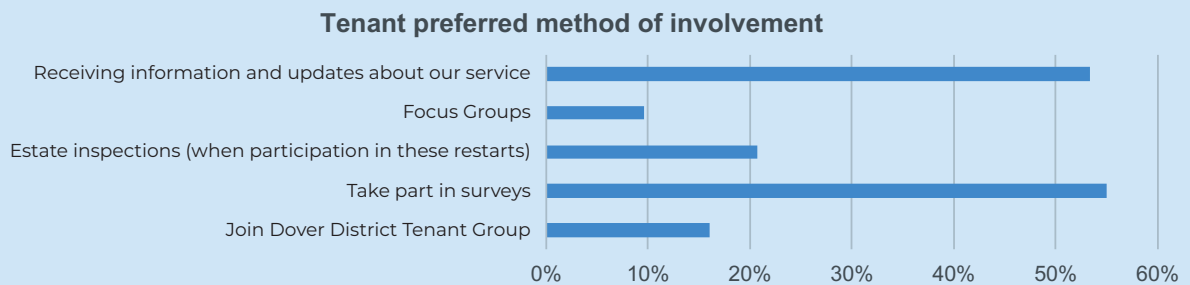
To help us identify ways of encouraging more tenants to become involved we worked closely with a dedicated focus group. This group was made of tenants from across the district who came forward when we advertised for group members to help develop the strategy at the 'ideas' stage. We have used the insight provided by this group of enthusiastic tenants to help DDC build a menu of opportunities through which to engage with tenants.

To ensure that as wide a variety of customer voices as possible be used to influence this strategy, we also used data and feedback from our whole district tenant satisfaction survey completed in summer 2021, the views of members of the Dover District Tenant Group, the outcome of semi structured question and answer sessions with our sheltered housing residents, and the 437 members who have proactively signed up to our housing Keep Me Posted service.

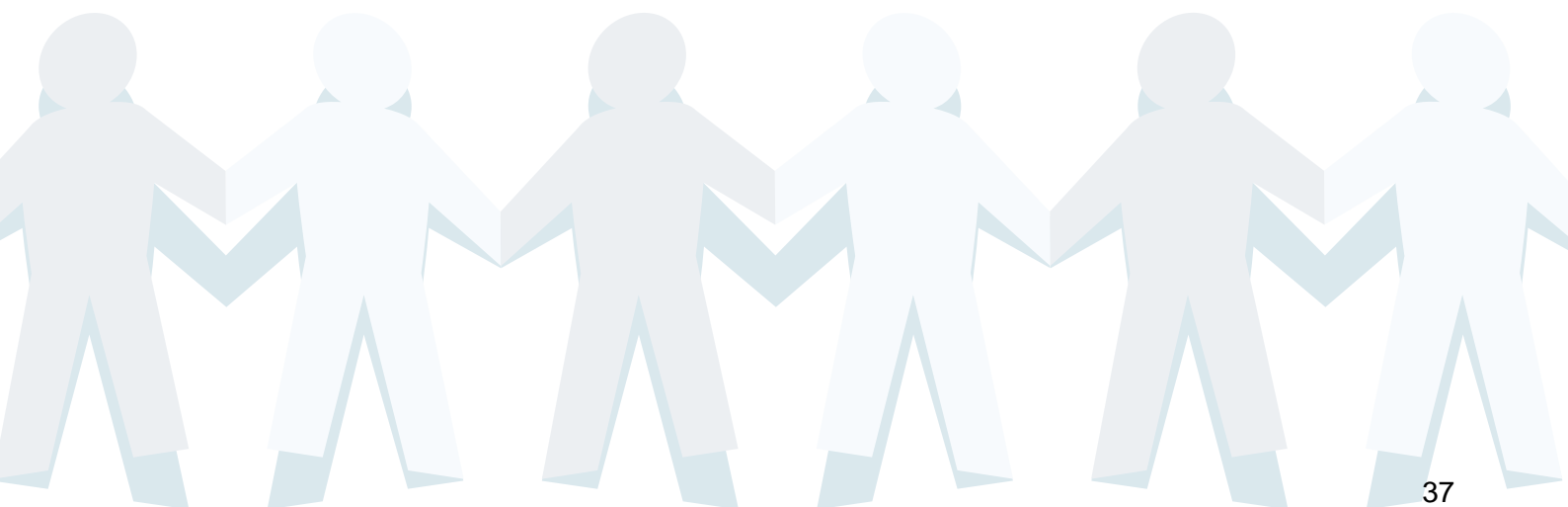
Tenant Satisfaction Survey

In 2021, Dover District Council conducted a tenant satisfaction survey, sent to all tenants and available online to complete.

We asked tenants what their preferred method of involvement is, these are the results:



These results indicate that tenants are more interested in receiving information and participating from home or their local area than attending formal meetings.

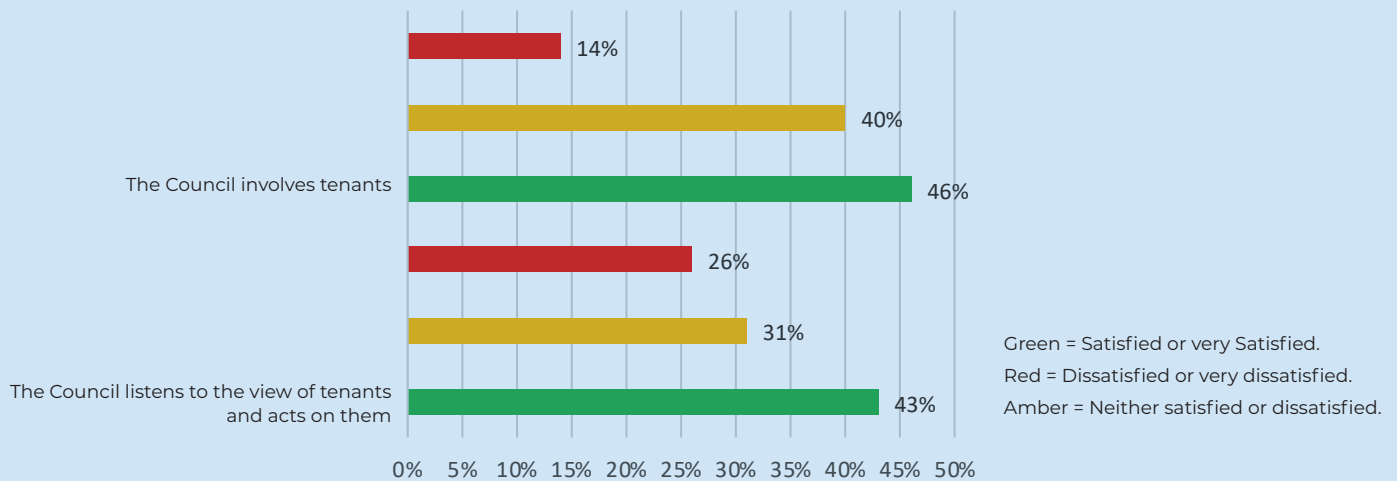


When questioned about their satisfaction with the way in which the Council involves tenants and listens and acts upon their views, the results show that although many tenants felt satisfied with how the Council involves and informs them, there were also higher levels of indifference compared to other questions asked, which may suggest one of two things:

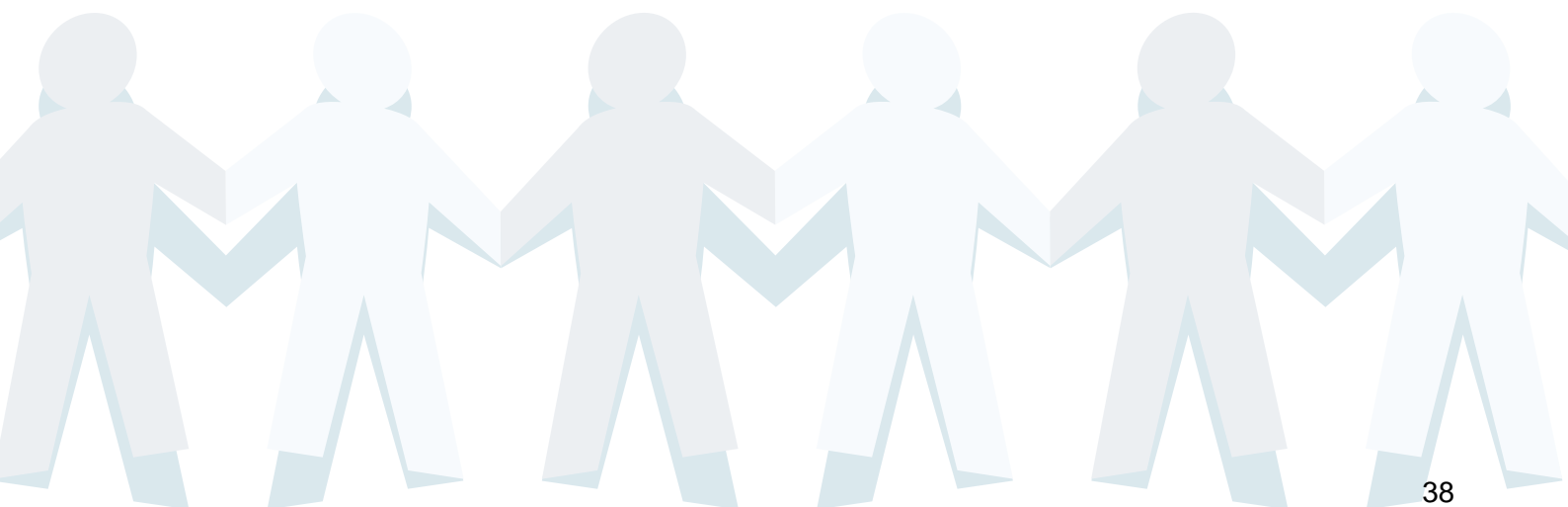
- a. that tenants may be content with the way they are being included and informed by the Council; or
- b. the high indifference could be attributed to low interest in involvement.

It is clear however that more can be done to encourage tenants to be actively involved at some level and to understand the benefits that this can bring.

Tenant involvement, views, and Council action



Information taken from the from the DDC Tenant Satisfaction Survey summer 2021



8. Barriers to Involvement

Although there are clear benefits to tenant involvement, not just to the service but to those involved, we understand that not all tenants want to join in. For some this is because they choose not to but for others there are barriers that make involvement more difficult. As a social housing provider we need to be aware of these barriers and seek to overcome them.

To help us understand what potential barriers there might be we asked our tenant focus group. They came up with the following and some suggested solutions.

Barriers identified:	Solutions identified:
Work and family constraints such as busy lifestyle, work commitments and school runs	<ul style="list-style-type: none"> • Online feedback methods • Arranging meeting times at agreed times and locations and possibly evenings • Offering hybrid meeting solutions so that tenants can join from home.
Difficulty getting about due to physical or mental illness.	<ul style="list-style-type: none"> • Hybrid options for meetings when equipment becomes available • Increased events at a community level • Wheelchair access, disabled parking and hearing loops
The cost of getting to meetings	<ul style="list-style-type: none"> • Tenant reasonable expenses policy to be agreed to outline travel expenses.
Lack of skills	<ul style="list-style-type: none"> • Tenant training and ongoing support • Descriptions and red, amber, green (RAG) status in data to provide explanations and visual representation • Additional options for survey responses if online isn't suitable.
English not first language	<ul style="list-style-type: none"> • Signposting to training and services to overcome literacy or skills based barriers • Descriptions and RAG status in data to provide explanations and visual representation.
Disinterest in the landlord service and apathy for getting involved.	<ul style="list-style-type: none"> • High visibility of involvement options on website and newsletters • Increase promotion of successful projects and 'you said we did' to increase trust in services

Through the priorities and actions in our Tenant Engagement Strategy, we hope to be able to proactively engage with tenants who may ordinarily struggle to be involved in their housing service. We will create an equalities group, who can delve deeper and establish a range of inclusive involvement opportunities and challenge the service.

9. Digital Inclusion and Hybrid Working

Digital by default is a government initiative, launched in 2010, to make public services easy to access online. This shift is across all public services and included the first online only census held in 2021. The Covid pandemic has also seen more households than ever before communicating with each other through online digital platforms. For many this has been something they have been able to move to quite easily and enjoy. We want to harness this willingness to use digital platforms and will offer a raft of engagement activities that can be done online.

Benefits of online services to many of our tenants include:

- No need to travel to meetings, saving time and money
- Ease of involvement by joining in from the comfort of your own home
- 24/7 access to information, logging and reporting. Great for those that work or have busy days
- Providing information once, and all that access it will receive the same information, eliminating human error and mixed messages.

The balance of those online is much higher than those not and Office of National Statistics (ONS) data suggest that the number of those not online is decreasing every year.

Whilst the availability of digital services is enjoyed by many, there is a section of people who either choose to not be online or are not online for other reasons. This could be financial or skills based. We also recognise that the rural nature of some parts of Dover District can pose connectivity challenges for some of our residents and exclude them from effective engagement online.

It is important for the tenant involvement service to engage across all groups of tenants and leaseholders and therefore our strategy and engagement opportunities offer ways to engage to suit those online as well as those that prefer more traditional methods. Examples of these include:





- 'Hybrid meetings', a mixture of online meetings and in person meetings
- A group of tenants who conduct surveys from home
- Newsletters published online in addition to being printed and posted to addresses
- E-newsletters via DDC's 'Keep Me Posted' for those signed up online
- Community events.

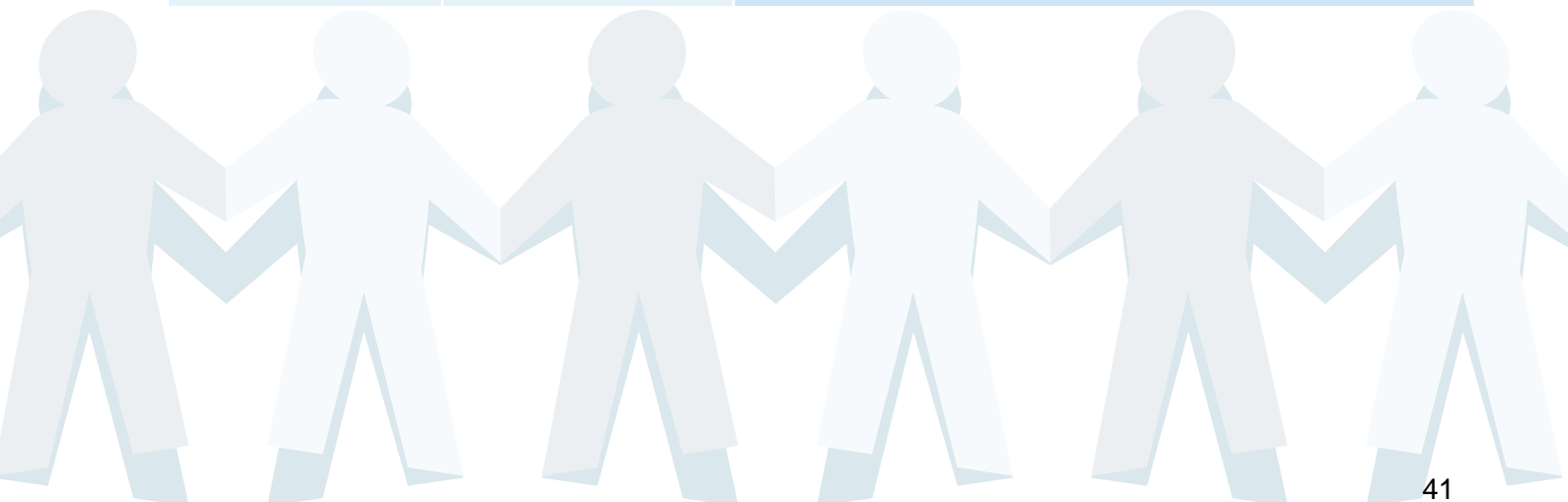
"In January to February 2020, 96% of households in Great Britain had internet access, up from 93% in 2019 and 57% in 2006 when comparable records began."

Source: ONS Internet access - Great Britain: 2020

10. Our Plans for the Future and Key Priorities

Through our work with tenants and leaseholders we have identified 4 key priorities. Each action point on the action plan will relate to one or more of these priorities:

	Breaking down the barriers to being involved by:	Making it easier to have tenants' voices heard
		Striving to ensure no one is discouraged from becoming involved due to circumstances, abilities, and characteristics
		Increasing visibility by providing information about the housing service and what we're up to.
	Rebuilding the trust that tenants have in Dover District Council by:	Listening to points of views
		Working with tenants in constructive ways
		Being visible by providing regular examples of how service has improved using tenants' input
		Providing ways tenants' influence can drive tangible change
	Increased offering and a larger variety of opportunities to encourage more people to be involved in ways that suit them by:	Special interest groups now added to the menu of involvement
		Newly renamed Estate Walkabouts and community events for local level involvement
		Greater opportunities to provide feedback.
	Supporting tenants to be involved through training, guidance and support.	Providing timely administrative support for tenant groups and meetings
		Being approachable and regularly offering support and guidance in housing matters.



How will we achieve these?

Priority One – Breaking down the barriers

We want all of our customers to have the opportunity to be involved if they want it in ways that are convenient for them. To do this we will:

- Increase the options for engagement to ensure that they are inclusive and offer our tenants and leaseholders opportunities to engage in ways that require various degrees of commitment
- Continually review and consider the barriers to engagement based upon feedback from our tenants
- Provide support, resources and training so that tenants and leaseholders can engage with us
- Assess the impact of all our involvement activities in collaboration with tenants and report back on the difference involvement has made.

Priority Two - Rebuilding the trust

We want our tenants and leaseholders to have trust in us that we will provide the best services we can with the resources we have and listen and act upon their concerns. To do this we will :

- Be open and transparent in our communication and decision making
- Provide timely and accurate performance information about how we are doing
- Make it as easy as possible for our tenants to report their concerns to us, especially if these relate to health and safety, and make sure we respond quickly to deal with these
- Use our communications with tenants to reinforce key messages about our services and tenant health and safety
- Introduce new customer satisfaction measures, in line with the proposals set out in the Government's Social Housing White Paper and publish the results
- When things go wrong make sure we learn from this and change the way we do things by monitoring complaints carefully. Publish this information on our website
- Include our tenants and leaseholders when we set our service improvement plans
- Strengthen our tenant scrutiny arrangements.

Priority 3 - Increased offering and a larger variety of opportunities

We recognise that not all tenants want to be involved in the same way and want to make sure that we offer a variety of opportunities calling for varying degrees of commitment to suit more people. We will achieve this priority by:

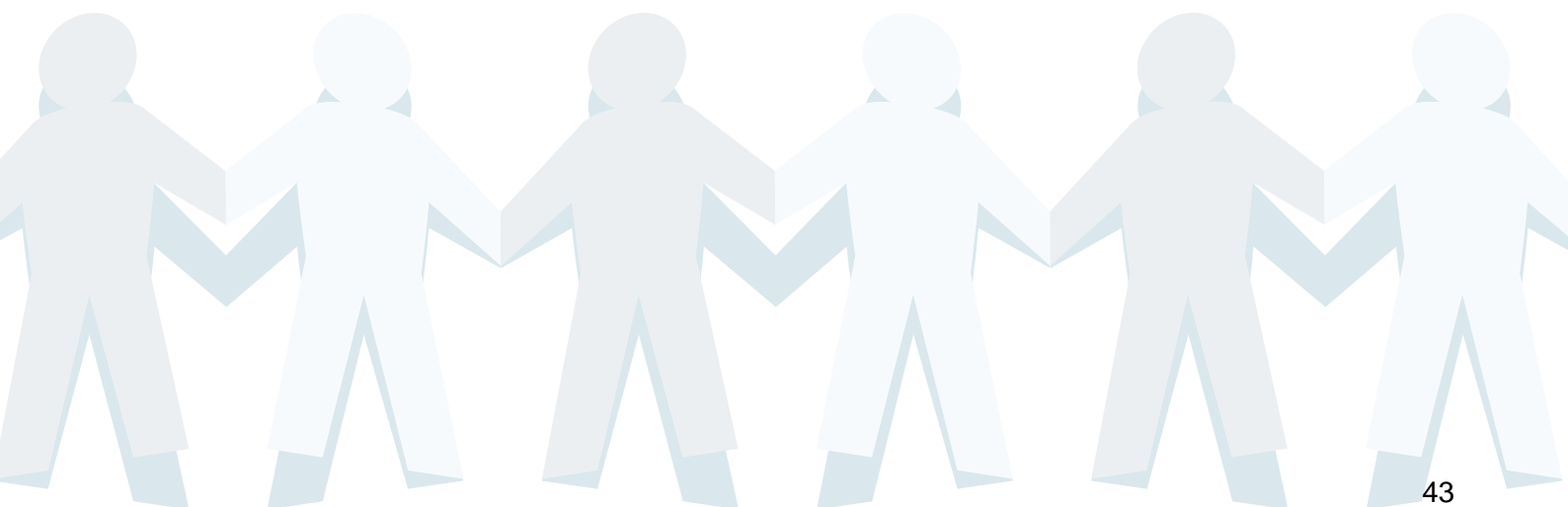
- Using a range of engagement methods that includes digital channels to make sure we capture feedback and new members who might otherwise not be able to participate
- Offer opportunities that involve our tenants and leaseholders in estate improvements so that they can help us create attractive areas to live
- Involve tenants in our investment decisions especially where these relate to building safety
- Measure the impact of tenant involvement to make sure it offers value of money and makes a difference.

Priority 4 - Supporting tenants to be involved

We also recognise that we will need to offer training, learning and support to all involved tenants to develop their skills and confidence to be effective in their involvement.

We will do this by:

- Providing opportunities for training and development to tenants and leaseholders who want to have more involvement
- Producing our information in a more meaningful and understandable format
- Increasing the amount of information about the service that we include in our newsletters for everyone to read
- Supporting meetings through advertising, providing administrative support and providing timely and relevant information
- Ensuring that staff are aware of the role of involvement and encourage and support tenants who want to work with us.



11. Resources to Support Tenant Engagement

DDC has a dedicated resource to support tenant engagement in the shape of our Tenant Involvement and Continuous Improvement Officer (TEO). The TEO is largely responsible for the successful implementation of this strategy and action plan and for the ongoing support of groups, meetings and managing resources.

In addition to the TEO, it is important for a culture of tenant engagement to be embedded throughout the Housing and Asset teams, and to ensure tenants are involved with staff at different levels in activities such as procurement, improvement works at a local level or with Housing Officers on walkabouts or community events.

Financial support

We acknowledge that supporting tenant engagement does incur associated costs, many of these costs such as printing, staffing costs and consumables are absorbed by the housing management budget as a whole, but there are more specific costs such as:

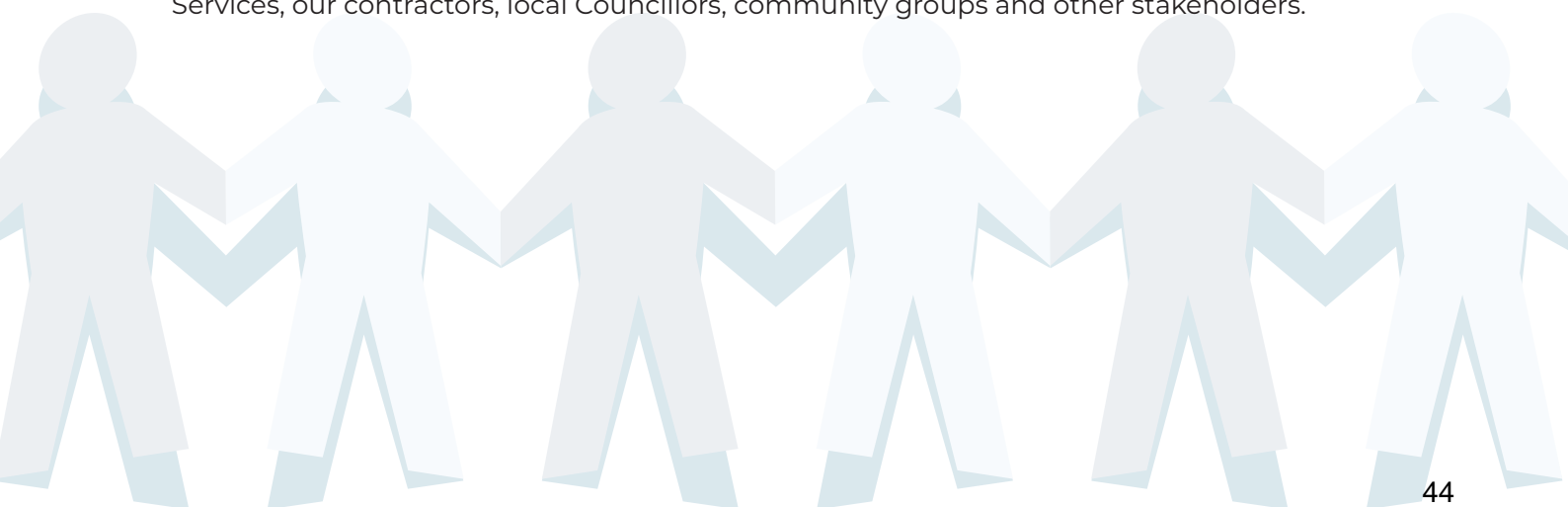
- Payment of expenses for tenants and representatives to attend meetings
- Independent advice
- Training and development, attendance at external consultation events and tenant conferences
- Promotional information and materials
- Purchase of equipment.

These costs will need to be attributed to a Tenant Involvement budget and DDC is committed to annual meetings with finance staff to set a budget for the forthcoming year.

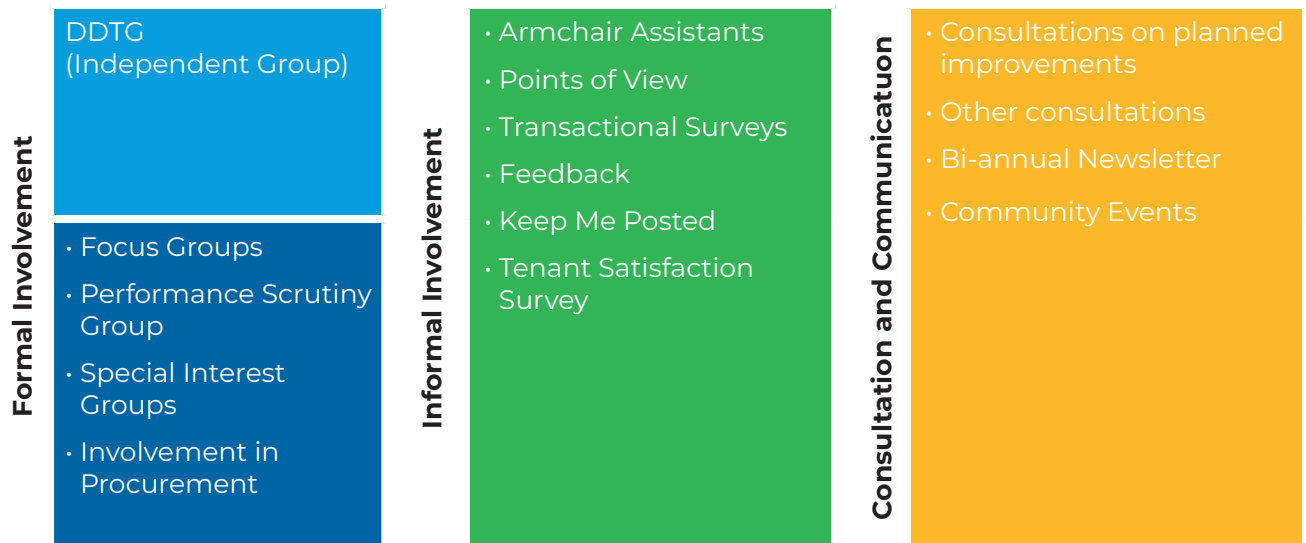
Working with others

We understand that we can't do this all on our own, we will ensure we will join other teams and agencies to work together in partnership on projects and events. In addition to the engagement opportunities that the housing service offer, our team members help support resident associations and community groups worked with by our colleagues in the Community Development team.

We endeavour to work collaboratively with other Dover District Council teams including Waste Services, our contractors, local Councillors, community groups and other stakeholders.



12. Tenant Involvement Framework



Our revised tenant engagement framework includes a menu of opportunities for tenants and leaseholders to be involved. We recognise that not everyone wants to be or can be involved in the same way and the menu reflects this. The menu offers opportunities to be involved simply by reading our newsletter right through to being elected chairperson of one of our formal groups. Each of the ways that tenants and leaseholders engage with us will take up varying amounts of their time and we have tried to identify this in the menu which is shown in full at the end of this strategy.

12.1 Formal involvement

The Tenant Involvement framework includes opportunities to be more ‘formally’ involved with the housing service. This might be through membership of the Dover District Tenants’ Group and/or our focus groups and tenant panels.

Dover District Tenants’ Group (DDTG)

The Dover District Tenants’ Group (DDTG) has been in existence for many years. It is an independent group with 12 membership places and tenants and leaseholders from across the district can apply to join.

The aim of the DDTG is to work with DDC, tenants and leaseholders to resolve local community issues, to support local community projects and to oversee estate improvements. The work that the group undertakes is valuable to meet the regulator for social housing’s specific expectation to enable tenants to scrutinise services.



The Dover District Tenants' Group supports the following functions:

- Provide feedback and make recommendations regarding the Council's housing related policies and strategies
- Raise local & community issues, not individuals' issues, with DDC on behalf of tenants and leaseholders and recommend solutions
- Scrutinise the service provided by using performance and research-based approaches, with a view to make recommendations for service improvements
- Support and/or promote community projects which benefit DDC tenants and leaseholders
- Oversee estate improvement programme and help decide how the budget is spent on projects throughout the district.

Focus groups/tenant panels

There will be times where more in depth and outcome driven involvement will be required. This might be to help write and implement a strategy, make changes to processes, or speak to a particular group of residents.

Focus groups and tenant panels allow tenants and DDC to join forces and disband once the project has been completed. This is a 'Task and Finish' style of tenant engagement.

Special interest groups

One of our key priorities is to break down barriers, one of the ways we can do this is to speak to tenants who perhaps have a different perspective that we want to hear from. This could be from under-represented groups or collections of tenants with protected characteristics that may find it harder to engage traditionally.

These groups are interchangeable based on the needs at the time. For example, we may have a project or desire to speak to tenants who are below a certain age or young parents, we would then set up a method of engagement based on the preferred method of that group.

Similar to focus groups, these groups can be a 'task and finish' style of involvement, focusing on one topic or they could be longer running, looking at a wider variety of topics and areas.

12.3 Informal engagement

● Tenant Surveys

In addition to the large-scale Tenant Satisfaction Survey, sent to all residents, it is an important goal for us to implement more surveys to ascertain tenants' thoughts by targeting tenants at the end of a service received. An example of this is the anti-social behaviour (ASB) satisfaction surveys to collect data on how positive or negative the tenants' experience was with the housing team.

Feedback forms are available to complete 24/7 on DDC's website. Printed feedback forms are also available at community events.

We will continue to gather tenants' opinions via a variety of methods.

● **Armchair assistants**

A new involvement opportunity for tenants to be added to a 'Keep Me Posted' mailing list to receive regular surveys and opportunity to provide service feedback

● **Points of view members**

Distribution list of residents to hear about services and opportunities to respond

● **Social media**

We are aware that many of our tenants are on social media. Other providers have created groups and pages to directly communicate with tenants, provide information and gain responses and feedback. We will look into this as a potential new resource.

● **Estate Walkabouts**

Previously known as Estate Inspections these offer an opportunity to be involved in person and join us once a year for a community event. DDC staff conduct inspections alongside stakeholders including contractors, councillors, tenants and leaseholders.

We have altered the name of these on the recommendation of members of our focus group who felt that the formality of the title inspection might put residents off and suggest that we were expecting them to act on anything they found. They felt that the term 'Estate Walkabout' more accurately described what was going on.

12.4 Engagement through communications

53% of tenants told us that their preferred method of involvement is to receive information and updates of the service.

This correlates with our involved residents who say that communication is key and they enjoy receiving new information via Keep Me Posted email updates and biannual newsletters.

We aim to provide a range of ways in which we will communicate with our residents.

"Communication is key"

Neil Drakley, Tenant Focus Group

Communication

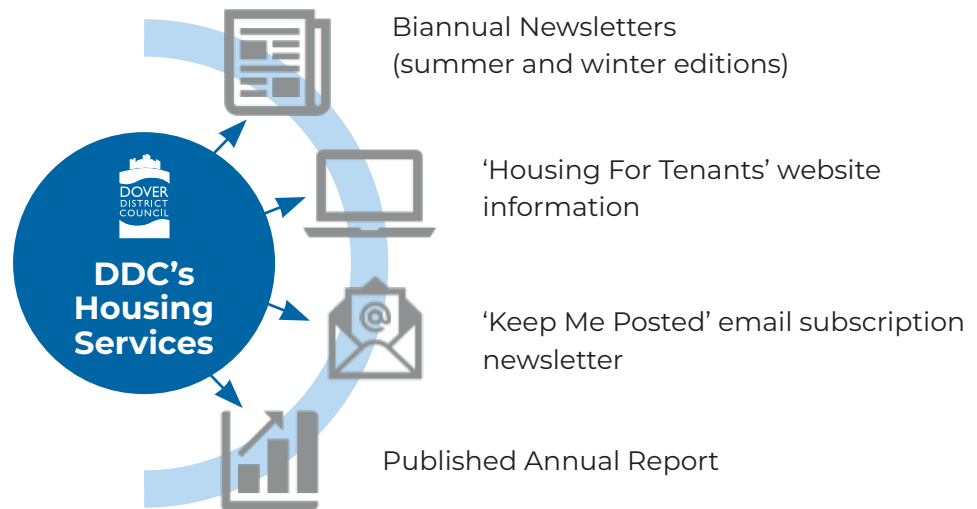
- Local consultations: for example, consultation with residents affected by a specific project
- Newsletters
- General letters/ emails and telephone calls to tenants and leaseholders
- Our website.

We will create a consultation framework to identify which projects would benefit from resident consultation and how that will be undertaken to provide fair opportunities to be involved in changes made to residents' own environments, blocks and estates.



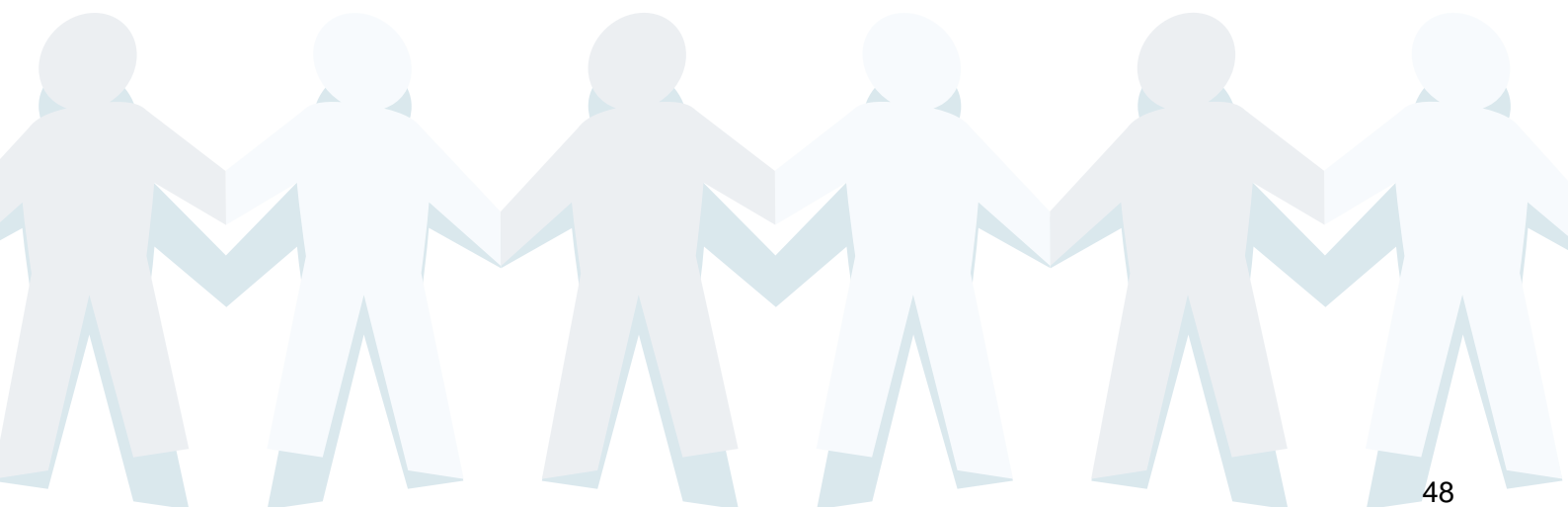
Publishing Tools

We use a variety of methods to publish information to tenants, both to their door (newsletters), to their inbox (Keep Me posted) or information they wish to seek on the website or in the Annual Report to tenants.



Information about our performance

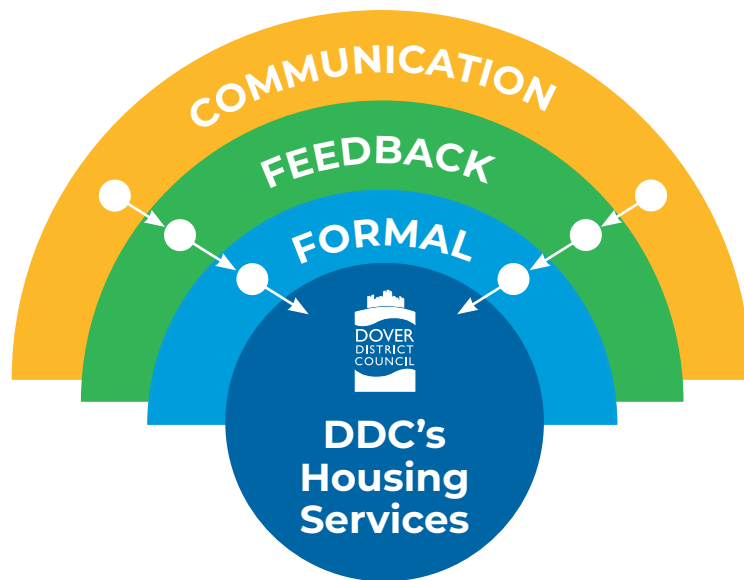
It is vital that to effectively scrutinise services, our tenants and leaseholders must have access to timely and accurate performance data. We will not only provide annual report data, but will publish our performance and service standards on our website.



13. How We Will Use Customer Feedback

We will make sure that we use the feedback we receive from a variety of sources to improve our service delivery arrangements and deliver improvements that make our estates healthy, safe and attractive places to live.

We will develop a consultation framework that we adopt whenever we do local estate based consultation exercises and the outcome of these interactive surveys will be to better understand what our residents are telling us about our plans for their area. This type of consultation feeds into our investment plans and asset management strategies.



14. Monitoring

The tenant involvement and empowerment standard's specific expectation states that providers must consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

The strategy and action plan outcomes will be reviewed annually and we will use the following performance indicators and reporting tools to help us measure our success:

- Overall customer satisfaction taken from our annual tenant satisfaction survey
- Customer satisfaction with the measure in our annual tenant satisfaction survey around how many of our tenants feel we have listened to and acted upon their views
- The number of participants engaging with each of our involvement methods
- Impact assessments which demonstrate the valuable outcomes that have been achieved from particular involvement activities, allowing everyone to clearly see the value of involving tenants in all that we do.

15. Equalities

Different groups are protected in law (the Equality Act 2010) and DDC is committed to ensuring barriers to involvement are considered and minimised wherever possible.

An equalities impact assessment has been conducted to ensure fairness, access and inclusion of tenants in the influence of housing landlord services.

16. Menu of Involvement

Our menu of involvement includes a wide variety of ways residents can be involved with the landlord service; they include:



Formal Meetings (largest time commitment)

- Dover District Tenants' Group - Independent
- Special interest groups
- Focus groups
- Performance Scrutiny group



Informal Engagement Activities (moderate time commitment)

- Estate Walkabouts
- Litter picks
- Local targeted involvement for estate improvement or planned work
- Annual competitions
- Community events
- Completing surveys



Online Involvement (smallest time commitment)

- Armchair Assistants
- Consultations
- Feedback forms
- Completing surveys



Publications and one way communication

- 'Keep Me Posted' email updates
- Up to date and relevant website information
- Biannual printed and posted newsletter
- Investigate



Activity Toolbox

Methods and tools at the disposal of residents to aid effective engagement in service delivery.

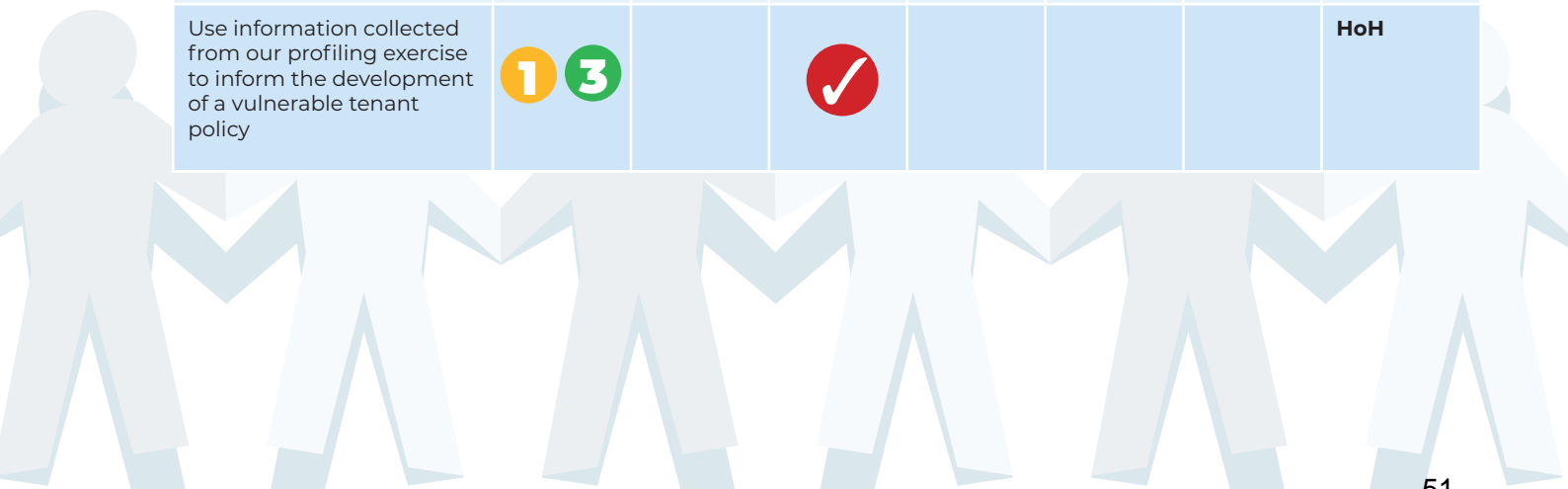
- Scrutiny
- Mystery shopping
- Reports & statistics
- Staff presentations
- Surveys
- Workshops

17. Tenant Engagement Strategy Action plan

Key objectives are set out in the section 10 in the Tenant Engagement Strategy and each action point complies with one or more key objectives. Actions are divided into groups of the following subjects:

- Creation of supporting documents
- Launching new and additional projects, groups and activities
- Publishing tasks
- Digital and technical
- Understanding our residents
- Supporting our residents

Action	Complies with Key Objectives	Year 1 By April 2023	Year 2 By April 2024	Year 3 By April 2025	Year 4 By April 2026	Year 5 By April 2027	Responsible Officer
Creation of supporting documents							
Write and agree Terms of References for Groups	3	✓					TEO
Write and agree Tenant Expenses Policy	1 4	✓					TEO
Create a consultation framework and toolkit to ensure consultations are carried out at local level for appropriate projects such as bin storage relocations, parking alterations, new signage, windows and doors, etc.	2 3	✓					TEO
Use information collected from our profiling exercise to inform the development of a vulnerable tenant policy	1 3		✓				HoH



Action	Complies with Key Objectives	Year 1 By April 2023	Year 2 By April 2024	Year 3 By April 2025	Year 4 By April 2026	Year 5 By April 2027	Responsible Officer
Launching new and additional projects and groups and activities							
Identify younger tenants living in our stock and try to engage them through information activities	1 3		✓				TEO
Conduct customer journey mapping exercises as a tool to identify where improvements can be made to services.	3		✓				TEO
Launch an Equalities Group to investigate and ascertain how we can ensure we are engaging with tenants with protected characteristics moving forward.	1 3	✓					TEO
Work with tenants to review Tenant Engagement Strategy, targets and monitor progress.	2	✓	✓	✓	✓	✓	TEO
Working with Asset team to ensure that tenants are involved in planned work when they are directly affected by the work proposed.	2 3		✓	✓	✓	✓	AM
Develop a new customer satisfaction survey for a variety of areas, such as ASB, complaints and asset maintenance and use feedback from this to monitor our services.	3		✓				HM
Reintroduce the Estate Improvement Programme, using resident involvement to directly improve estates.	3		✓				TEO & AM
Rename Estate Inspections to Estate Walkabouts to encourage a more approachable community activity.	3	✓					TEO
Explore creation of Special Interest Groups and identify underrepresented areas.	1 3		✓				TEO

Action	Complies with Key Objectives	Year 1 By April 2023	Year 2 By April 2024	Year 3 By April 2025	Year 4 By April 2026	Year 5 By April 2027	Responsible Officer
Publishing tasks							
Encourage new tenants to sign up to Keep Me Posted at first contact with their housing officer.	1 3	✓	✓	✓	✓	✓	HM
Publish Annual Reports and work with tenants to agree what our local offers look like each year	2	✓	✓	✓	✓	✓	HoH
Increase promotion of successful projects and 'you said we did' to increase trust in services	2	✓	✓	✓	✓	✓	TEO
Digital and technical							
Roll out hybrid meeting options for open meetings held in person at Dover District Council.	1 3		✓				TEO
Investigate the use of social media as a multimedia forum to enhance our engagement opportunities.	1 3		✓				TEO
Understanding our residents							
Increase understanding of our tenants by completing tenant profiling exercise, made easier by census data becoming available in 2022.	1		✓				TEO
Develop and carry out a 'lifestyle' questionnaire to gain greater understanding of our tenants and what their needs and aspirations are.	1 2		✓				TEO
Supporting our residents							
Agree annual Tenant Engagement budget with DDC Finance	1 4	✓	✓	✓	✓	✓	HoH
Establish a programme of skills training for our engaged tenants working with partners to identify opportunities for training to be supported by them. Review every 2 years.	4	✓		✓		✓	TEO

Abbreviations:

HoH: Head of Housing

HM: Housing Manager

TEO: Tenant Engagement and Continuous Improvement Officer

AM: Asset Manager



Consultation Plan

Name of Document	Tenant Engagement Strategy 2022 - 2027
Topic	<p>This consultation plan has been written for the consultation of the draft Tenant Engagement Strategy 2022 - 2027.</p> <p>As a registered provider of social housing, Dover District Council must comply with the regulatory framework developed by the Regulator for Social Housing. This framework has three economic standards (applicable to housing associations only) and four consumer standards.</p> <p>The standard reflecting the role of resident involvement is the Tenant Involvement and Empowerment (Consumer) Standard and covers:</p> <ul style="list-style-type: none"> • Customer Service, Choice and Complaints • Involvement and Empowerment • Understanding and Responding to Diverse Needs of Tenants <p>The provisions in the Social Housing White Paper, A Charter for Social Housing Residents also emphasizes that tenants should expect to have their voices heard.</p> <p>The draft Tenant Engagement Strategy 2022-2027 (appendix 1) sets out how the housing service will strengthen relationships, give an effective voice to our tenants and leaseholders and increase the opportunities they have to work with us. It has been developed in collaboration with tenant and leaseholder representatives and is intended to help Dover District Council develop stronger, more inclusive, and active tenant engagement activities in the future.</p>

Period	Considerable consultation has already taken place with tenants and leaseholders in the development of the strategy and it is proposed therefore that formal consultation be for a shorter 4-week period between Monday 10 October and Monday 7 November 2022.
Promotion and Publicity	<ul style="list-style-type: none"> • Alerts on the Council website and Housing web pages • Views of all tenants and leaseholders have already been sought regarding the priorities and menu of opportunities section of the strategy in the summer edition of the tenant news magazine a copy of this and an online survey will be available on our website during the consultation period. • Keep Me Posted bulletin service to subscribers
List of Consultees	<ul style="list-style-type: none"> • We will consult with the current Council tenants and leaseholders. • Wider consultation with internal departments.
Methodology	<p>Consultees will be informed of the consultation in the following ways:</p> <ul style="list-style-type: none"> • The tenant newsletter sent to households in July 2022 advised all tenants and leaseholders of the development of the strategy and sought their views. • By Keep Me Posted bulletin service • Via advertisements / notifications on our website. <p>How will consultees be able to take part in the consultation?</p> <ul style="list-style-type: none"> • Consultees will be asked to review the content of the strategy, and complete a short survey • Links to the survey and information on how the survey can be completed will be provided on our webpages
Data analysis	<ul style="list-style-type: none"> • Once the survey has closed, we will review the feedback and data and if required, we will make amendments to the strategy.
Feedback	<ul style="list-style-type: none"> • A compilation of feedback received together with any Officer / Member feedback (where applicable) will be reported back with the final version of the Strategy. • The report will be published on our website. Information will also be provided in the Autumn newsletter.
Costs	<p>We will endeavour to keep the costs to a minimum:</p> <ul style="list-style-type: none"> • Consultation work with tenants and leaseholders will be undertaken in-house. • Electronic communication will be our default position and preferred source of communication, however where a consultee has indicated their preference for a paper version of the survey, we will provide this. • Postage & printing – the tenant newsletter is sent twice yearly and information will be included in this mailout to save cost.

Equality Impact Assessment

Lead Officer:-	Perry DeSouza
Decision Maker(s):-	Cabinet & Council
Name and type of document	Tenant Engagement Strategy 2022 – 2027
Type of decision: -	Approval of Strategy for formal consultation with stakeholders
Date of decision	3 October 2022
Aims of the decision <ul style="list-style-type: none"> • Objectives • Intended outcomes • Key actions • Who and how many will be affected? 	<p>1. Aim</p> <p>The objective of the report is to seek Cabinet approval of the content of the draft Tenant Engagement Strategy and agree to its wider consultation with stakeholders and service users. Dover District Council as a social housing landlord must comply with the Regulator of Social Housing’s regulatory framework, one aspect of which covers resident involvement. This encourages landlords to create an effective framework through which tenants and leaseholders can be involved with the management of the landlords service. The strategy also sets out how the Council will meet the ambitions set out in the Government Social Housing White Paper, A Charter for Social Housing Residents, in terms of commitment to offering service users greater opportunity to be involved and a commitment to greater transparency on the part of the housing service.</p> <p>2. Key actions and Intended outcomes</p> <p>The key priorities of the strategy are:</p> <ul style="list-style-type: none"> • Breaking down barriers for tenants to be involved • Rebuilding trust that tenants have in DDC • Increased offering and a larger variety of opportunities to encourage more people to be involved in ways that suit them • Supporting tenants to be involved through training, guidance, and support <p>3. Who and how many will be affected?</p> <p>As highlighted in the strategy, DDC currently has 4,896 properties with tenants of various tenures and tenant background which this document will impact on.</p> <p>The strategy aims to have a positive impact on tenants and leaseholders across the district and those with protected characteristics as identified in this assessment. The positive impact and method of engagement aims to enable and encourage tenants from all walks of life and backgrounds to increase their involvement with DDC through various methods of engagement as discussed in the strategy.</p>

<p>Information and Research</p> <ul style="list-style-type: none"> • Summarize 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>One of the provisions in the Social Housing White Paper, A Charter for Social Housing Residents states that tenants should expect to have their voice heard by their landlord, and it is hoped that through improved resident engagement by landlords, it will give residents a clearer voice so that they can help hold landlords to account.</p> <p>In the development of the strategy, we consulted with a dedicated focus group purposefully established to provide feedback that was used to inform the tenant engagement strategy.</p> <p>Consultation was also carried out with the Dover District Tenant Group (DDTG) our main tenant consultant group, residents living in our sheltered housing stock, the 437 members of the housing specific keep me posted group and the encouragement via articles in our summer newsletter that all tenants and leaseholders share their opinion of our draft strategic priorities.</p> <p>Consultation with these groups highlighted several barriers the wider tenant population felt prevented them from involving themselves with DDC via surveys, focus groups and feedback. The barriers included:</p> <ul style="list-style-type: none"> • Work and family constraints (such as busy lifestyle, work commitments and school runs) • Difficulty getting about due to physical or mental illness • Travel expenses • Lack of skills (e.g., literacy, mathematics, and computer/device literacy) • English not first language • Disinterest in the landlord service and apathy for getting involved <p>The Strategy addresses these barriers and sets out solutions which DDC will consider going forward to encourage greater tenant participation.</p> <p>Along with tenant consultation, we used data from the Tenant Satisfaction Survey (TSS) 2021 to:</p> <ul style="list-style-type: none"> • Understand how tenants preferred to be engaged / involved • Understand the best methods to involve tenants in the development of the strategy • Understand what key issues were important to tenants that were raised in the survey <p>Data from the TSS 2021 survey is referred to within the strategy.</p> <p>Wider research was also carried out to understand what other comparable organisations, both locally and nationally, were doing to engage and involve their tenants.</p> <p>In the assessment and completion of this report, we have identified that there could be a positive impact to the following characteristics: Age, Disability & Race. This is for the following reasons:</p> <ul style="list-style-type: none"> • Residents will be given the opportunity to engage with the Council via different methods, rather than simply online. This could include completion of questionnaires in paper via post, over the phone and in person. • Where engagement events are held in person, we will ensure that adequate facilities and resources are available to support disabled persons access to the event (for example, providing a wheelchair ramp).
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	<ul style="list-style-type: none"> • If English is not a resident's first language, we will attempt to procure translations of documents so they can engage with us or provide details of where residents can access translation services themselves. • An increased range of opportunities to be involved will include via digital platforms. It is hoped this will give access to forums that service users might otherwise be excluded from via the comfort of their own home with access to any specialist equipment, care arrangements or facilities that they have at home to support them.
Consultation <ul style="list-style-type: none"> • Has there been any specific consultation done? • What were the consultation results? • Did the consultation analysis show any difference for people with protected characteristics? • What conclusions did you draw from the consultation? 	<p>Preliminary consultation has been carried out with district tenants and leaseholders regarding how DDC should involve and engage with tenants, and what barriers there are to tenant involvement.</p> <p>Semi structured question and answer sessions were conducted with our sheltered housing residents and all tenants and leaseholders were invited to participate in our online survey seeking their views about our proposed priorities and opportunities to be involved. Full details of this were included in the tenant newsletter that went to all tenants and Leaseholders in July 22 and to all members of the housing keep me posted group.</p> <p>The views of staff in the housing service were also sought.</p> <p>Both internal review of current processes and applicable policies was carried out within the Housing department.</p> <p>A consultation with the Housing Policy Officer regarding the content and the potential impacts to those with protected characteristics and overcoming barriers.</p> <p>Further internal consultation with managers within DDC will take place once this document has been approved.</p>

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/Neutral /Negative	Mitigations
Age	Medium	Positive	None required. No negative impacts have been identified in the research and development of this strategy.

Disability	Medium	Positive	None required. No negative impacts have been identified in the research and development of this strategy.
Gender reassignment	Low	Neutral	None required. No negative impacts have been identified in the research and development of this strategy.
Gender	Low	Neutral	None required. No negative impacts have been identified in the research and development of this strategy.
Marriage and Civil Partnership	Low	Neutral	None required. No negative impacts have been identified in the research and development of this strategy.
Pregnancy and Maternity	Low	Neutral	None required. No negative impacts have been identified in the research and development of this strategy.
Race	Low	Positive	None required. No negative impacts have been identified in the research and development of this strategy.
Religion, Belief or Lack of Belief	Low	Neutral	None required. No negative impacts have been identified in the research and development of this strategy.
Sexual Orientation	Low	Neutral	None required. No negative impacts have been identified in the research and development of this strategy.

This Equality Impact Assessment must attach to any report throughout the decision-making process, to allow the final decision makers to have Due Regard.

Subject:	STRATEGIC PERFORMANCE DASHBOARD – QUARTER ONE 2022-23
Meeting and Date:	Cabinet – 3 October 2022 Overview and Scrutiny Committee – 10 October 2022
Report of:	Michelle Farrow, Head of Leadership Support
Portfolio Holder:	Councillor Chris Vinson, Portfolio Holder for Finance, Governance, Digital and Climate Change
Decision Type:	Non-Key Decision
Classification:	Unrestricted

Purpose of the report: To provide a summary of progress, using trends, against key performance indicators for the period April to June 2022 (unless otherwise stated and shown in detail at Appendix 1).

Recommendation: The Council’s Strategic Performance Dashboard be noted.

1. Summary

- 1.1 The Quarter One 2022/23 Strategic Performance Dashboard detailed at Appendix 1, covering the period April to June 2022, aims to provide members, businesses, and residents with an overview of how the Council, and East Kent Services, are performing against a number of key performance indicators (KPIs). It incorporates comments from each Head of Service on their service area’s performance and an overall summary of performance during the quarter.
- 1.2 This is a new presentation of the data and as such, for this 12-months, will be considered a work in progress, to be reviewed and amended as required, to move to a more strategic, rather than operational, report. Moving to a more strategic platform acknowledges operational performance continues to be reported at service level to portfolio holders. The Council’s Transformation Programme will also play a role in developing this reporting tool over the next 12-months.

2. Introduction and Background

- 2.1 Effective performance management supports the delivery of the Council’s aims and objectives.
- 2.2 On 6th June 2022, Cabinet approved a new Strategic Performance Dashboard to replace the current quarterly Performance Report. The new Strategic Performance Dashboard is to be trialled for 12-months and will be reviewed during this period. This report is therefore a work-in-progress and can be updated as necessary during the year to reflect any agreed reporting requirements.
- 2.3 The aim of the new Strategic Performance Dashboard is to provide clearer strategic information, better insight as to key issues and trends, and inform problem-solving discussion, where necessary.
- 2.4 The Strategic Performance Dashboard at Appendix 1 provides a summary of the Council’s key performance figures for the three months from April to June 2022 (Quarter One 2022/23).

- 2.5 A section is included to show performance within the East Kent Services (EK 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.
- 2.6 Specific areas of performance to note:
- 2.6.1 Digital: The Digital Team is looking at how we can best use technology to monitor digital investment and the resulting beneficial changes to how we work and to our customers, and the KPIs that could be included around this.
- 2.6.2 New build across the district – all developers (PAD006) show an increase (26.5%) in the number of new builds (this information is collated annually), and is, in part, due to the number of major schemes completing during the year (2021/22).
- 2.6.3 Greenhouse Gas Emissions: included for the first time in this report, measuring the greenhouse gas emissions from our own estate and operations. The data indicates a higher number of emissions and increased energy consumption this year (2021/22), however, this is in comparison to lower figures during the Covid-19 pandemic, with the resultant closure of some facilities. The council's LED street lighting project has contributed to a significant decrease in emissions from this asset. In comparison to the baseline year (2008/09) there has been an overall reduction of 46% in CO₂e emissions. The council's LED street lighting project has contributed to a significant decrease in emissions from this asset.
- 2.6.4 Waste: Performance reporting shows this area is now stabilising and the new WAS014 (percentage of roads inspected clear of litter) will be able to show trends over the coming months.
- 2.6.5 Affordable Homes: During 2021, 61 homes were added to the DDC housing stock, which is up from 20 in 2020/21 (+205%). In April to June 2022, a further seven affordable homes were delivered.
- 2.6.6 Private Sector Housing: The Team is seeing an increase in service requests directly related to Ukrainian Refugee Home Checks and this will be an area to monitor more closely.
- 2.6.7 Housing Maintenance: Four of the six areas of compliance are now at 100%. Of the remaining two areas, ASS02 (Electrical Installation Conditions Report) is going in the right direction, albeit moving slowly due to ongoing access issues, and the other ASS03 (current Fire Risk Assessments) is seeing a temporary dip, which should be remedied by Quarter Two. There has been a significant reduction in the total average void times and further improvements are expected (both in major and non-major works required).
- 2.6.8 Housing Management: Changes made to the reporting of one of the homelessness indicators (HOM012) provides more accurate information of those accessing the service, enabling improved clarity of performance information. Tenant arrears continue to reduce.
- 2.6.9 Civica: The KPIs show the service is currently on track, however, this may be an area to monitor due to potential difficulties with the cost of living increases, affecting both residents and businesses. The Energy Rebate Scheme is having a temporary effect on the performance of the Customer Services contract and this is being closely monitored.

2.7 Should members wish to receive more detail in relation to any of the KPIs, they are asked to contact the Leadership Support Team in advance of the committee meeting so that a full briefing can be provided.

2.8 The Council's Performance Management Framework is currently under review and will be brought to Cabinet for approval. The Performance Management Framework sets out the overall high-level approach that the Council will take in managing its performance. The aim of the Performance Management Framework is to provide a basis for consistency in the way that performance is managed and joined up across the Council – a 'one council' approach which will encourage members, officers, and partners to work together to deliver priorities.

3 Identification of Options

3.1 Not applicable.

4 Evaluation of Options

4.1 Not applicable.

5 Resource Implications

5.1 There are no direct financial implications arising from this report. However, if performance is not at the expected or desired level then resources may need to be reviewed or redirected to enable improved performance.

6 Legal Implications

6.1 There are no direct legal implications arising from this report. However, if performance is not at satisfactory levels, the risk of legal challenge arising increases.

7 Climate Change and Environmental Implications

7.1 There are no direct climate change implications arising from this report. However, some individual supporting projects reflect specific elements of the Council's climate change agenda. There is also a new KPI to monitor the 'Reduction in Dover District Council's Green House Gas Emissions'.

8 Corporate Implications

8.1 Comment from the Section 151 Officer (linked to the MTFP): The Head of Finance and Investment has been consulted on this report and has no further comments to add.

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: 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>

9 Appendices

Appendix 1 – Strategic Performance Dashboard Quarter One 2022/23

10 Background Papers

None.

Contact Officer: Caroline Hargreaves, Leadership Support Officer

Dover District Council

Strategic Performance Dashboard

QUARTER ONE 2022/23 (APRIL TO JUNE 2022)



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A. INTRODUCTION

Effective performance management supports the delivery of the Council's aims and objectives set out in our [Corporate Plan](#).

Dover District Council collects data on a wide range of performance to provide a high-level overview of the Council's overall performance. The Key Performance Indicators (KPIs) reported within this Strategic Performance Dashboard provide key insights into effective service delivery across the Council's functions and provide a focus for strategic and operational improvement and decision-making.

Through service plans the Council carries out wider work to measure performance and quality. This report is intended to provide an overview of the contribution that the Council makes across all its activities towards achieving our vision to be "a district of ambition, inspiration, and good living – a destination of choice".

Summary / Headline Achievements or Concerns

- As noted in the accompanying Cabinet report, this Quarter One 2022/23 Strategic Performance Dashboard is a work-in-progress and during the next 12-months we expect to further amend the dashboard, to reflect progress, not only in a refreshed performance management framework, but also to ensure clear links to the Transformation Programme, digital developments, and corporate planning.
- There are several new Key Performance Indicators (KPIs) in the report, and it will take a further few quarters reporting to see any developing trends and clearer performance direction.
- It is proposed that we will include an update on the key/major Council projects in Quarter Two and Quarter Four of each year.
- For the first time our Strategic Performance Dashboard includes residual high risks from the Corporate Risk Register (those that have been identified as high likelihood and high impact, and the risk remains high with mitigation actions), so members can be clear on the actions being taken to reduce those risks, where possible.
- With regards specific performance reported, overall, this appears to be steady, with a few specific areas of note, below:
 - All Joint Housing Service KPIs have been included in this report, primarily to combat duplicate reporting. As the pilot year of this report progresses and the service area itself develops, there may be a point at which members will wish to review and include strategic KPIs only.
 - Specific areas of performance:
 - Digital: The Digital Team is looking at how we can best use technology to monitor digital investment and the resulting beneficial changes to how we work and to our customers, and the KPIs that could be included around this.
 - Planning: The KPI 'New build across the district – all developers' (PAD006) shows an increase (+26.5%) in the number of new builds (this information is collated annually), which is good news and is, in part, due to the number of major housing schemes completing during the year (2021/22).
 - Climate Change: To monitor our progress towards 'Net Zero', we have included a new KPI measuring the greenhouse gas emissions from our own estate and operations. The latest data indicates a higher level of emissions and increased energy consumption the latest year (2021/22), however, this is in comparison to lower figures during the Covid-19 pandemic, with the resultant closure of some facilities. The council's LED street lighting project has contributed to a significant decrease in emissions from this asset. In comparison to the baseline year (2008/09) there has been an overall reduction of 46% in CO2e emissions.
 - Waste: The service is now stabilising and the new WAS014 (percentage of roads inspected clear of litter) will be able to show trends over the coming months.
 - Affordable Homes: During 2021/22, we added 61 homes to the DDC housing stock, which is up from 20 in 2020/21 (+205%). In April to June 2022, a further seven affordable homes were delivered.
 - Private Sector Housing: The team is seeing an increase in service requests directly related to Ukrainian Refugee Home Checks and this will be an area to monitor more closely.
 - Housing Maintenance: Four of the six areas of compliance within the service are now at 100%. Of the remaining two areas, ASS02 (Electrical Installation Conditions Report) is going in the right direction, albeit moving slowly due to ongoing access issues. The other area, ASS03 (current Fire Risk Assessments), is

seeing a temporary dip, which should be remedied during Quarter Two. There has been a significant reduction in the total average void times and further improvements are expected (both in major and non-major works required).

- Housing Management: Changes made to the reporting of one of the homelessness indicators (HOM012) provides more accurate information of those accessing the service, enabling improved clarity of performance information. Tenant arrears continue to reduce.
- Civica: The KPIs show the service is currently on track, however, this may be an area to monitor due to potential difficulties with the cost-of-living increases, affecting both residents and businesses. The Energy Rebate Scheme is having a temporary effect on the performance of the Customer Services contract, and this is being closely monitored.

B. FINANCIAL SUMMARY QUARTER ONE

At the end of quarter one the in-year General Fund budget forecasts pressures in excess of £800k as detailed below.

Description	2022/23 Estimate £000
Refuse & recycling inflation (4.5% budget, 8.5% actual)	200
Other general inflation pressures	50
GF impact of salary inflation (3% budget, 3.25% actual)	35
Environmental Enforcement service changes (8 months)	30
Grant income omitted from budget (Aylesham Community Development, Aspire, Inspire)	(180)
Revised NDR forecast	75
New Director Backfill	25
Parking Income, on-going reduction in activity	150
Income Generation shortfall (against £175k target)	100
Deal Pier unmanning target	50
Additional Health & Safety post (subject to ATR)	25
Environmental Engagement post (subject to ATR)	15
Additional Homeless pressures	200
Reduced recharges to DPHA	0
KCC withdrawal of Kent Homeless Connect Contract	50
Total Variances	825

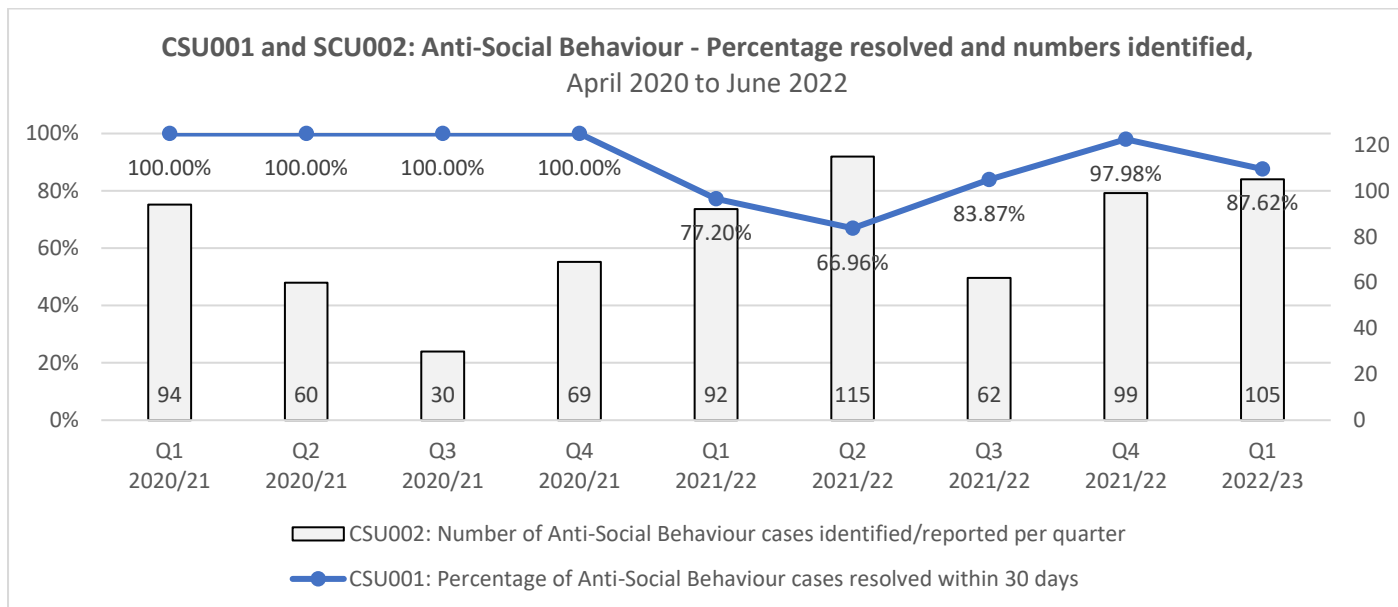
Additionally, there are a number of uncertainties which may impact the forecast but cannot be quantified at this stage. These include NDR collection rates, Council Tax collection rates, potential Channel Tunnel NDR appeal, the future of the Port Health service, and the potential revenue impact of managing the Creative Centre and Levelling Up Fund.

C. CHIEF EXECUTIVE

1. COMMUNITY AND DIGITAL SERVICES

CSU001: Percentage of Anti-Social Behaviour (ASB) cases resolved within 30 days and CSU002: Number of cases identified

CSU001: A high value is good; CSU002 A low value is good.

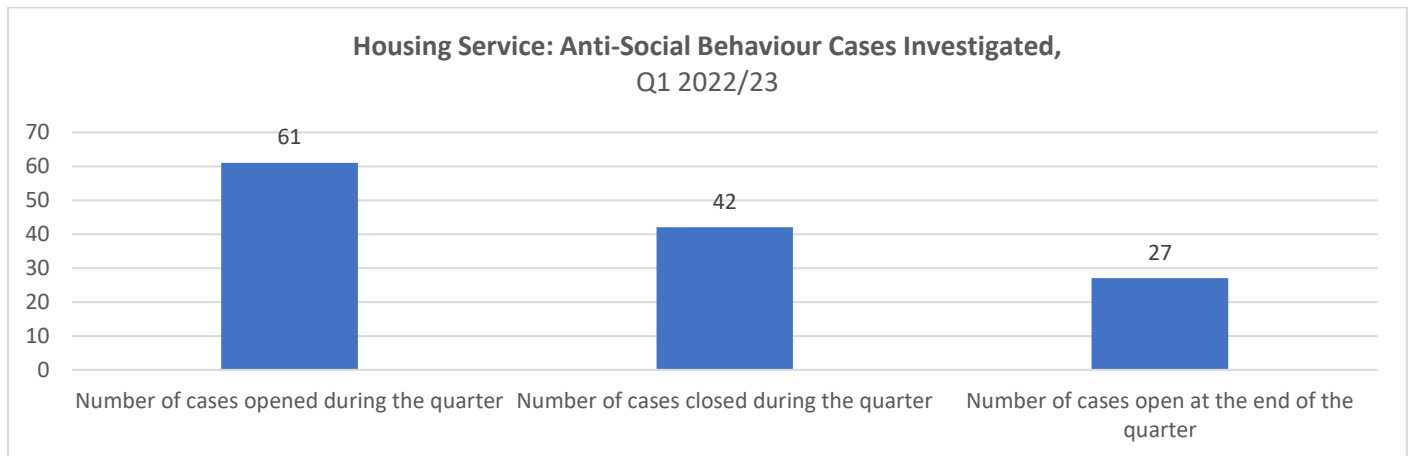


Commentary from Brinley Hill, Head of Community and Digital Services:

- The percentage of Anti-Social Behaviour (ASB) cases resolved within 30-days has fallen over the quarter, with 92 out of the 105 cases identified during the quarter being resolved within the set period. ASB cases are becoming more complex, especially regarding neighbour disputes, and some ASB challenges simply cannot be resolved within 30 days, and the capture and reporting needs to reflect this. Several cases are ongoing, hence the number of cases resolved has dropped this quarter. The team is looking to review the timescale for resolving cases, possibly looking at RAG rating issues using new software being developed. Improved reporting also means all complaints are now recorded at source, so the number of cases can increase as, for example, a KCC issue, could be logged in the system. The team is looking to maximise the use of technology and work more with partners to become more efficient and effective. The team currently only has one dedicated ASB Officer and we are looking at a review of resources to provide greater resilience/response going forward.
- In June 2022, the reporting system changed, with housing complaints no longer coming through to the Community Safety Unit and going directly to Housing Management as the responsible owner for these complaints. For the sake of completeness, the Housing ASB cases are shown below in a new Performance Indicator.
- Digital: Going forward with this Dashboard as a work in progress, the Digital Team will include commentary in this report around digital investment and the beneficial changes that brings to staff and customers. A new website is in development and the introduction of new reporting tools/software will be able to capture digital innovation.
- ICT will be moving back inhouse from April 2023, with initial work to be undertaken on the shared infrastructure arrangements, e.g., databases and servers.

NEW: HOM024: Number of Housing Anti-Social Behaviour (ASB) Cases Investigated

A low value is good.



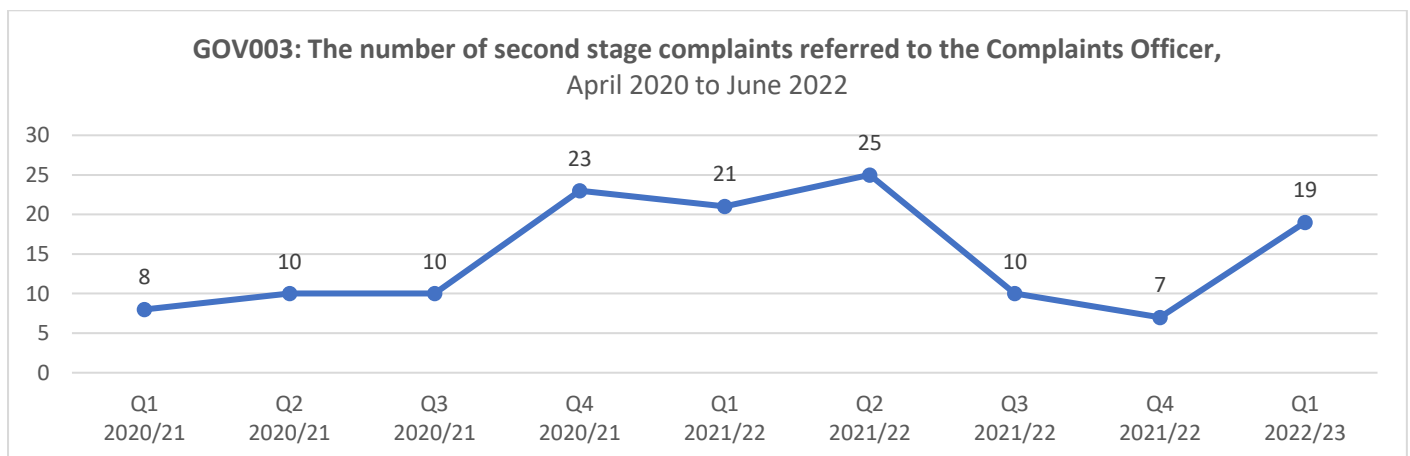
Commentary from Louise Taylor, Head of Housing:

- Sixty-one new cases were opened during the quarter one, covering numerous types of complaints.
- The top five complaint categories investigated being noise (22 cases), other criminal behaviour (9 cases), drugs (8 cases), harassment/threats (8 cases), and criminal damage (4 cases).
- Ongoing delays with Court hearings continue to hamper our enforcement activity. However, enforcement action during the quarter includes two Notice of Seeking Possession served, one Community Protection Warning and one eviction.
- The remaining Housing Management KPIs can be found in Section F - Joint Housing Services.

2. GOVERNANCE AND HR

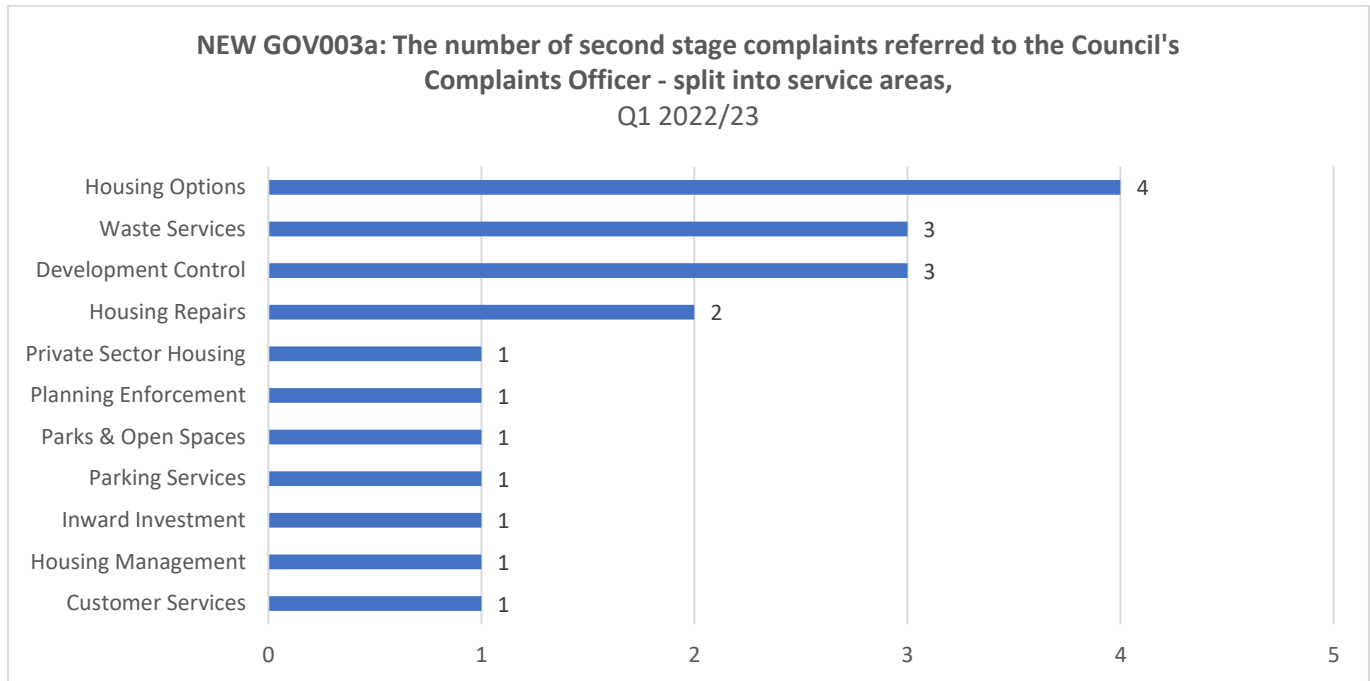
GOV003: The number of second stage complaints referred to the Complaints Officer

A low value is good.



NEW: GOV003a: The number of second stage complaints referred to the Council's Complaints Officer – service areas

A low value is good.



Commentary from Louise May, Head of Governance and HR

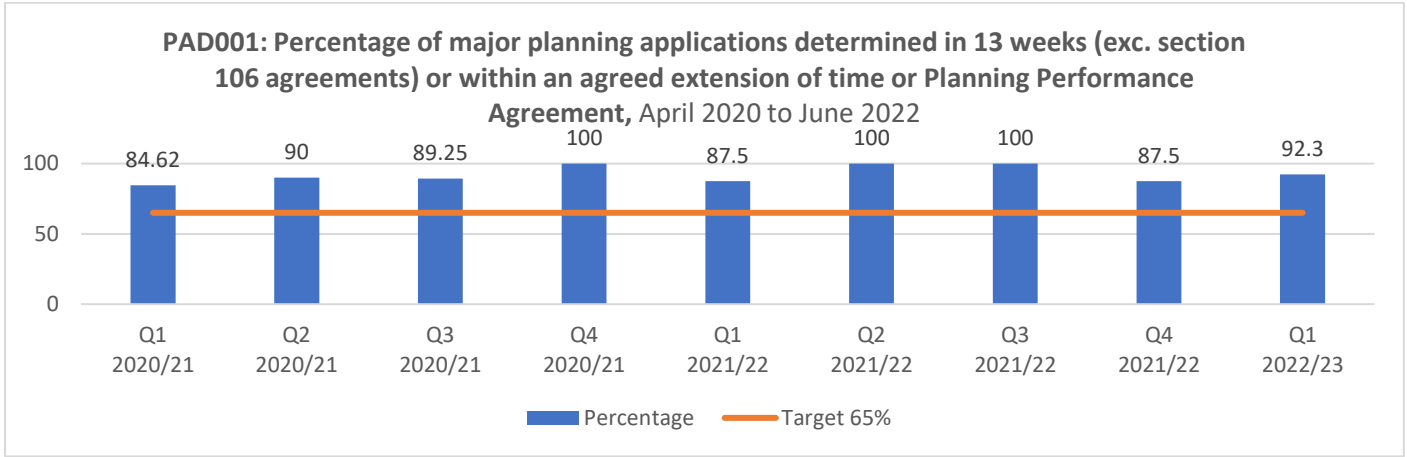
- The number of Stage Two complaints for Quarter One 2022/23 is similar to that seen during Quarter One 2021/22. While there have been changes in the distribution amongst services of the Stage Two complaints, there are no clear trends emerging for individual services at this point as the overall level of individual service complaints remains low. The services that received more than one Stage Two complaint in Q1 2022/23 were the larger services such as waste, planning and housing which is not unexpected.
- For the four complaints for Housing Options (up from one complaint Quarter One 2021/22), three of these related to complaints about the assessment of their banding. For the three Waste Service complaints, two related to the discount applied to green waste subscriptions. In respect of Planning, two of the three complaints related to delays in determining applications. However, this was a small proportion of the overall number of planning applications received.

D. OPERATIONS AND COMMERCIAL

3. PLANNING AND DEVELOPMENT

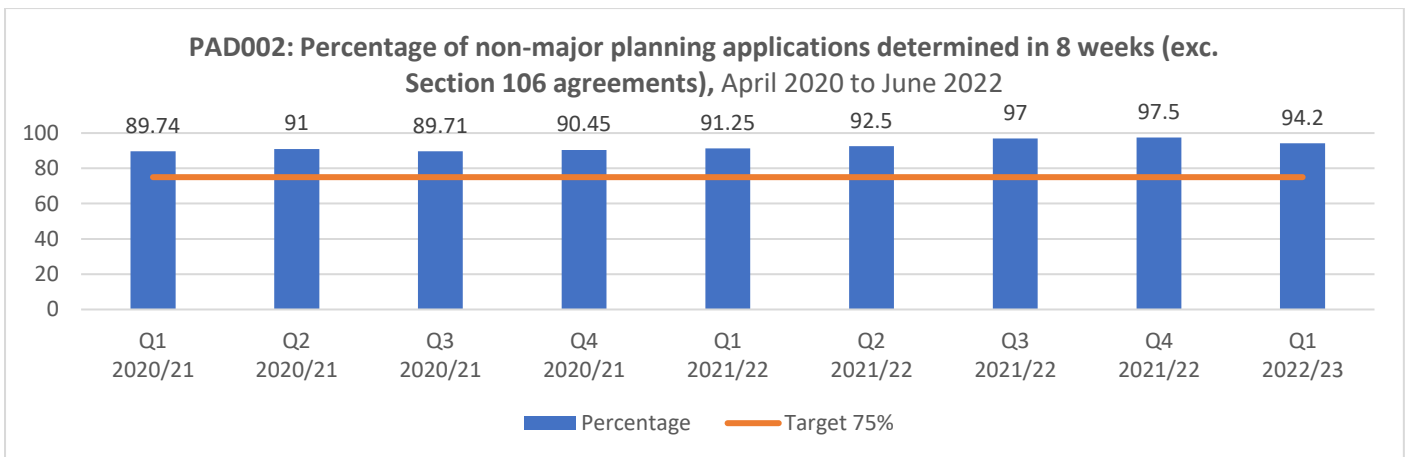
PAD001: Percentage of major planning applications determined in 13 weeks (exc. section 106 agreements) or within an agreed extension of time or Planning Performance Agreement

Statutory Indicator. A high value is good.



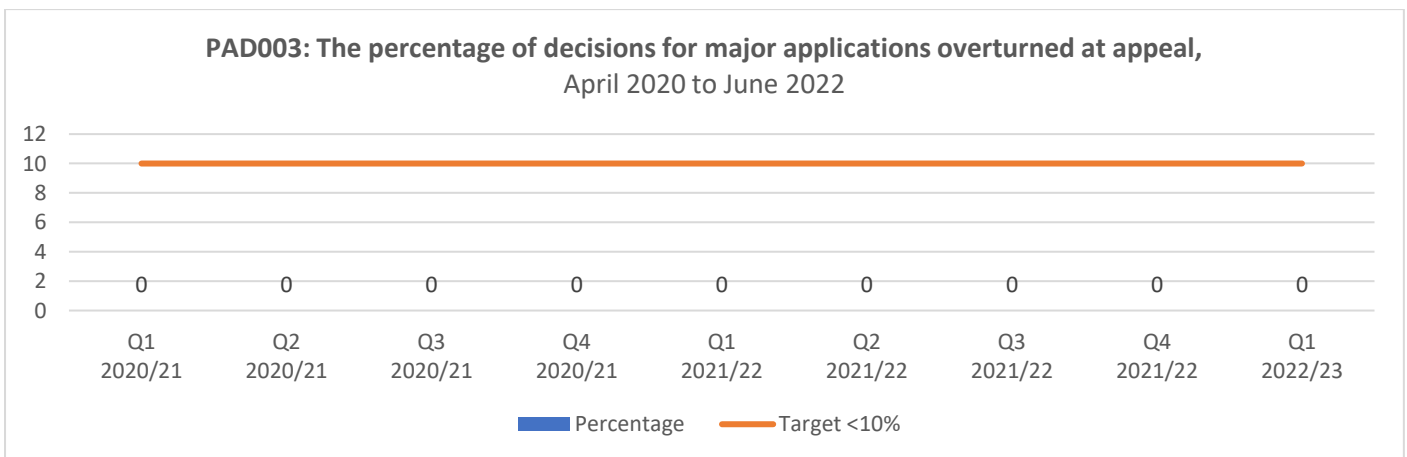
PAD002: Percentage of non-major planning applications determined in 8 weeks (exc. Section 106 agreements)

Statutory Indicator. A high value is good.



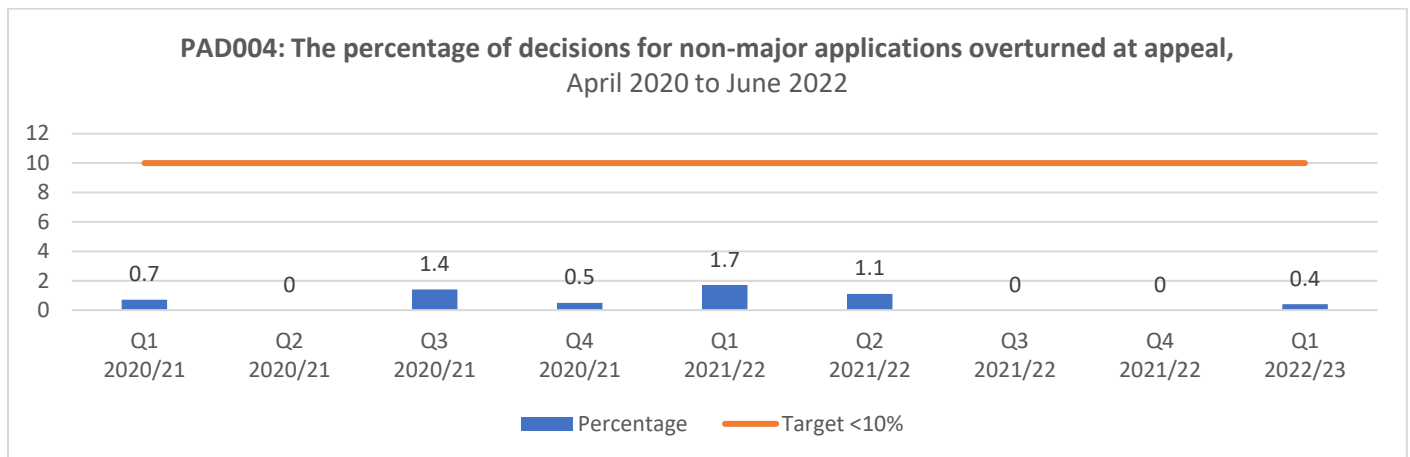
PAD003: Percentage of decisions for major applications overturned at appeal

Statutory Indicator. A low value is good.



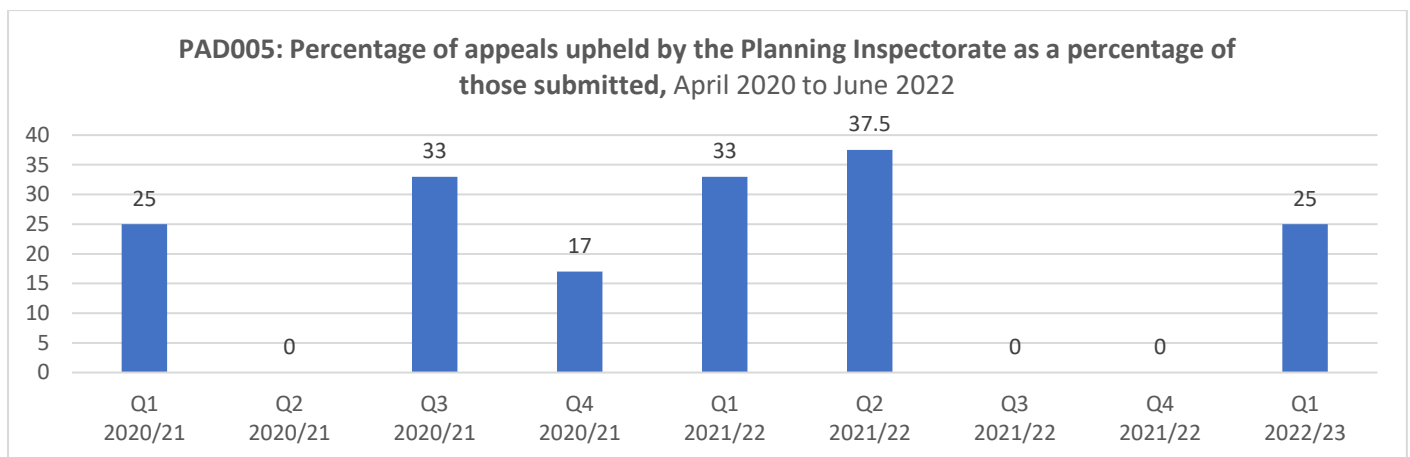
PAD004: Percentage of decisions for non-major applications overturned at appeal

Statutory Indicator. A low value is good.



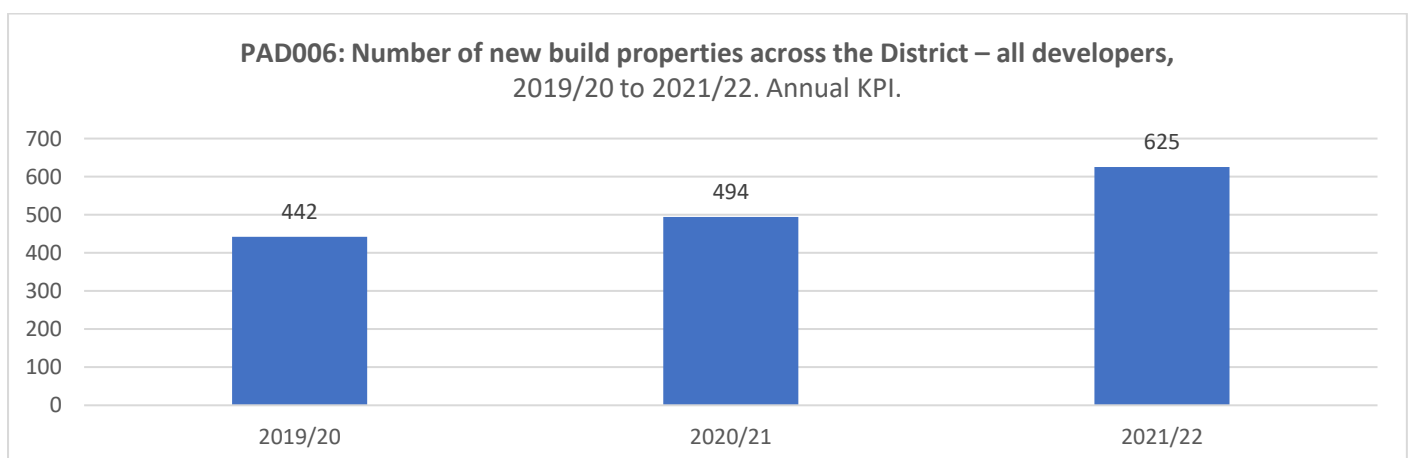
PAD005: Percentage of appeals upheld by the Planning Inspectorate as a % of those submitted

Statutory Indicator. A low value is good.



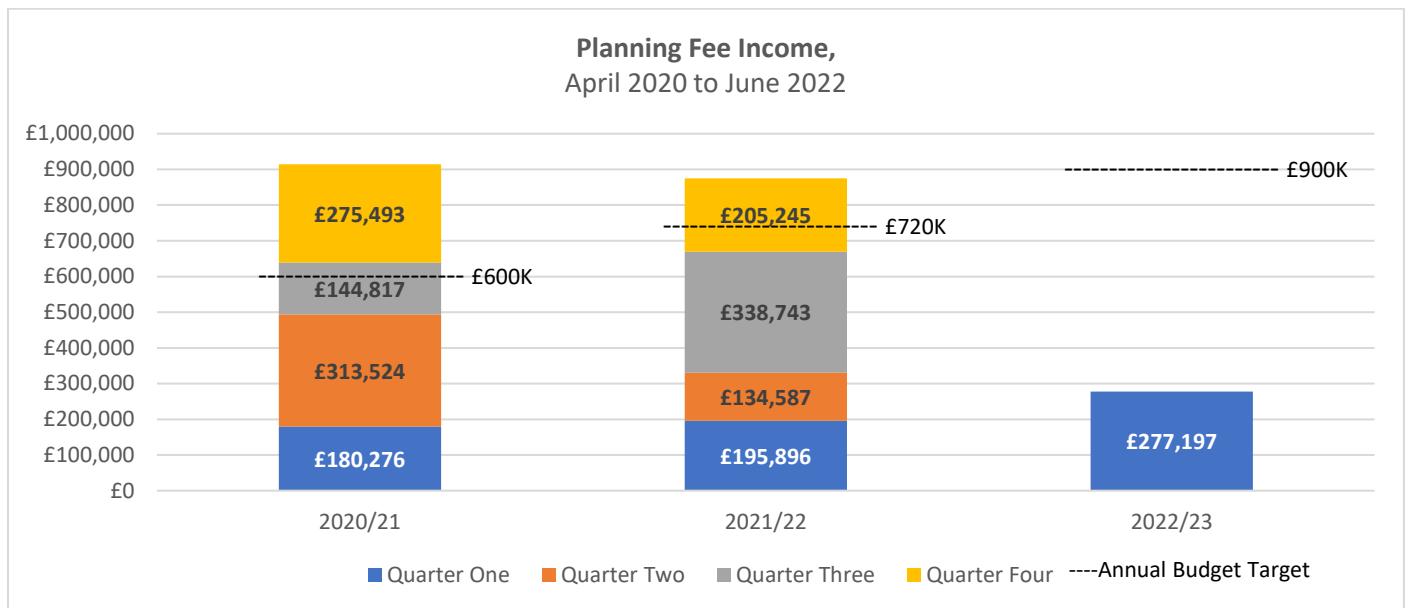
NEW: PAD006: Number of new build across the district – all developers.

A high value is good. New method of calculation. Annual KPI.



NEW: PAD007: Planning fee income

A high value is good.



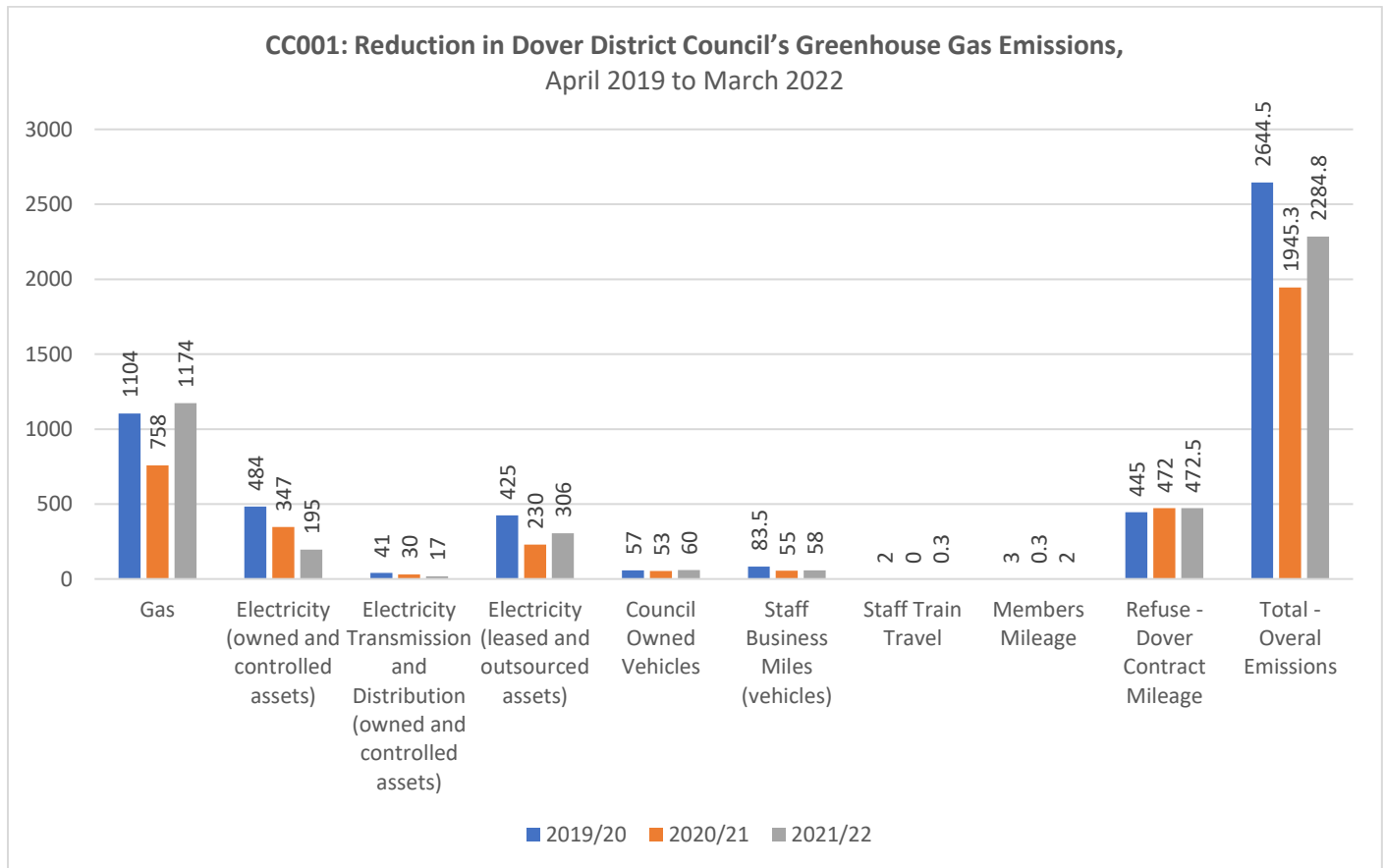
Commentary from Sarah Platt, Head of Planning and Development

- Performance for quarter one is consistently above DDC set targets.
- PAD005 indicates 25% appeals upheld by the Planning Inspectorate, however, this relates to one appeal upheld out of a total of four.
- We previously calculated the KPI for new build across the district (PAD006) by growth in Council Tax base but will now report progress through more accurate information contained in the Annual Monitoring Report. This will therefore be an annual entry. The data for 2021/22 shows a significant increase in new build properties (+26.5%) compared with 2020/22. This rise can be attributed, in the large part, by several major schemes completing in the year. Larger strategic sites also delivered good numbers (Whitfield 85 completions and Aylesham 95 completions). Flatted schemes can have a significant impact on overall numbers, as the flats all 'complete' at once.
- We have added a new KPI (PAD007) to this performance report, relating to planning application fee income. This KPI sets out the fee income generated from the submission of planning applications (and does not include pre-apps). The level of fee income can be significantly influenced by the type of applications that we receive. For instance, the fee income in 2020/21 was higher than 2021/22 mainly due to additional income from a few large-scale projects. This also means that fee income can significantly fluctuate quarter by quarter.

4. ASSETS AND BUILDING CONTROL

NEW: CC001: Reduction in Dover District Council's Greenhouse Gas Emissions.

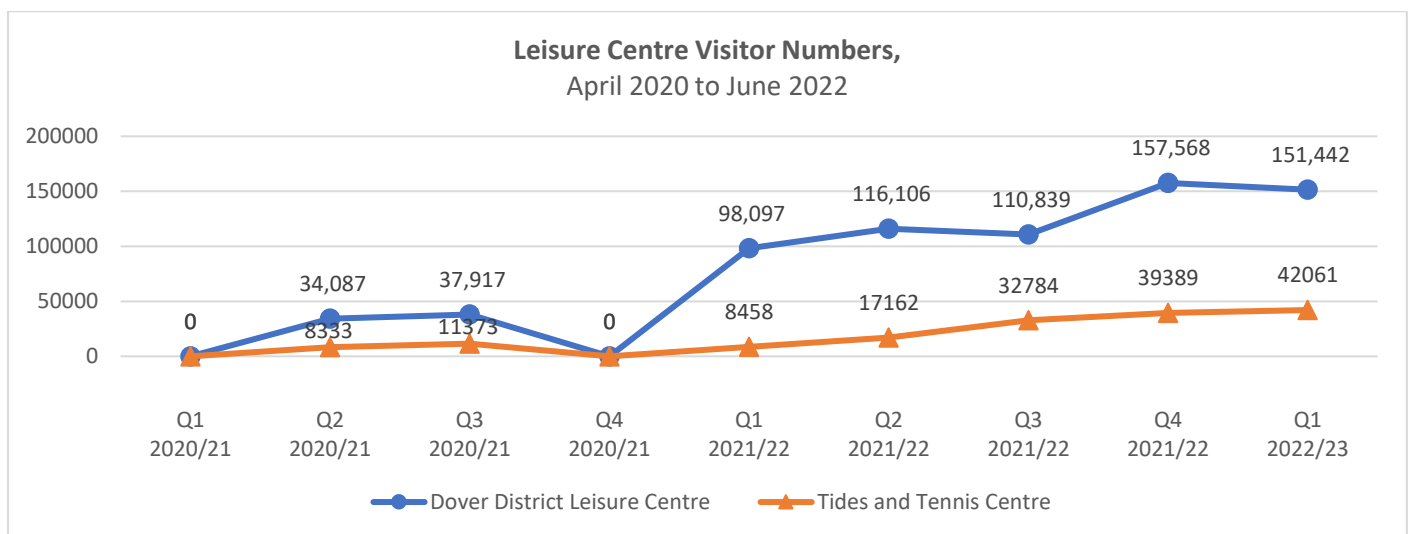
A low value is good. Annual KPI.



Comparison of Council Transport and Stationary Greenhouse Gas emissions between 2019/20 and 2021/22.

NEW: LS001: Number of Leisure Centre Visits

A high value is good.

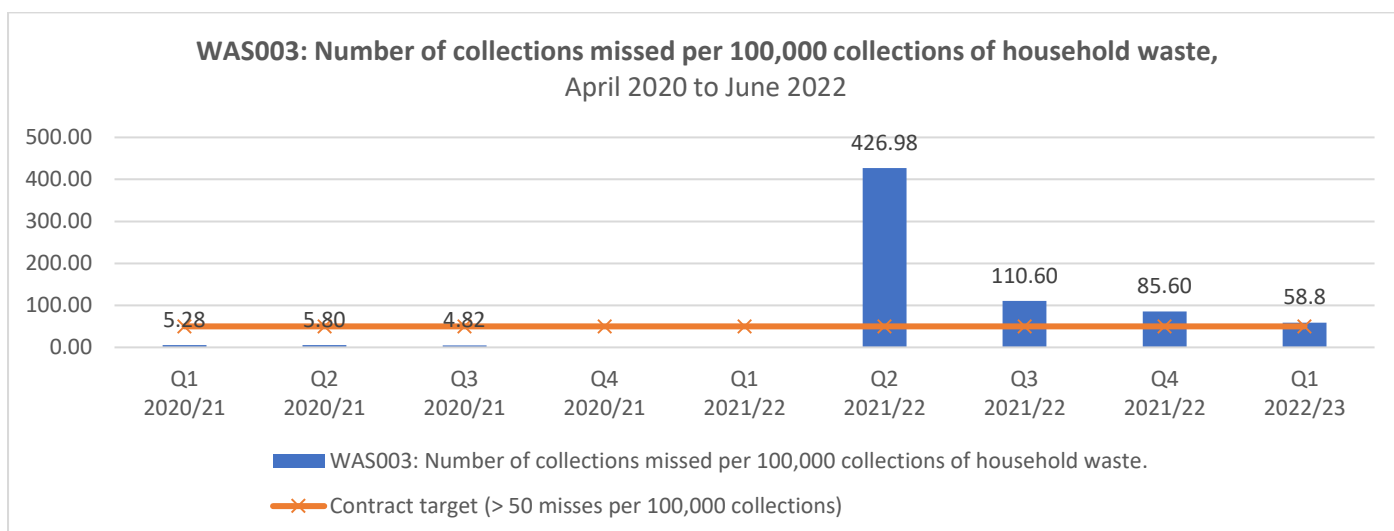


- CC001 Greenhouse Gas Emissions: The Department for Business, Energy & Industrial Strategy requires local authorities to calculate the total gross greenhouse gas emissions from their own estate and operations, each year.
- The latest data for 2021/22 shows that our energy consumption increased by +31% compared to 2020/21. Gas consumption increased by +55% compared to 2020/21 because of easing of Covid-19 restrictions. There was a slight increase (+3%) in Heating Degree Days (a measurement designed to quantify the demand for energy needed to heat a building) compared with 2020/21, which could also be a small contributory factor. Emissions from electricity were lower in 2021/22 compared to 2020/21, whilst electricity consumption in all the largest owned assets increased compared to the previous year. The completion of the LED streetlighting project has resulted in a significant decrease (-77.5%) in the emissions from this asset which has impacted the overall total.
- Emissions from across the Council’s own fleet also increased compared to the previous year (emissions from electric fleet vehicles are recorded as zero as they are charged at the Whitfield Offices and the electricity consumption is already accounted for). Mileage for the waste contract was slightly lower than the previous year (possibly due to the withdrawal of green waste collections for the part of the year), however the chart shows slightly higher emissions (0.38tCO2e) due to an increase in the emission conversion factors. The graph shows changes over the last three-years (2019/20 to 2021/22), however compared to the baseline year (2008/09) there has been a -46% reduction in CO2e emissions.
- LS001 Leisure Centre Visitors: Following the various covid-19 lockdown closures, visitor numbers to the leisure centres have been steadily increasing. The leisure centres were closed during the coronavirus lockdowns as follows: Quarter One 2020/21 – closed April to June 2020; Quarter Two 2020/21 – closed July 2020; Quarter Three 2020/21 - closed 4th November to 2nd December 2020 and then closed again 20th December’; Quarter Four 2020/21 – closed.

5. COMMERCIAL SERVICES

WAS003: Number of collections missed per 100,000 collections of household waste

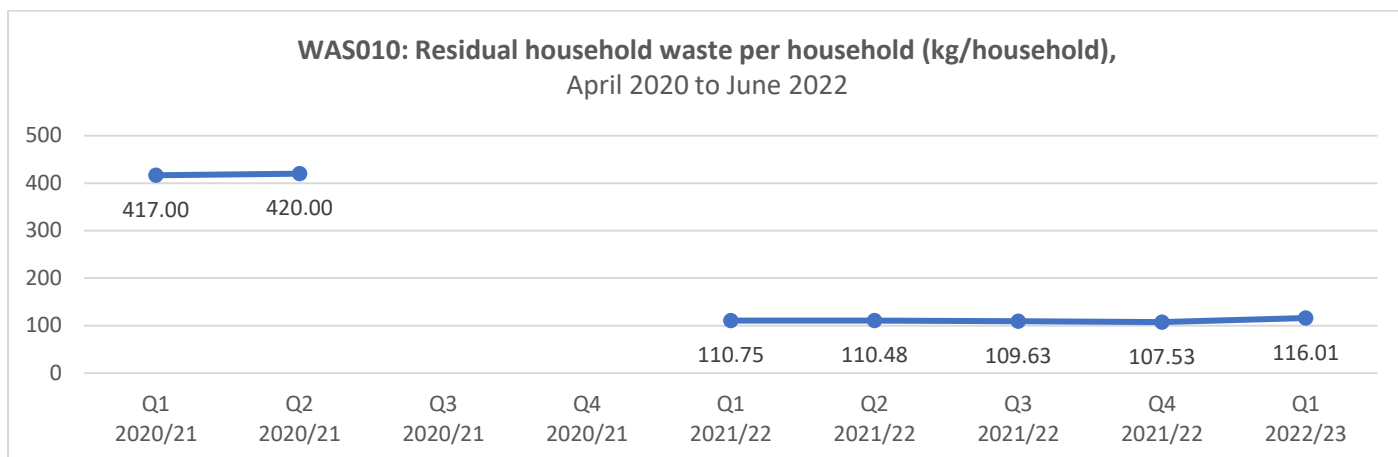
A low value is good.



Q4 2020/21 and Q1 2021/22 data not received

WAS010: Residual household waste per household

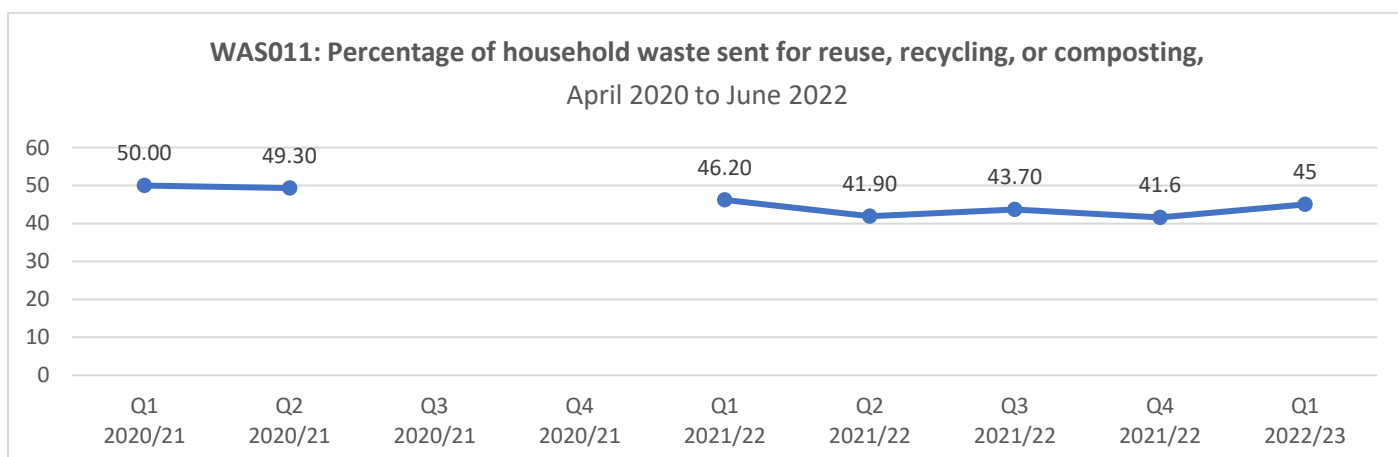
A low value is good.



Q3 and Q4 2020/21 data not received

WAS011: Percentage of household waste sent for reuse, recycling, or composting

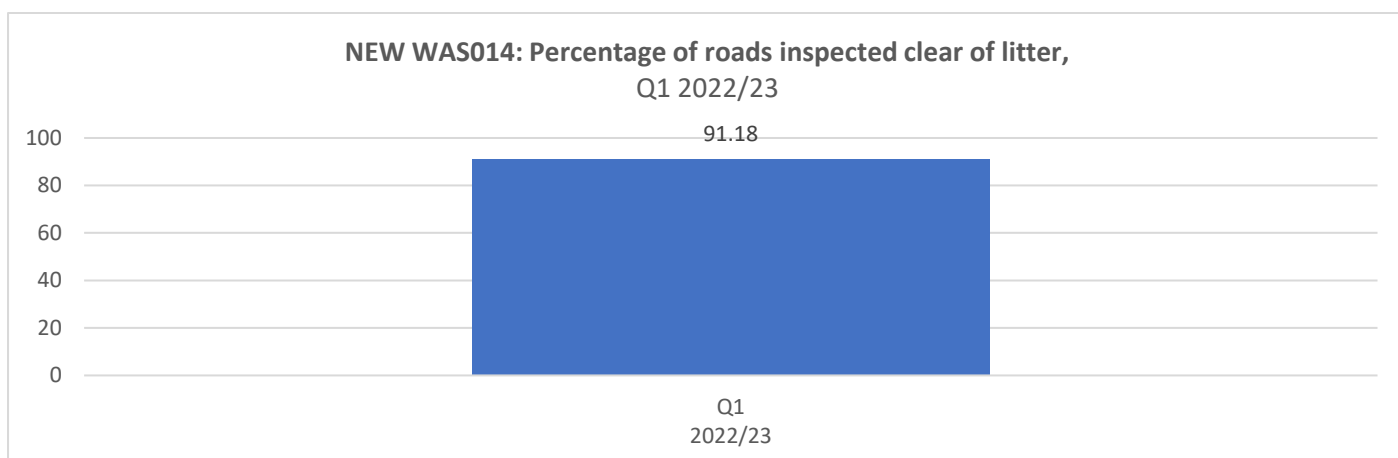
A high value is good.



Q3 and Q4 2020/21 data not received

NEW: WAS014: Percentage of roads inspected clear of litter

A high value is good.



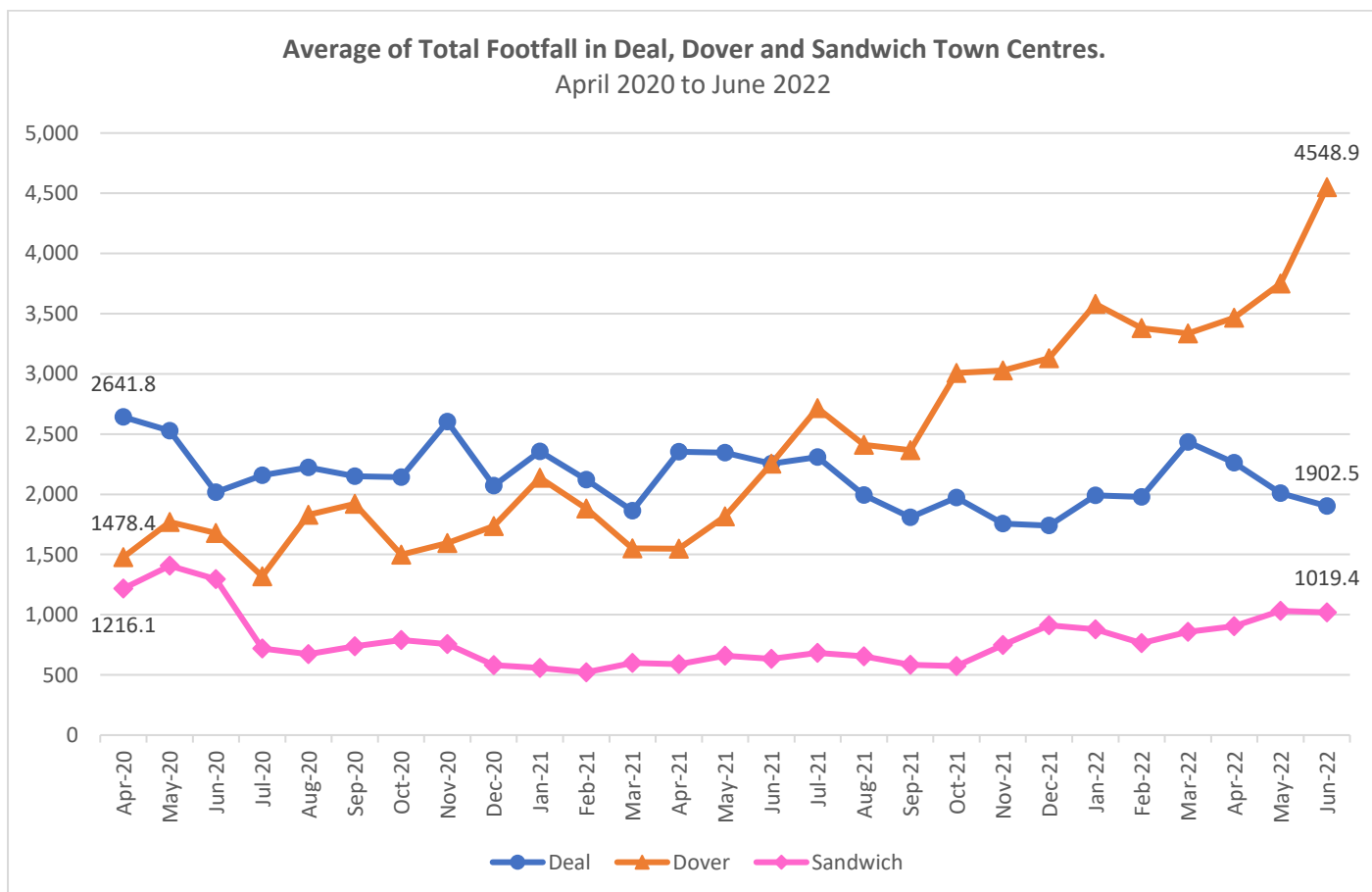
After consultation with the Waste Services Manager, the wording of this new KPI has changed from 'What percentage of streets were cleaned within the programme in the quarter?' to 'Percentage of roads inspected clear of litter'.

- WAS003: Last year was a challenging time for the Waste Services Team, with performance issues arising following route optimisation changes introduced by our contractor Veolia. The contract has now stabilised, with performance continuing to improve each quarter from Quarter Two 2021/22, when missed collections reached a high of 426.98 per 100,000 collections, falling to 58.8 per 100,000 collections as at the end of June 2022. Although missed collections have not returned to the low levels seen before changes to the contract were made in April 2021, and performance is above the contract target, performance is within the industry-standard of no more than 60 per 100,000 collections.
- WAS010: Residual waste per household has increased over the quarter and we continue to aspire to achieving the County Council’s “waste reduction” challenge target of 350 kg/household per annum.
- WAS011: It is encouraging to see that household waste sent for reuse, recycling, or composting increased over the quarter to 45%. However, the figure is still down on the 50% achieved in Quarter One 2020/21 and we will continue to strive to get back to this level.
- WAS014: This is a new indicator and trend data will develop over the coming months.
- Parking is returning to pre-Covid levels and recruitment of civil enforcement officers is ongoing. Parks and Open Spaces have been a busy with various works, especially housing sites. Again, recruitment is still an issue.

6. INVESTMENT, GROWTH AND TOURISM

NEW: IGT001: Average of Total Footfall in Dover, Deal and Sandwich

A high value is good.



Commentary from Christopher Townend, Head of Investment, Growth and Tourism:

- IGT001: We have recently subscribed to a system called HUQ that measures town centre footfall data, which can be backdated to 2019. At an operational level, daily footfall data is available but, for the purposes of strategic level monitoring, monthly average footfall numbers are reported in this dashboard.
- Further detail regarding this new tool will be included in the Quarter Two Strategic Performance Dashboard.
- The new indicators IGT002: Retail occupancy rates in Dover, Deal, Sandwich and IGT003: Retail vacancy rates in Dover, Deal, Sandwich are in abeyance as the Business Rates Team have advised that the data held is not strong enough to be used for this indicator. We are therefore considering carrying out a quarterly manual count of businesses in our Town Centres - boundaries to be defined.

7. MUSEUMS AND CULTURE

MUS002: The number of visits to the museum in person per quarter

A high value is good.



Commentary from Jon Iveson, Head of Museums and Culture

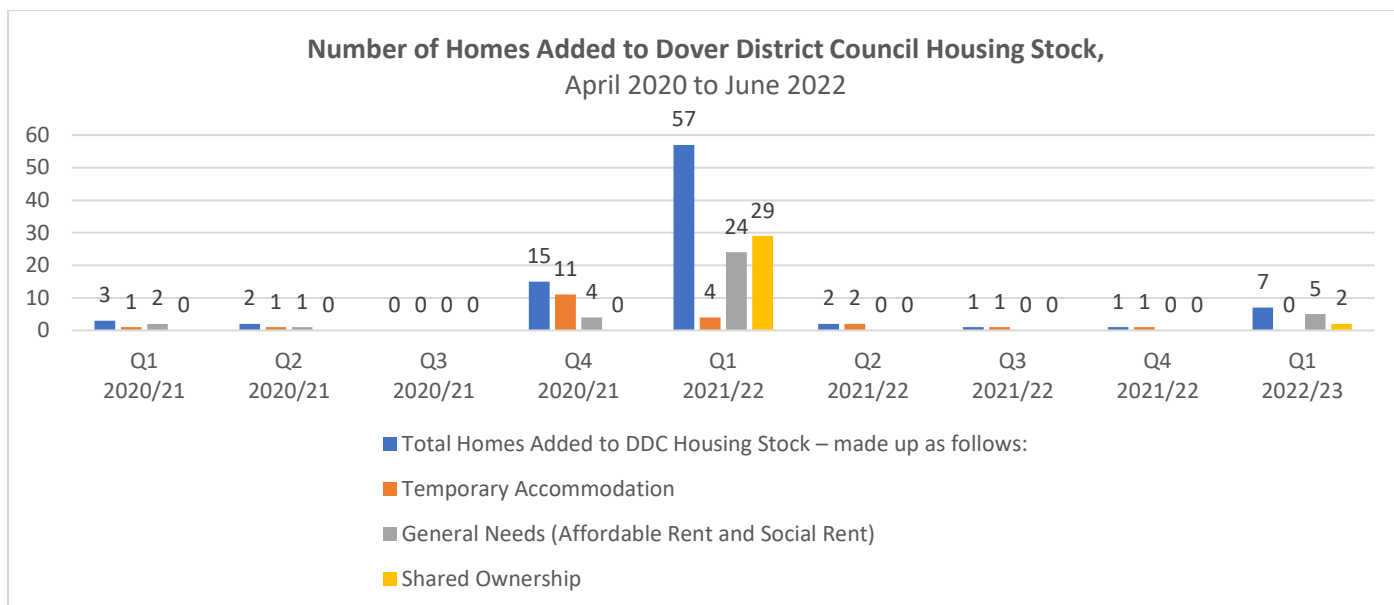
- Following the various covid-19 lockdown closures, visitor numbers to the museum are beginning to pick up, although they are still far below pre-Covid levels.

E. CORPORATE RESOURCES

8. FINANCE AND INVESTMENT

NEW: INV001: Homes Added to Dover District Council Housing Stock

A high value is good.

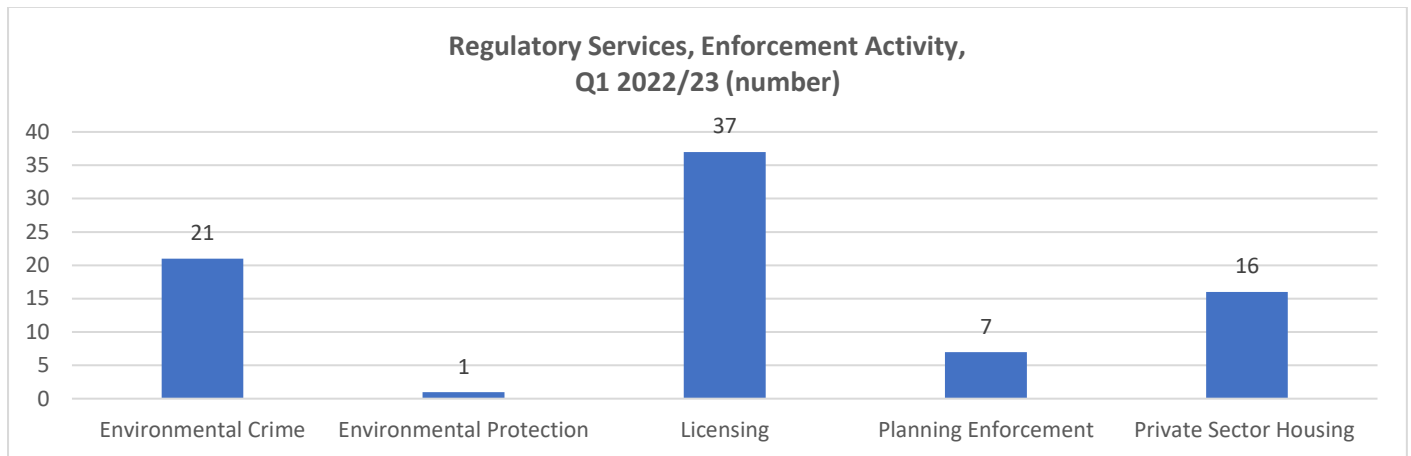


Commentary from Helen Lamb, Head of Finance, and Investment

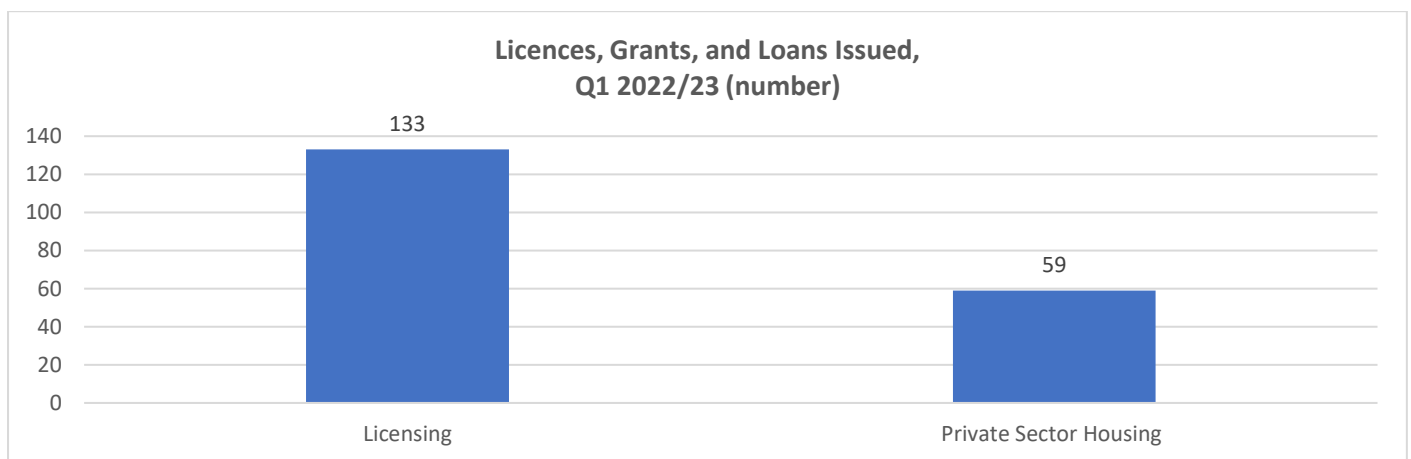
- The Council is committed to delivering an ambitious multi-million-pound affordable housing development programme, to provide much needed homes for local people. This programme of new house building / acquisition is funded through our Housing Initiatives Reserve, retained Right-to-Buy receipts, grant funding and borrowing. Details can be found in our [Medium-Term Financial Plan](#).
- Affordable housing includes social and affordable rented homes, provided to specified eligible households whose needs are not met by the market. It also includes Shared Ownership properties. We are also including new temporary accommodation in these figures which, although not strictly 'affordable housing' as defined by the Government, we have acquired to help address homelessness in the district.
- This chart shows the number of new house building and acquisitions completed between April 2020 to June 2022. During 2021/22, we added 61 homes to the DDC housing stock, which is up from 20 in 2020/21 (+205%). In April to June 2022, a further seven affordable homes were delivered (five General Needs and two Shared Ownership).
- Further DDC developments are currently being built or are in planning stage. Please see our [New Affordable Housing](#) pages for details.

9. REGULATORY SERVICES

NEW: REG001: Enforcement Activity



NEW REG002: Licences Grants and Loans Issued



Commentary from Diane Croucher, Head of Regulatory Services

- The number of service requests and reactive complaints responded to in quarter is as expected and typical for a quarter, other than in Private Sector Housing which saw a significant increase (in Quarter One a total of 220 service requests and reactive complaints were dealt with, compared to 465 for the whole of 2021/22). This relates to the work undertaken in relation to Ukrainian refugee home checks (101 checks in Quarter One). It is also attributable to some extent to an improved reporting system.
- REG001: Enforcement Activity includes actions such as Prosecutions, Simple Cautions, Formal Notices, Fixed Penalty Notices etc.
- REG002: In Quarter 1 the total expenditure on Private Sector Housing grants and loans issued was £253,591.00 and related to Disabled Facilities Grants, Disabled Independence Grants and Urgent Home Loan payments.
- Responsibility for Planning Enforcement will be moving to Planning and Development service area as from 1st September 2022.
- Further detail and information regarding the statistics, activities and performance of Regulatory Services can be found in our quarterly newsletter.

10. PORT HEALTH AND PUBLIC PROTECTION

NEW: PP001: Port Health & Public Protection: Total number of service requests received across all services

NEW: PP002: Health & Safety (District & Corporate): Total number of interventions received (accidents, complaints etc.)

NEW: PP003: Food: Total number of food interventions received (food inspections, complaints, visits etc.).

NEW: PP004: Public Health: Total number of infectious disease interventions received (COVID, salmonella, legionella etc.).

NEW: PH001: Port Health: Total number of Port Health interventions received (imported food, sampling, ship inspections etc.).

Commentary by Lucy Manzano, Head of Port Health, and Public Protection:

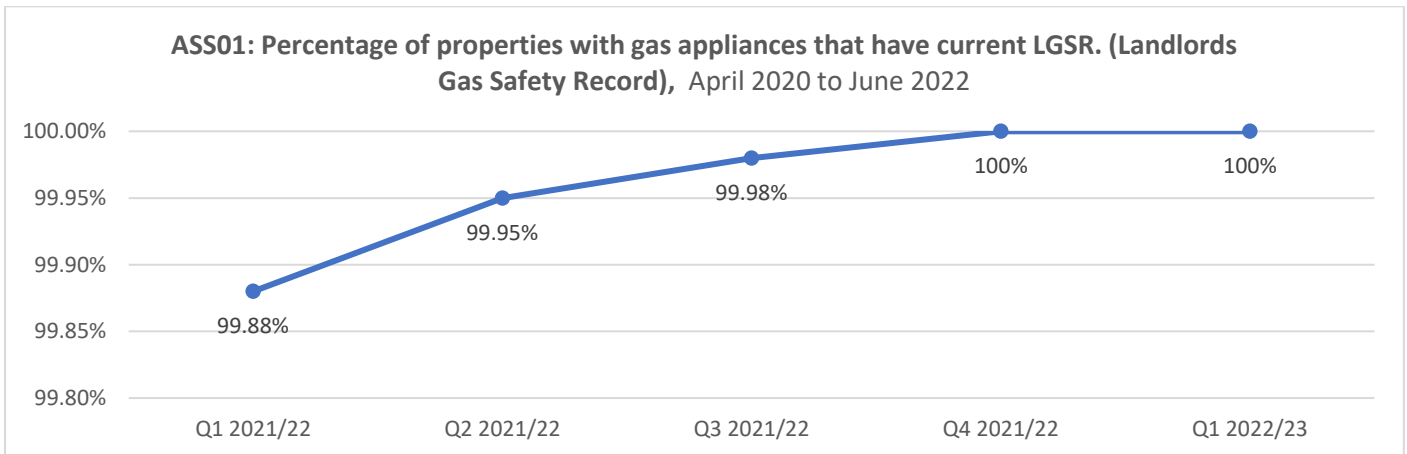
- Due to exceptional circumstances within the Port Health Service, these Performance Indicators will be reported within the Quarter 2 Strategic Performance Dashboard.

F. JOINT HOUSING SERVICES

11. HOUSING MAINTENANCE (ASSETS)

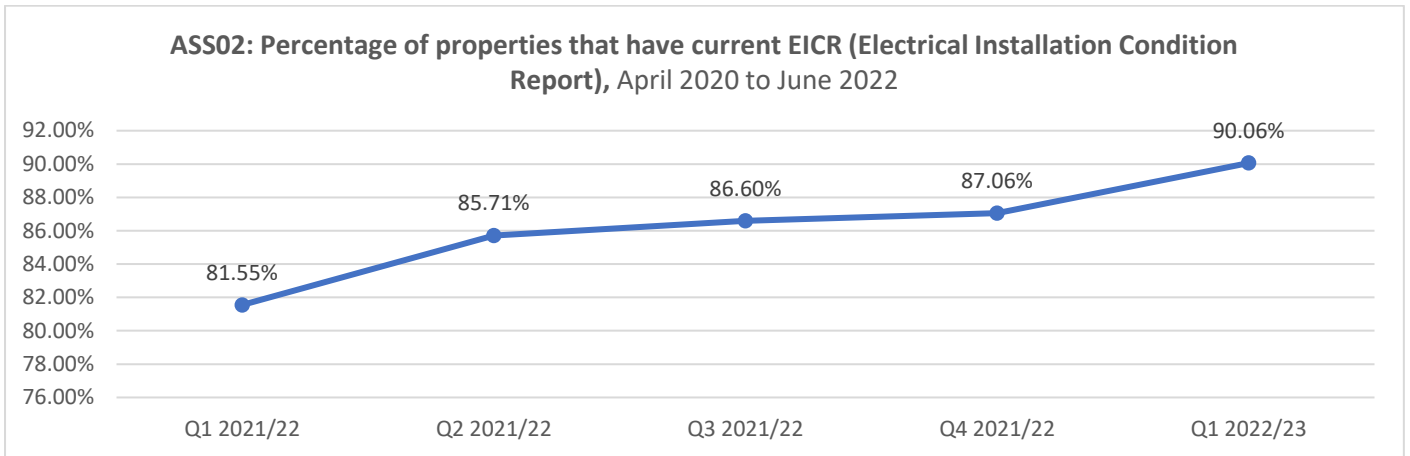
ASS01: Percentage of properties with gas appliances that have current LGSR (Landlords Gas Safety Record)

A high value is good.



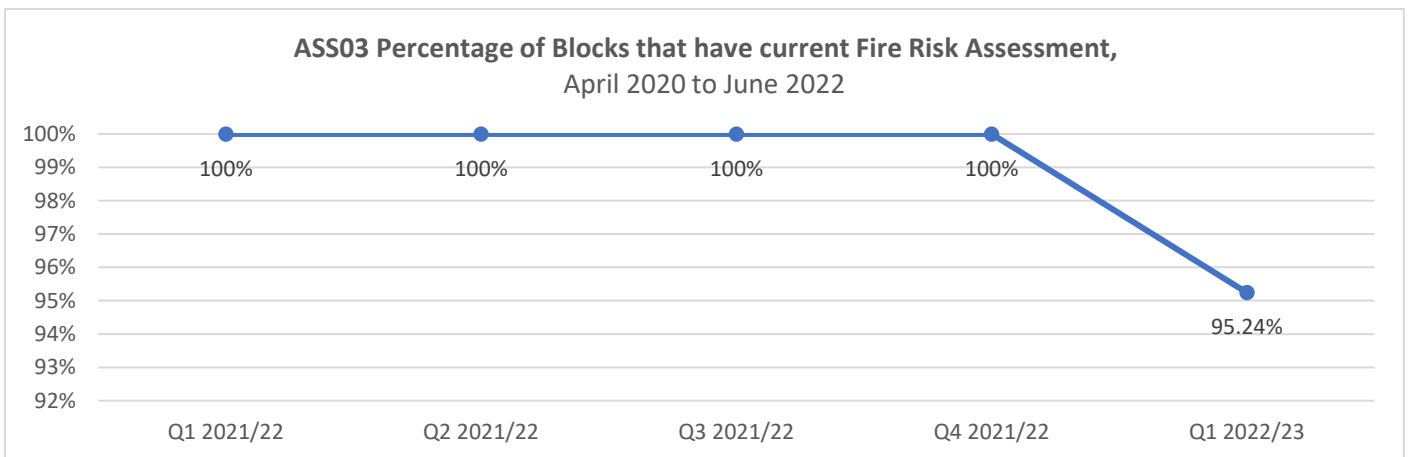
ASS02: Percentage of properties that have current EICR (Electrical Installation Condition Report)

A high value is good.



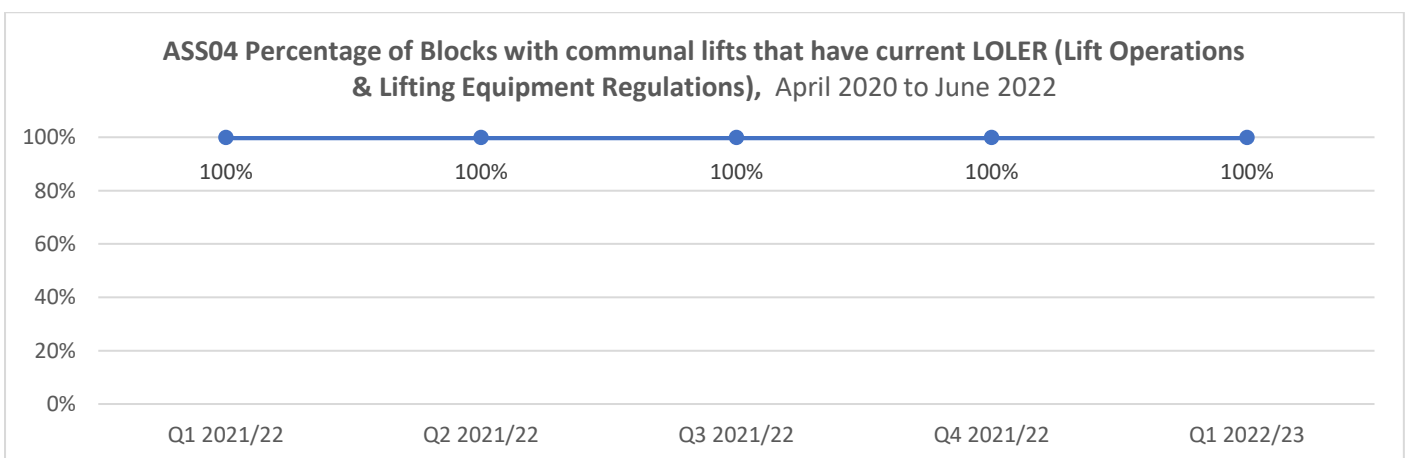
ASS03: Percentage of Blocks that have current Fire Risk Assessment

A high value is good.



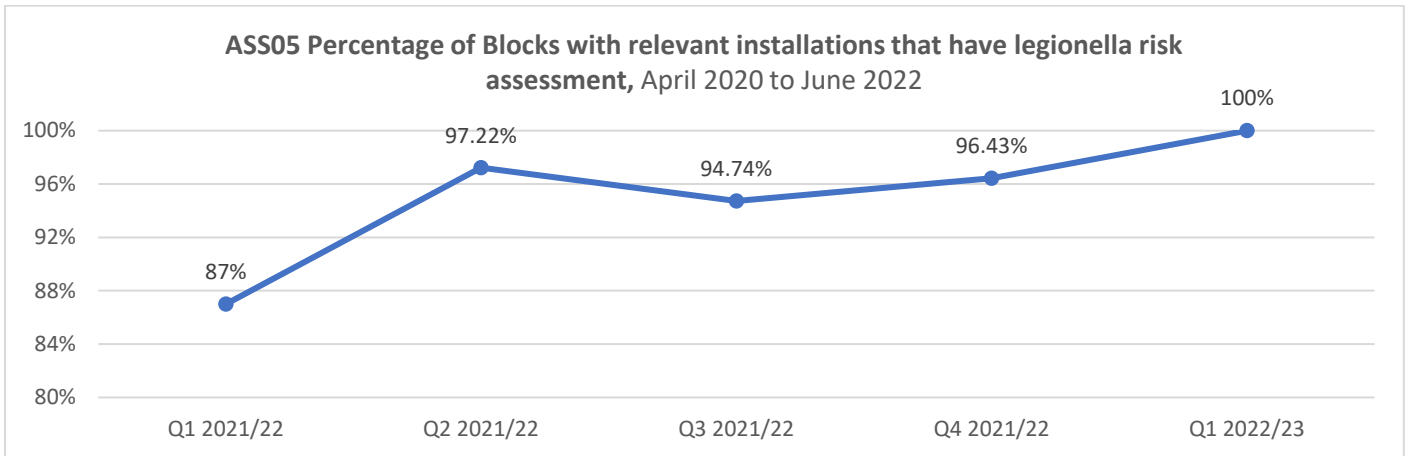
ASS04: Percentage of Blocks with communal lifts that have current LOLER (Lift Operations & Lifting Equipment Regulations)

A high value is good.



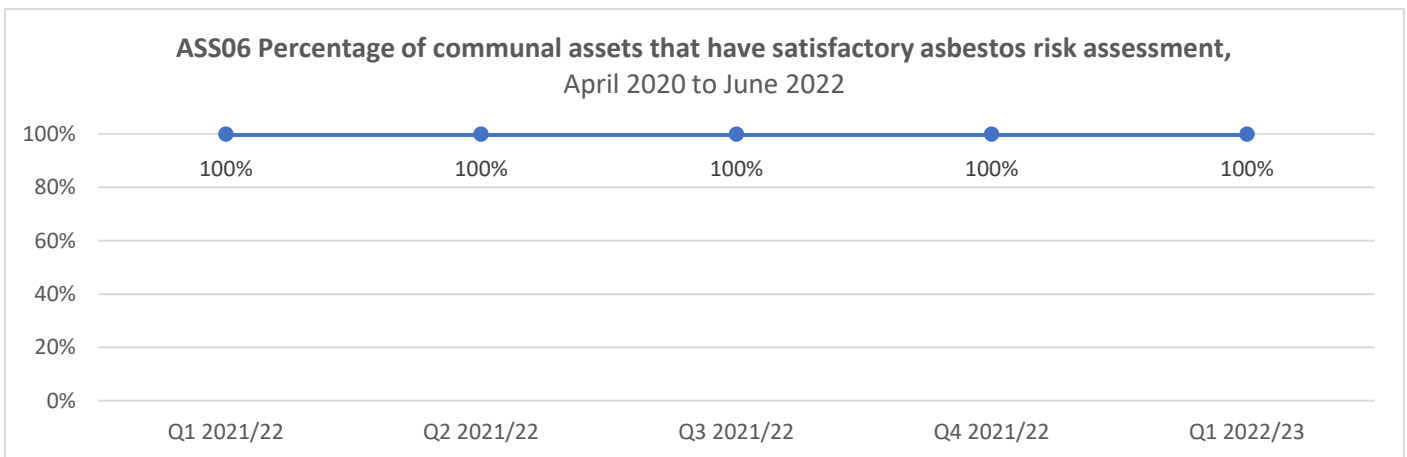
ASS05: Percentage of Blocks with relevant installations that have legionella risk assessment

A high value is good.



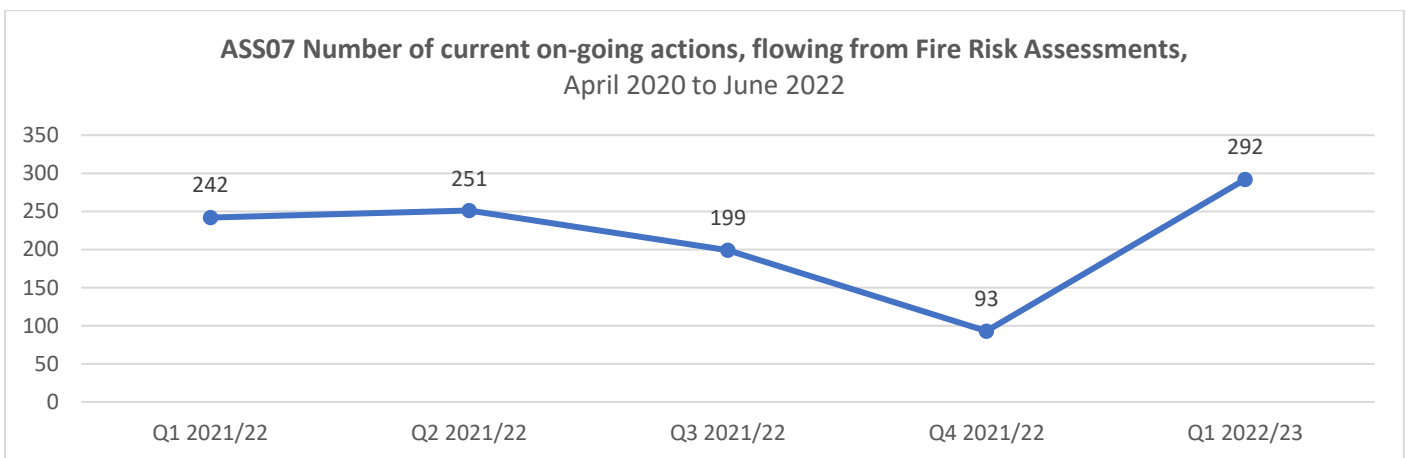
ASS06: Percentage of communal assets that have satisfactory asbestos risk assessment

A high value is good.



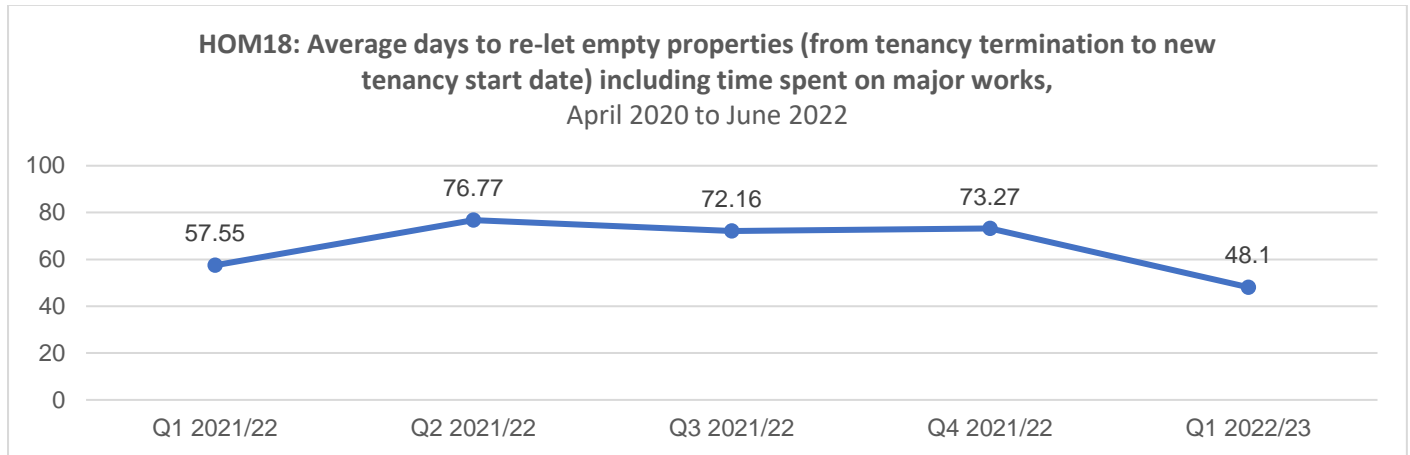
ASS07: Number of current on-going actions, flowing from Fire Risk Assessments

A low value is good.



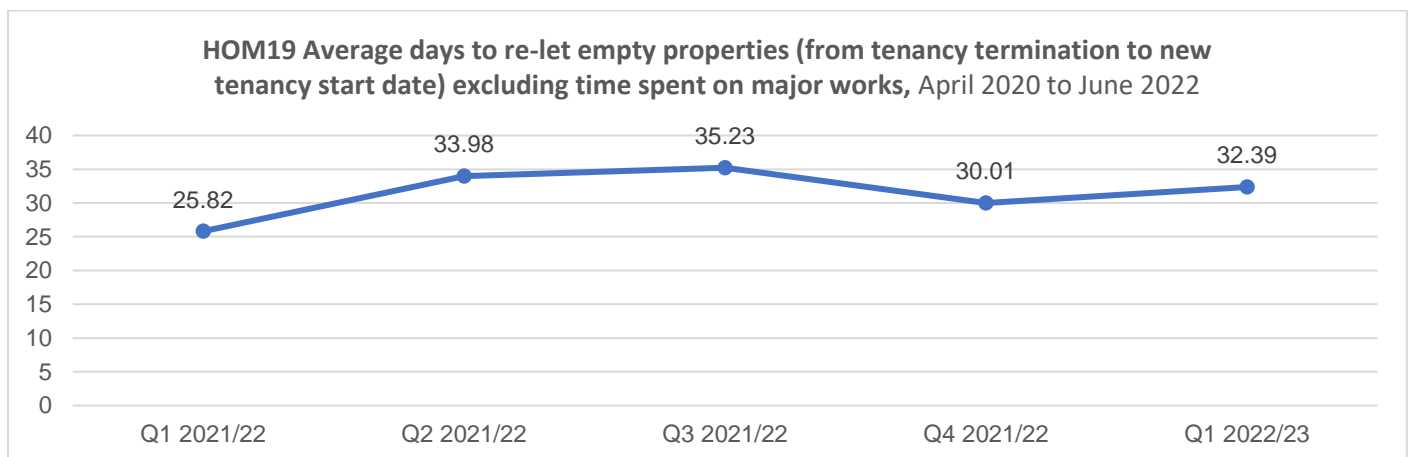
HOM18: Average days to re-let empty properties (from tenancy termination to new tenancy start date) including time spent on major works

A low value is good.

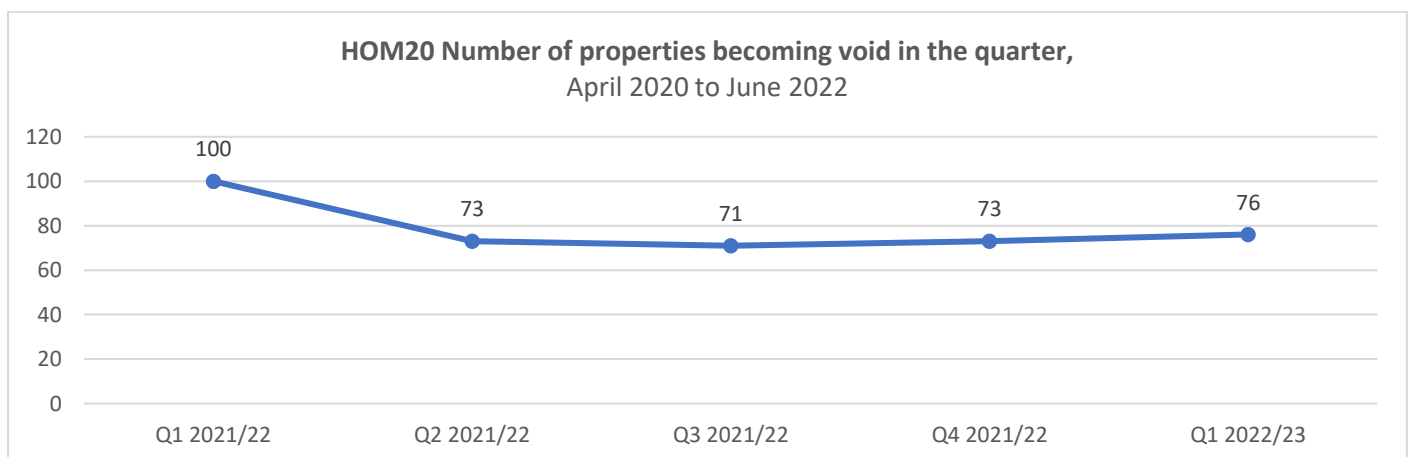


HOM19: Average days to re-let empty properties (from tenancy termination to new tenancy start date) excluding time spent on major works

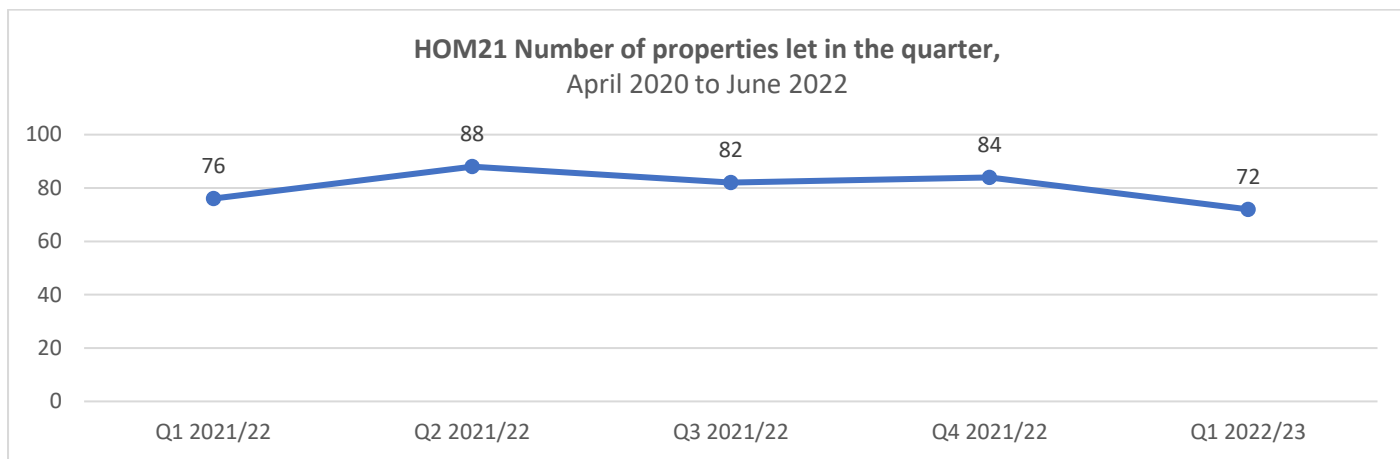
A low value is good.



HOM20: Number of properties becoming void in the quarter

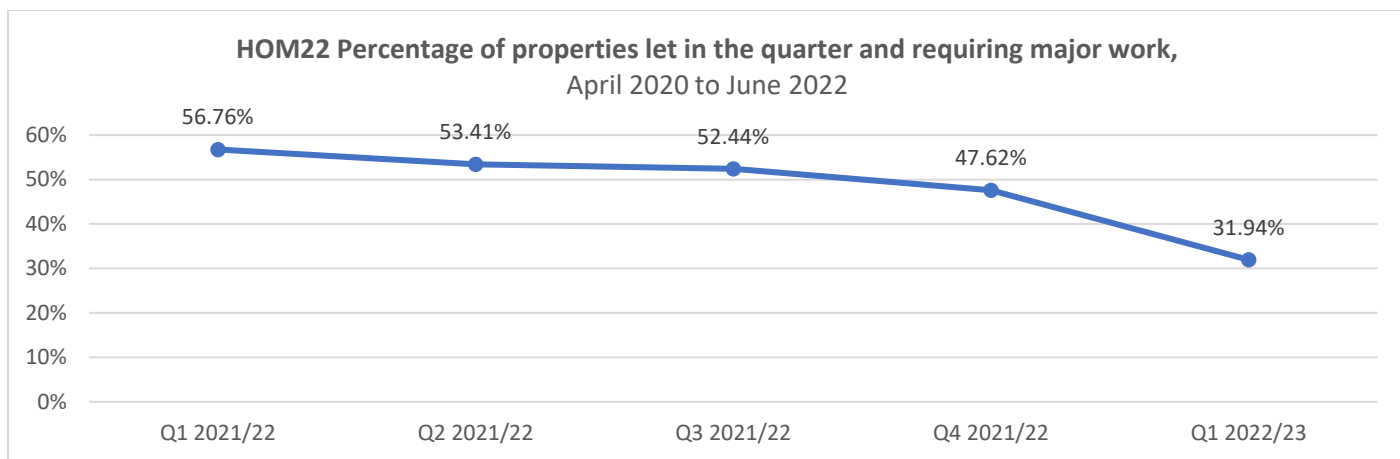


HOM21: Number of properties let in the quarter



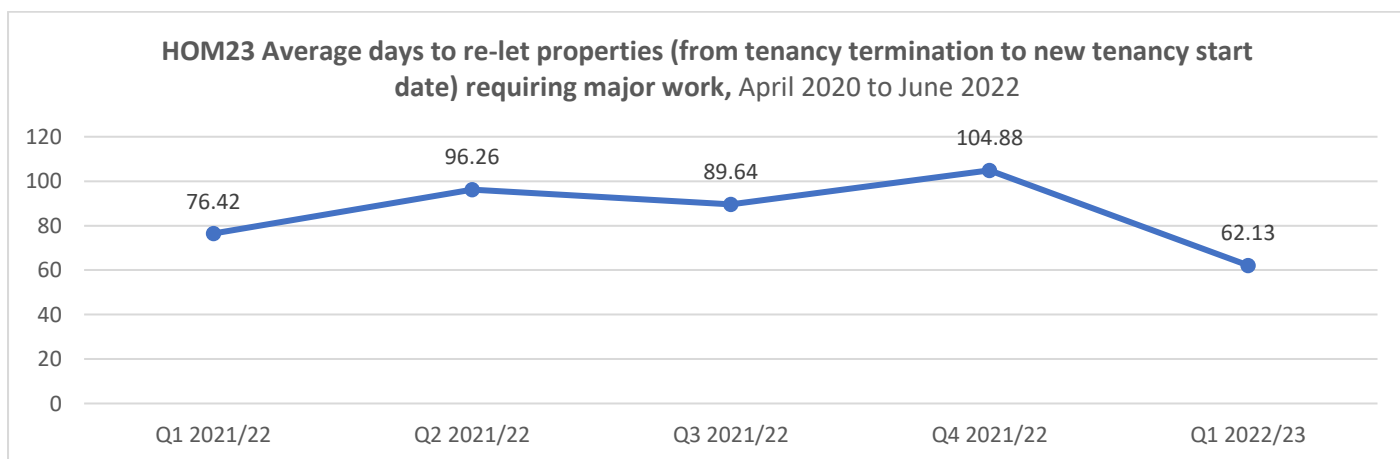
HOM22: Percentage of properties let in the quarter and requiring major work

A low value is good.



HOM23: Average days to re-let properties (from tenancy termination to new tenancy start date) requiring major work

A low value is good.

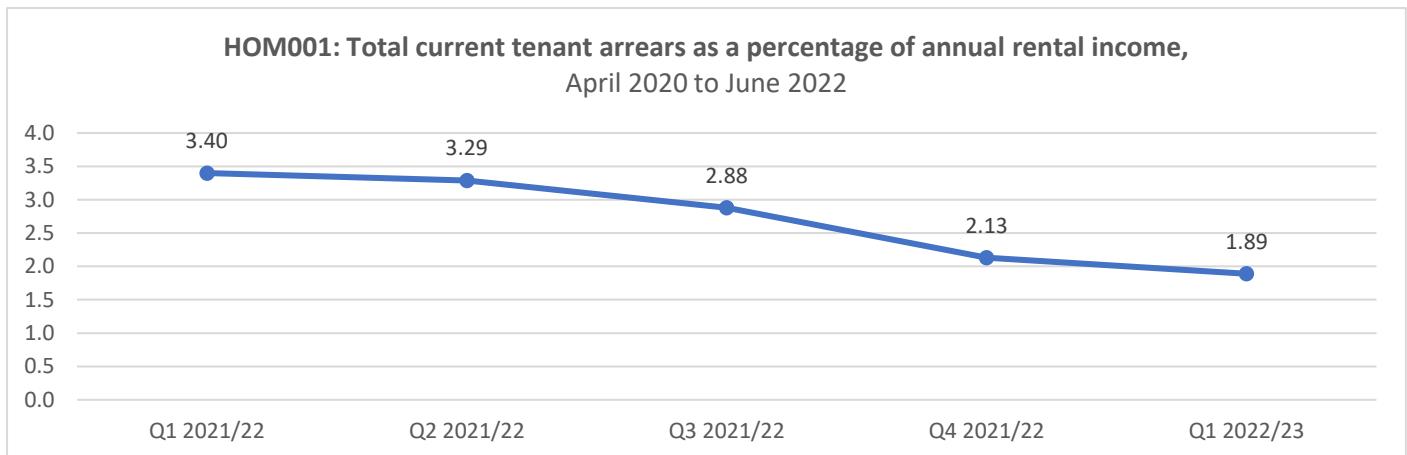


- The steady progress that led to the Regulator for Social Housing accepting that DDC had compliance under control in December 2021 continued throughout Quarter One. Four of the six areas of compliance (ASS001, 004, 005 and 006) are now at the 100% level, where all properties have valid current certification.
- The Electrical Installation Condition Reports improves more slowly than is desired and that is due solely to the difficulty in gaining access to certain properties despite many and varied attempts to do so, including combining EICR and LGSR visits. There is no legal right of entry to undertake an EIC report, which leaves the Council with persuasion as the only means of gaining access.
- The drop in performance in respect of Fire Risk Assessments (FRA's) resulted from a combination of a spike in the number of blocks where the FRA's expired and a contract management issue that caused a slight delay to the introduction of the new contract for undertaking FRA's. This was a temporary dip that has been remedied during Quarter Two. The new risk assessments of course identified additional actions needed to mitigate risk, which is what they are designed to identify, but this has led to an increase in the number of on-going FRA actions.
- The void performance figures are on a journey to where they need to be but still have a way to go. DDC actions such as introducing asbestos surveys as a pre-requisite of all void works, whilst the right thing to do, has added time to the process. Much emphasis in both Quarter Four of 2021/22 and Quarter One of 2022/23 was on working to reduce the very extended void times. This has resulted in a significant reduction in total average void times from 73.27 days to 48 days (HOM018).
- There are however continuing challenges throughout the construction industry, emanating from Brexit, Covid and latterly Ukraine, with extended lead times for materials and labour shortages, in particular plasterers, making delivery harder than in normal times. Additional contractors have been brought in on short-term contracts to assist with delivery and officers during Quarter Two are looking to expand the use of additional contractors. It does of course take time and effort to procure this work. Offices are expecting gradual improvement through Quarters Two, Three and Four and are anticipating that voids performance will be at the desired level by the start of the next financial year.
- The void times where major works are not required (HOM019) has remained stubbornly high in Quarter One. During Quarter Two and into Quarter Three reducing HOM19 will be a focus for officers, who are seeking to understand the contributory factors. One factor is certainly the productivity of contractors in undertaking the necessary works, as demonstrated in the reduction in the number of houses let in Quarter One (HOM021) but is not the only factor. House clearance so that the contractor has space to work is another significant contributory factor.
- It should not be forgotten that time is not the sole measure of success in respect of voids, although it is the only reported performance indicator. The quality of the work done is also a measure of success and, anecdotally, the quality of the work, particularly from the additional contractors, is good. Doing the job properly does sometimes mean that it takes longer to complete.

12. HOUSING MANAGEMENT

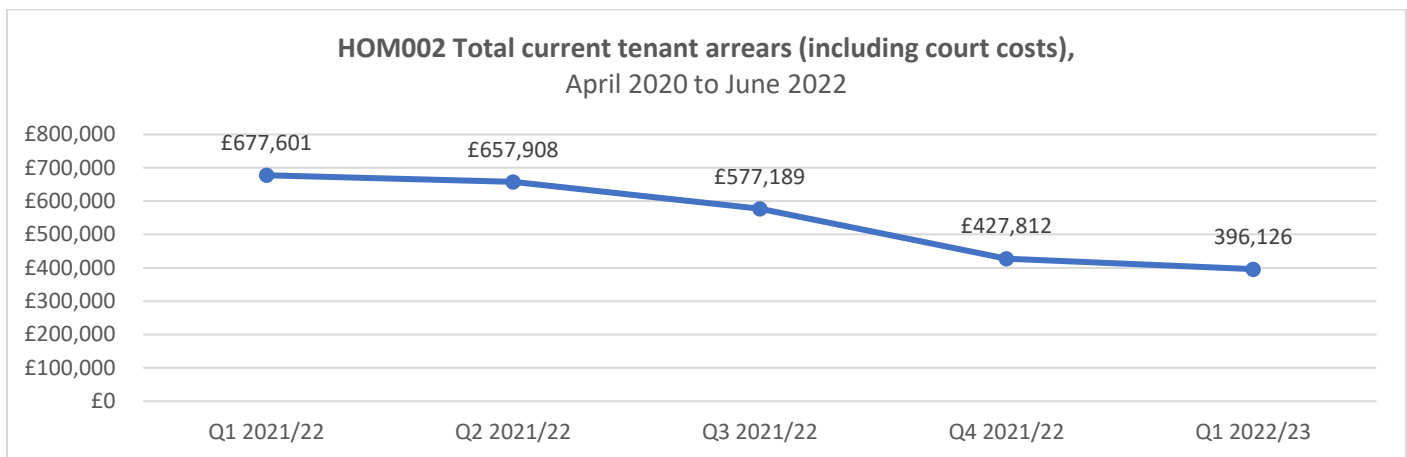
HOM001: Total current tenant arrears as % of annual rental income

A low value is good.

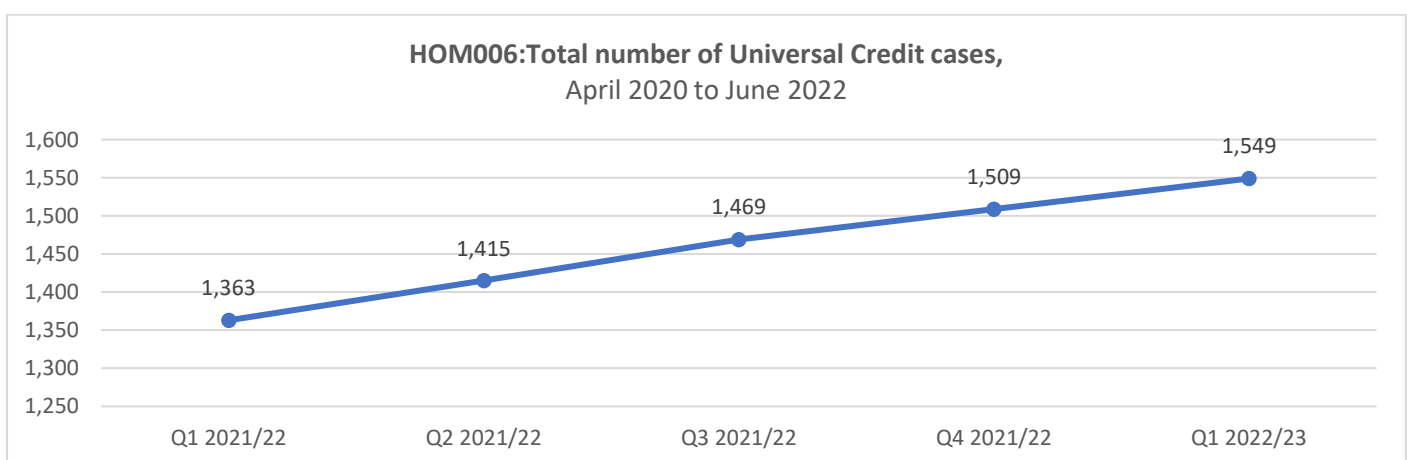


HOM002: Total current tenant arrears (including court costs)

A low value is good.

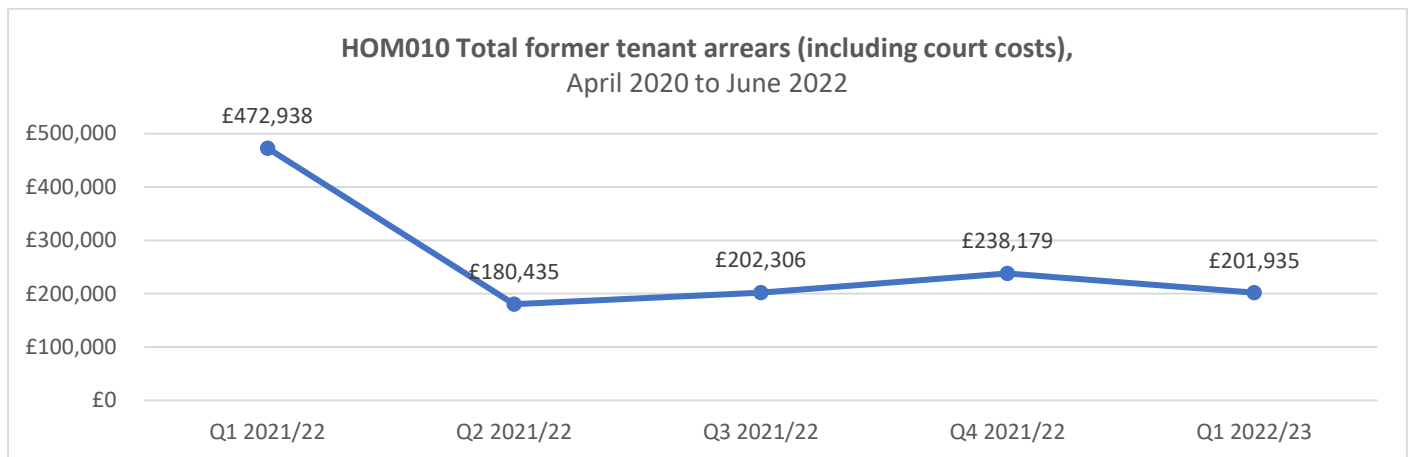


HOM006: Total number of Universal Credit Cases



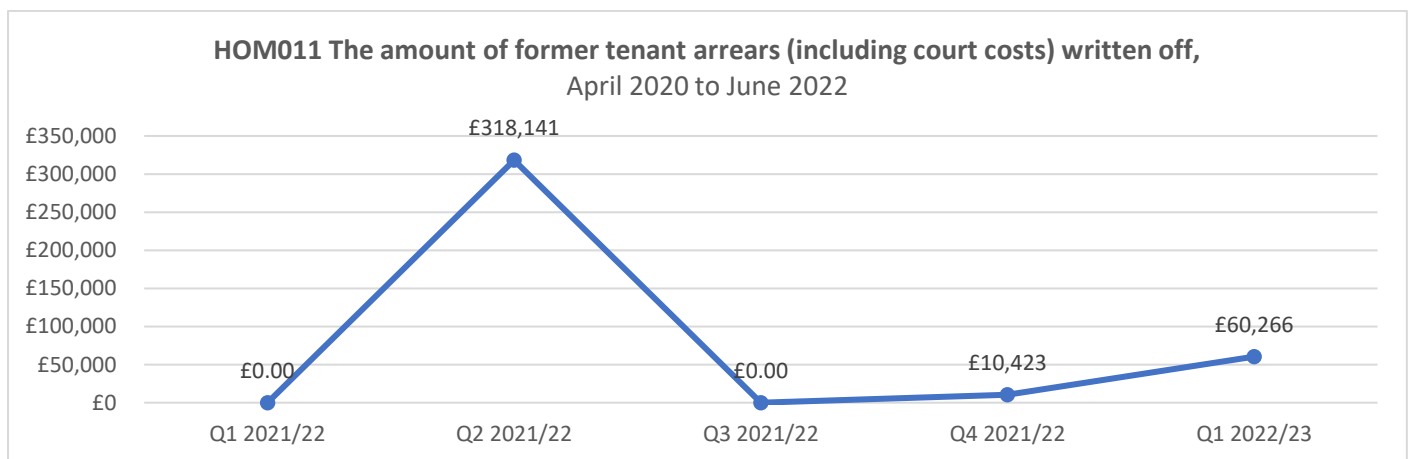
HOM010: Total former tenant arrears (including court costs)

A low value is good.

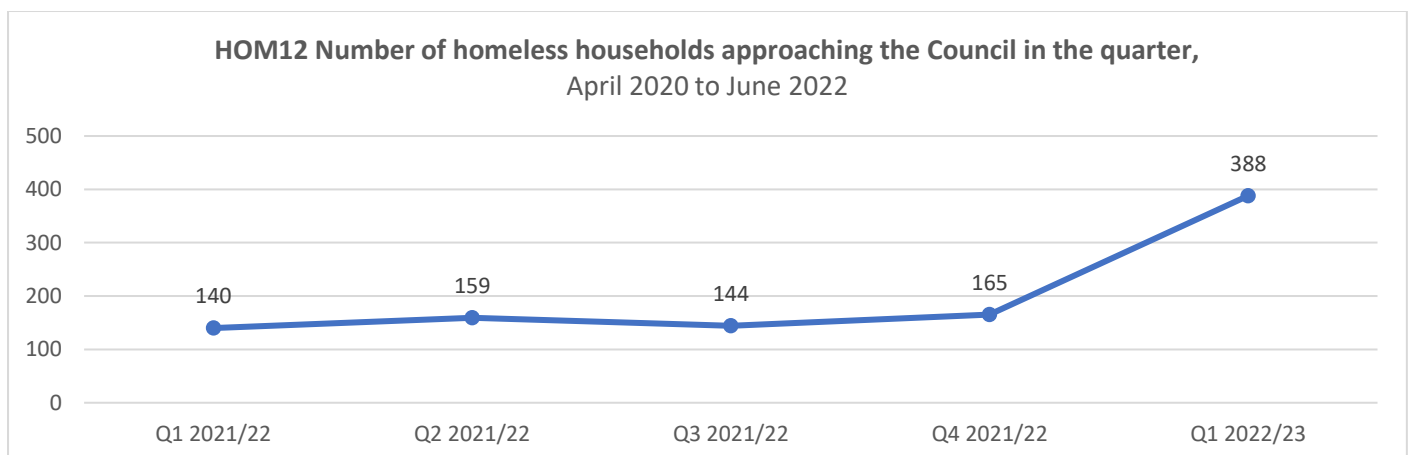


HOM011: The amount of former tenant arrears (including court costs) written off

A low value is good.

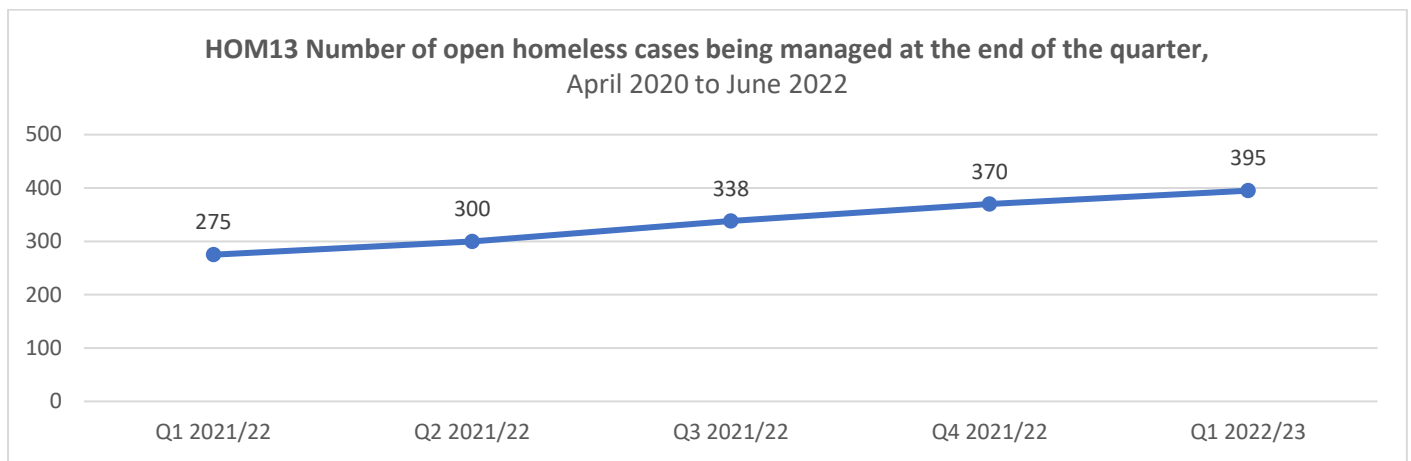


HOM012: Number of homeless households approaching the Council in the quarter

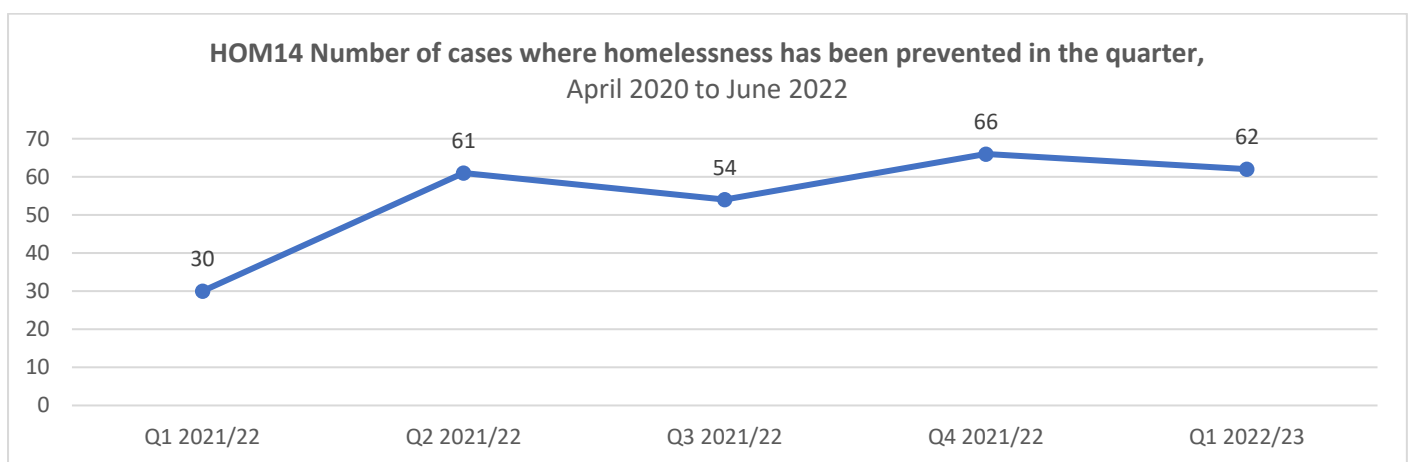


Changes made to reporting this KPI – please see explanation in the commentary below

HOM013: Number of open homeless cases being managed at the end of the quarter

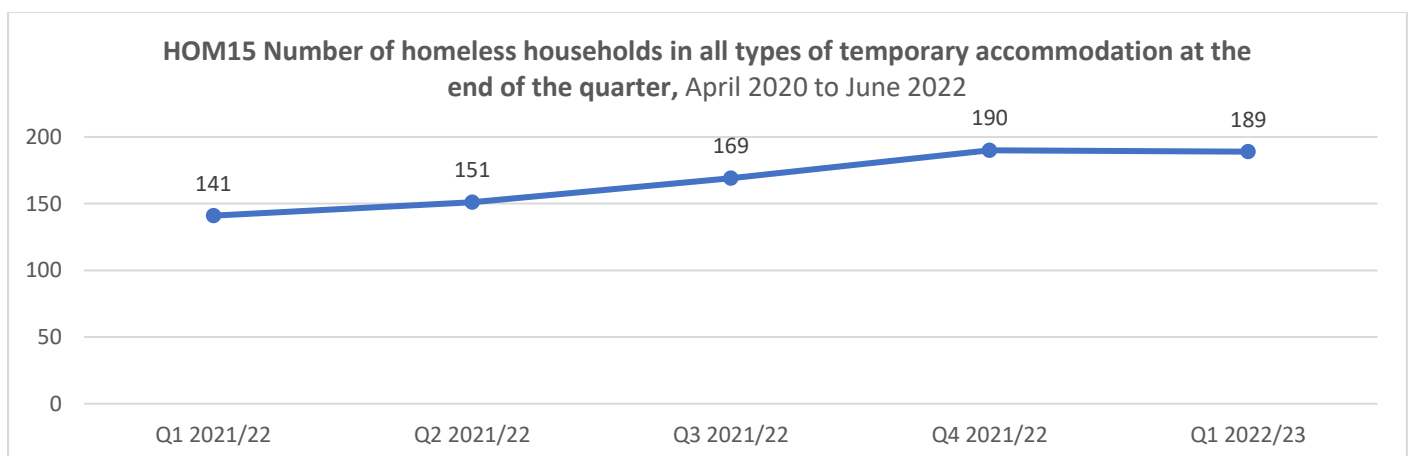


HOM014: Number of cases where homelessness has been prevented in the quarter



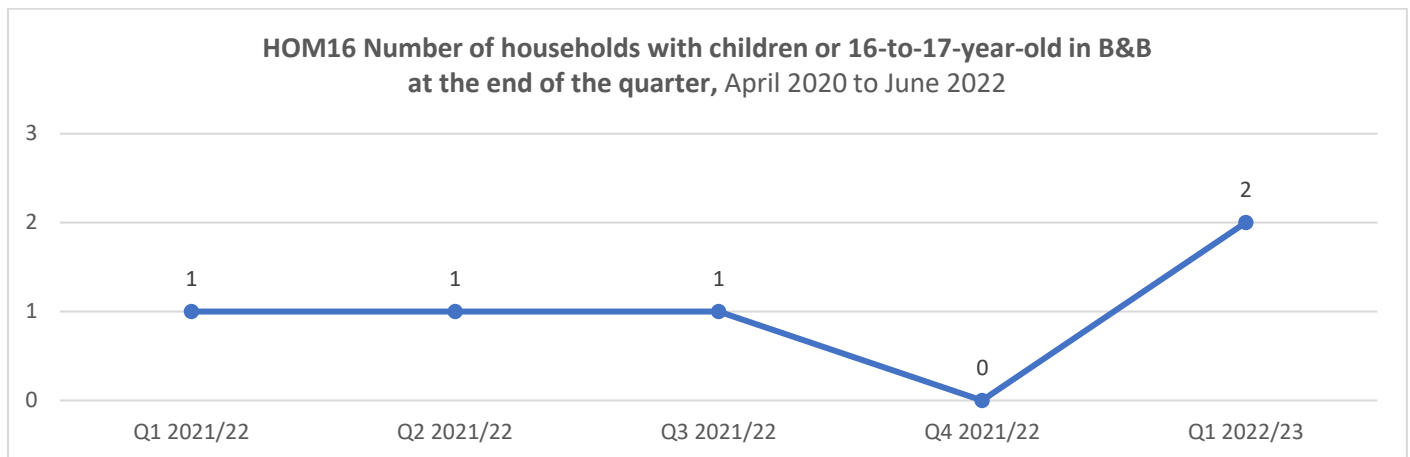
HOM015: Number of homeless households in all types of temporary accommodation at the end of the quarter

A low value is good.



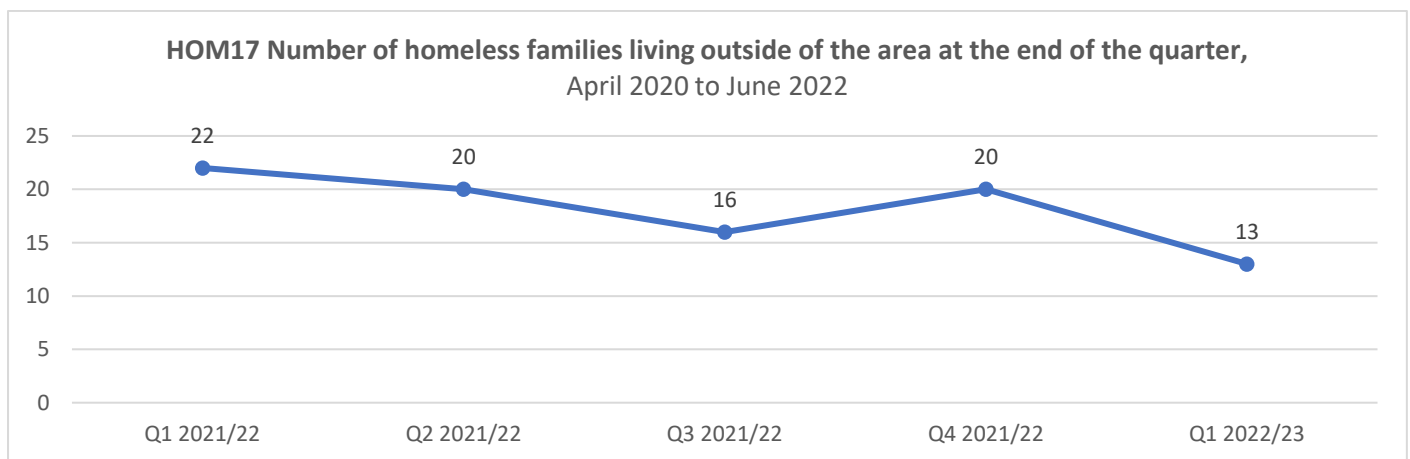
HOM016: Number of households with children or 16-to-17-year-old in B&B at the end of the quarter

A low value is good.



HOM017: Number of homeless families living outside of the area at the end of the quarter

A low value is good.



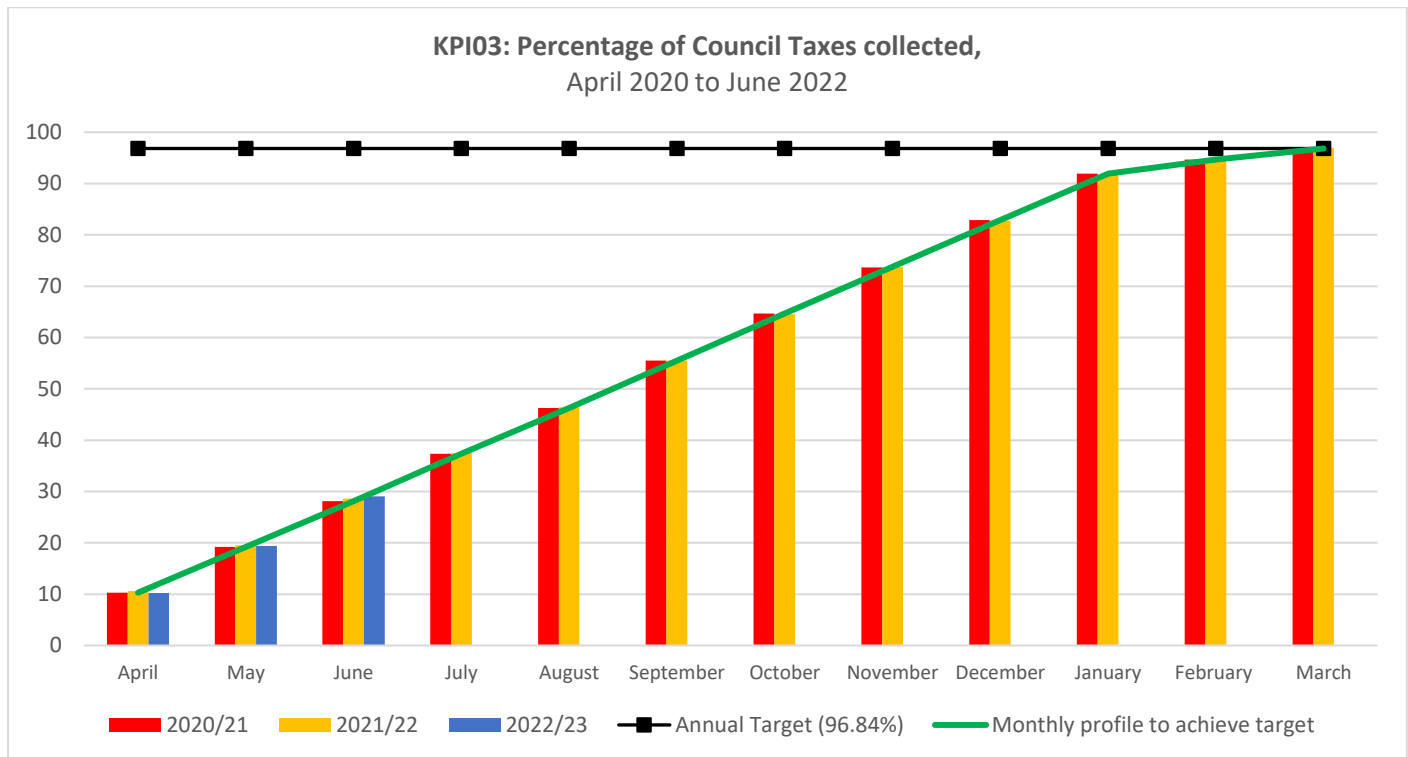
Commentary from Louise Taylor, Head of Housing

- The number of households at risk of homelessness and presenting themselves to the Council (HOM012) appears to have risen steeply in Quarter One, however the data now being used includes the total number of households approaching the Council for advice and assistance. Previous data sets have only included those approaches that have gone on to lodge a formal homeless application. Of the 388 approaches to the Council in the quarter, 154 went on to make a homeless application. Changing how this KPI is reported should reflect more accurately the number of households in the district accessing the service.
- The number of homeless households in all types of temporary accommodation has remained static this quarter and we continue to work hard to move households into our own stock and housing association properties, thereby reducing the use and cost of larger private temporary accommodation. The shortage of smaller studio and one-bedroom properties in the district in both private and social housing sectors is inevitably leading to longer stays for couples and single people in temporary accommodation.
- Current tenant arrears have continued to reduce and a further reduction of £31,686 in the last quarter has been achieved. The Benefit and Money Advisors have supported 252 families who were struggling to pay their rent and increased the annual income of those supported, by £164,000 in this period. The team continue to focus on the collection of former tenant arrears and early contact is now made with all households advising the Council that they intend giving up their property.

G. CIVICA

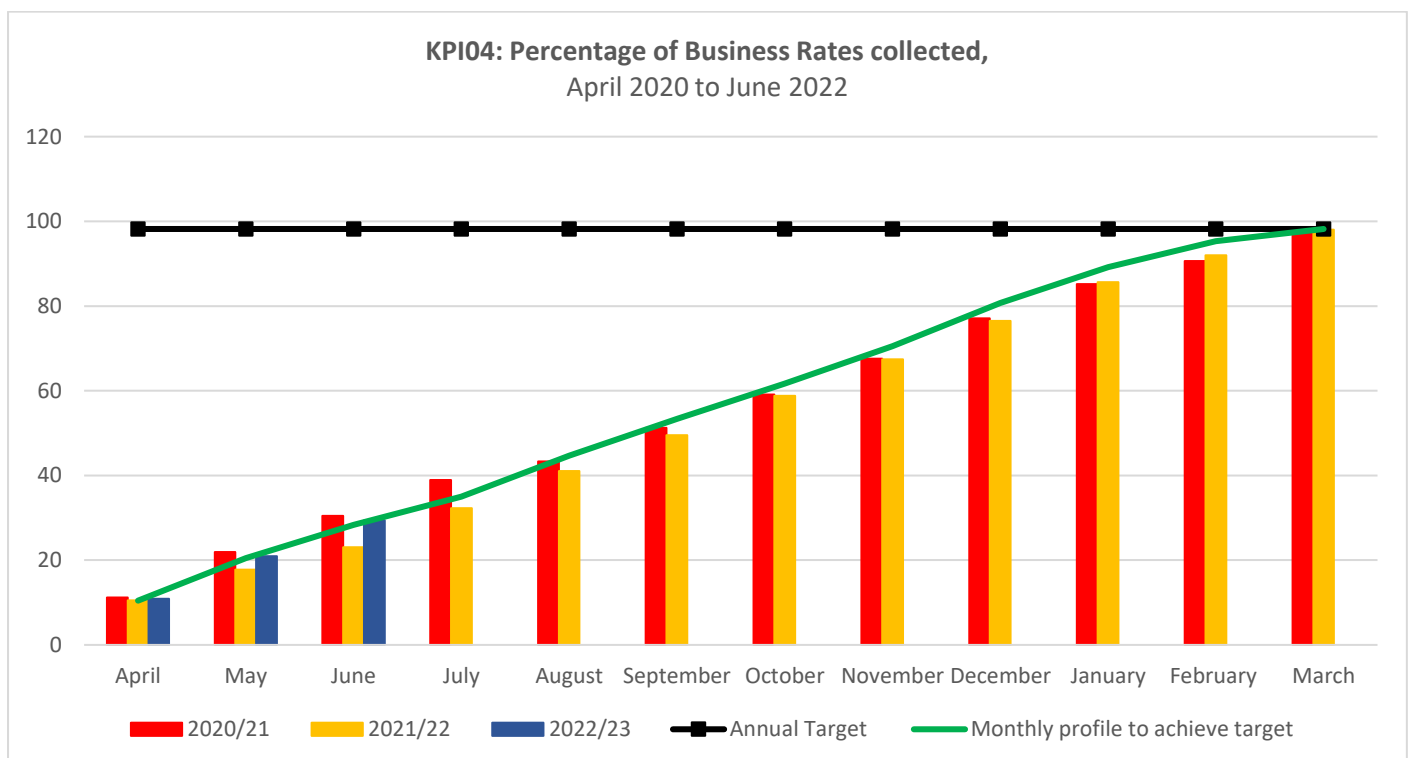
KPI003: Council Tax In-House Collection

A high value is good.



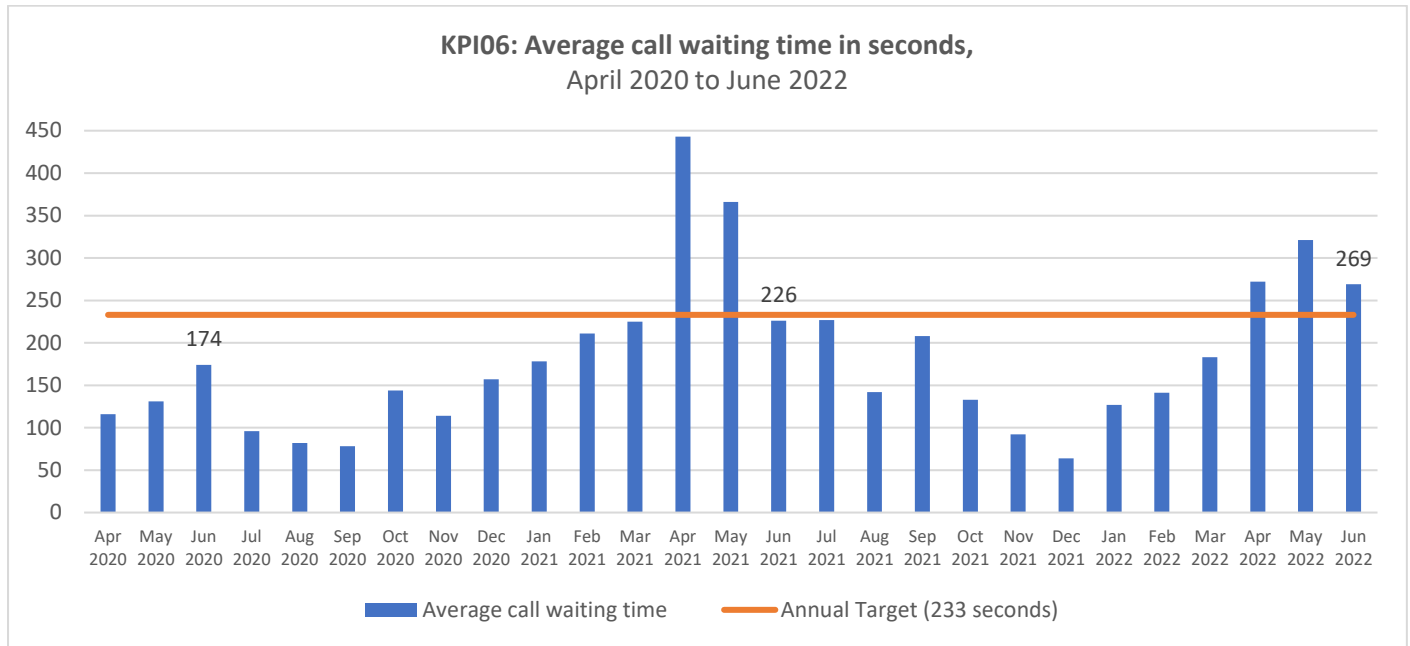
KPI004: Business Rates In-House Collection

A high value is good.

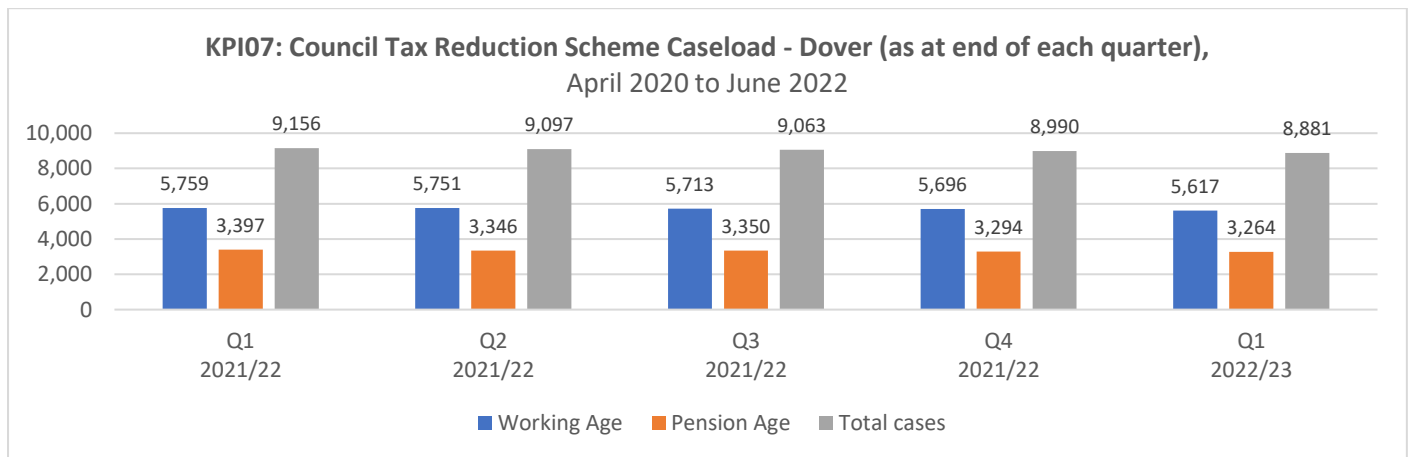


KPI006: Average call waiting time in seconds

A low value is good.

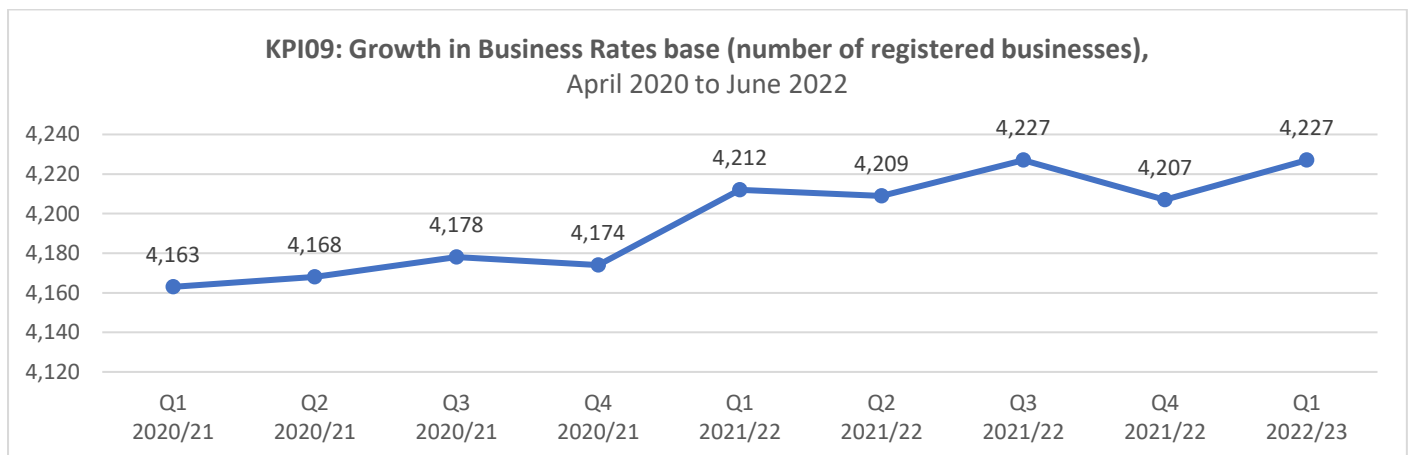


KPI007: Council Tax Reduction Scheme Caseload



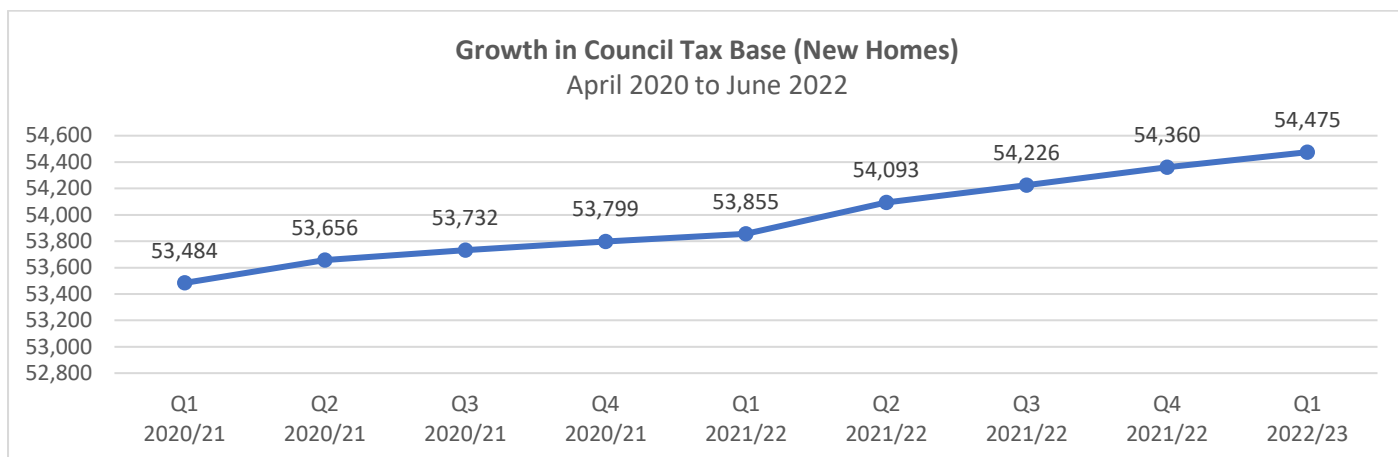
KPI009: Growth in Business Rates base (number of registered businesses)

A high value is good.



KPI011: Growth in Council Tax Base (New Homes)

A high value is good.



Commentary from Civica's monthly monitoring reports

- Covid-19 has resulted in a significant change in the way that Council services have been delivered. Thought is being given to how services could or should be delivered in a post lockdown situation and Civica are engaging with partners to understand the impact that Covid-19 is having on areas such as accommodation strategies, digital strategies, and customer strategies.
- April traditionally sees peak strain on all three core services with higher levels of incoming work and customer contact generated by the issuing of new year bills. This year the services are undertaking additional activity processing the Energy Rebate Scheme (ERS) scheme, introduced by the Government to help households to mitigate against the impact of increasing fuel costs. This has generated significant additional contact and incoming work over the quarter.
- During June, the East Kent Audit Partnership issue two audit reports on KPI calculation and Housing Benefit Payments. These were both awarded the highest 'substantial assurance'.
- KPI003: The Council Tax team has seen significant levels of additional unplanned work over the quarter, primarily because of the implementation of the Energy Rebate Scheme (ERS). Civica managed this through the deployment of agreed flat rate overtime. Although the Council Tax collection target was met, as at the end of June 2022, this was only because of Energy Rebate Scheme (ERS) payments being credited to accounts. These are correctly included in the collection figures, but it remains possible that customers may request these payments as refunds in the coming months. When the ERS values are included, the headline collection rates are 0.45% up on the profiled monthly target. When the ERS values are excluded, the underlying position is 0.63% down on the profiled monthly target. Council tax collections are a significant concern this year as a result of the 'cost of living' crisis impacting people's ability to prioritise and pay their Council Tax ahead of their household expenses. It is anticipated that it is likely that this year's collection target will be missed as a result. This will be closely monitored in the coming months as any possible trends emerge.
- KPI004: Business Rates collection, as at end of June 2022, missed the profiled target by 0.01%. There remain concerns around Non-Domestic Rate collection in a post-Covid environment, especially when the new economic challenges are factored in. Recovery action (summons and beyond) is still held pending award of COVID-19 Additional Relief Fund (CARF) relief to prevent potential for multiple liability orders once recovery resumes. Deployment of CARF, expected July and August 2022, should enable a clearer picture to emerge.
- KPI006: Call wait time missed the target of 233 seconds during April, May, and June. Although performance in June improved on the previous month of May, Customer Services performance to KPI continued to be affected by the significant unplanned Energy Rebate Scheme (ERS) contact, despite additional resource being deployed. During May 2022, Customer Services handled 3,419 calls, which is 1,294 higher than expected (+60.9%). It is

estimated that the increase in ERS contact in May would have required an additional 4.1 FTE of resource to meet the KPI (15.9 FTE across the East Kent Councils). During June 2022, Customer Services handled 2,811 calls, which is 892 higher than expected (+46.5%). It is estimated that the increase in ERS contact in June would have required an additional 2.8 FTE of resource to meet the KPI (11 FTE across the East Kent Councils). This exceeded the capacity Civica was able to deploy to the service and as a result performance to KPI has been negatively affected for the quarter. It is anticipated that this is a short-term issue, driven by demand for ERS. Whilst Civica will attempt to meet fully the overall KPI figure, this impact is very significant and excused performance has been requested in the event that the KPI position cannot be fully recovered.

- KPI007: The total CTRS caseload as at the end of Q1 2022/23 is down -3.0% from the same period in 2021/22.

H. CORPORATE RISKS

This section includes the corporate risks identified that remain a high risk despite management mitigating actions.

Ref	Risk	Impact	Likelihood	Management Action
1.	<p>The impact of recession, inflation, and reduced Government funding results in a lack of sufficient financial resources which impacts on service provision and the capital programme</p> <p>Owner: Mike Davis Strategic Director (Corporate Resources)</p>	High	Medium	<ul style="list-style-type: none"> The future of the key elements of local government finance, including the fair funding review, Business Rates, New Homes Bonus, and the referendum threshold for Council Tax are all wholly uncertain. Early indications are that government may decide to roll over the current settlement for the next two years which may provide some certainty. The ability to use Digital Service Reviews when required to improve current efficiencies and to determine other appropriate longer-term strategies. Use of advisors to monitor the position and lobby government as required. The MTFP requires that no new major capital projects be added unless they are self-financing, funds are available or other projects are cancelled. A full range of financial risks are included in the budget and Cabinet have been briefed on the anticipated financial pressures for future years, although there is a high degree of uncertainty in medium term projections.
2.	<p>Volatility of funding from Business Rates (BR) results in unexpected reductions in resources for the Council</p> <p>Owner: Mike Davis Strategic Director (Corporate Resources)</p>	High	High	<ul style="list-style-type: none"> The projections of future BR income, and assumptions around the impacts of appeals and bad debts, have been made on a prudent basis to minimise the impact of any reduction in BR income and reserves will be used to smooth out volatility where possible. The current BR regime is unstable, and Government's plans are unclear. The Council continues to engage proactively with the DLUHC and CIPFA to try and ensure the accounting and resourcing adjustments and the resource allocations from the new system are made on a reasonable basis for Dover.
3.	<p>Increased homelessness and demand for social housing</p>	High	High	<ul style="list-style-type: none"> This is a demand led service, with peaks and troughs. The level of demand and the duties of the Council are being increased by the

Ref	Risk	Impact	Likelihood	Management Action
	<p>Owner: Mike Davis Strategic Director (Corporate Resources)</p>			<p>impacts of the Homelessness Reduction Act, Universal Credit the Ukrainian war, and the government's proposal for full migrant dispersal.</p> <ul style="list-style-type: none"> The Council is increasing the stock of affordable housing in the district. Alternatives to B&B and nightly paid accommodation are also being purchased / developed for those accepted as homeless and B&B accommodation, where required, is being purchased at lower nightly costs. Those in B&B are also pro-actively managed to reduce the average length of stay and the costs to the Council.
4.	<p>Failure/delay in producing a Local Plan. This leads to the loss of a 5-year Housing Land Supply (HLS) which results in successful appeals on unallocated sites, leading to reputational damage</p> <p>Owner: Sarah Platts Head of Planning and Development</p>	High	Medium	<ul style="list-style-type: none"> The current position on 5-year HLS is 6.35 years. There has been a delay in reaching the next stage of the Local Plan process due to issues raised by statutory bodies which are being worked through. However, this delay is not resulting in a negative impact upon the five-year housing land supply at present. Priority action on resolving issues raised and reaching Reg 19 stage of Local Plan as soon as possible which will improve the housing supply position further.
5.	<p>The continued uncertainty and volatility around the Port Health function.</p> <p>Owner: Mike Davis/ Lucy Manzano Strategic Director (Corporate Resources)/ Head of Port Health and Public Protection</p>	High	High	<ul style="list-style-type: none"> The government continue to defer the implementation of border controls with the proposed operating model not due to be implemented until December 2023. There is continued uncertainty over the future staffing and financing of the service. We continue to work with Defra to get sight of the new operating model arrangements and to obtain funding from them until December 2023, and a sustainable funding model thereafter, to cover the costs of the service.

**DOVER DISTRICT LOCAL PLAN PUBLICATION (REGULATION 19) AND SUBMISSION
(REGULATION 22)**

Due to the size of this report and its supporting documentation, this item has been published as a supplementary paper.