

# Dover District Council Performance Report For the Quarter Ending – 30 September 2018

## Introduction

- Summary of Performance Indicators

### KEY

|   |                        |
|---|------------------------|
| ▲ | Improved performance   |
| ▶ | Maintained performance |
| ▼ | Decline in performance |

| Status | Quarter 1 |      | Quarter 2 |      | Quarter 3 |   | Quarter 4 |   | Direction of Travel to previous Qtr |
|--------|-----------|------|-----------|------|-----------|---|-----------|---|-------------------------------------|
|        | No.       | %    | No.       | %    | No.       | % | No.       | % |                                     |
| Green  | 21        | 64%  | 20        | 61%  |           |   |           |   | ▼                                   |
| Amber  | 8         | 24%  | 7         | 21%  |           |   |           |   | ▼                                   |
| Red    | 4         | 12%  | 6         | 18%  |           |   |           |   | ▼                                   |
| Total  | 33        | 100% | 33        | 100% |           |   |           |   |                                     |

## Shared Services Performance

### EK Services & DDC Digital

| PI     | Description   | Outturn 2017/18 | DDC Target 2018/19        | Q1  | Q2  | Q3 | Q4 | Current Cumulative figure | Absolute Number of Cases this Qtr where applicable | Direction of Travel to previous Qtr | RAG Status |
|--------|---|-----------------|---------------------------|-----|-----|----|----|---------------------------|--|-------------------------------------|------------|
| ACC011 | Percentage of on-line payments to cash and cheque                         | 89%             | Data for information only | 90% | 90% |    |    | 90%                       |  | ▶                                   | N/A        |
| EKS01d | Percentage of incidents resolved within agreed target response time - ICT | 97.50%          | 95%                       | 96% | 99% |    |    | 98%                       |  | ▲                                   | Green      |

## EK Services & DDC Digital

| PI       | Description   | Outturn 2017/18 | DDC Target 2018/19 | Q1     | Q2     | Q3 | Q4 | Current Cumulative figure | Absolute Number of Cases this Qtr where applicable | Direction of Travel to previous Qtr | RAG Status |
|----------|---|-----------------|--------------------|--------|--------|----|----|---------------------------|--|-------------------------------------|------------|
| EKS02d.1 | Percentage of incidents resolved within 1 working day                 | 76%             | 60%                | 69%    | 90%    |    |    | 80%                       |  | ▲                                   | Green      |
| EKS02d.2 | Percentage of incidents resolved within 3 working days                | 86.75%          | 80%                | 83%    | 96%    |    |    | 89.50%                    |  | ▲                                   | Green      |
| EKS04d   | Percentage availability of email service                              | 99.96%          | 97.50%             | 100%   | 100%   |    |    | 100%                      |  | ▶                                   | Green      |
| PLA005   | Percentage of electronic planning applications received               | 82.05%          | 80%                | 76.79% | 86.33% |    |    | 81.56%                    | 344  | ▲                                   | Green      |
| WEB001   | Percentage availability of the corporate website (DDC responsibility) | 99.95%          | 99.50%             | 100%   | 100%   |    |    | 100%                      |  | ▶                                   | Green      |
| WEB002   | Number of Keep me Posted subscriptions                                | 74,413          | N/A                | 8,264  | 8,691  |    |    | 8,691                     |  | ▲                                   | N/A        |
| WEB003   | Facebook subscribers  | 5,908           | N/A                | 6,063  | 6,224  |    |    | 6,224                     |  | ▲                                   | N/A        |

### EKS Director's Comments

#### Performance:

All targets met for Quarter 2. Although email for some staff using smart devices was unavailable for a time in mid September this was due to a general power failure rather than the email system not working as it should do.

## EK Services & DDC Digital

| PI | Description | Outturn<br>2017/18 | DDC<br>Target<br>2018/19 | Q1 | Q2 | Q3 | Q4 | Current<br>Cumulative<br>figure | Absolute<br>Number<br>of Cases<br>this Qtr<br>where<br>applicable | Direction<br>of<br>Travel to<br>previous<br>Qtr | RAG<br>Status |
|----|-------------|--------------------|--------------------------|----|----|----|----|---------------------------------|---|---|---------------|
|----|-------------|--------------------|--------------------------|----|----|----|----|---------------------------------|---|---|---------------|

### Key Initiatives/Outcomes:

Nothing to report for Q2

### Concerns/Risks

Nothing to report for Q2

## Civica

### Benefits

|                                     |  |              |          |              |              |  |  |              |  |   |       |
|-------------------------------------|--|--------------|----------|--------------|--------------|--|--|--------------|--|---|-------|
| <b>KPI01-D<br/>(was<br/>EKS13d)</b> | Pay benefit quickly  | 6.27<br>days | 8.5 days | 5.96<br>days | 5.42<br>days |  |  | 5.42<br>days |  | ▲ | Green |
| <b>KPI02-D<br/>(was<br/>EKS14d)</b> | Percentage of correct<br>Housing Benefit and<br>Council Tax Benefit<br>decisions | 99.54%       | 96%      | 96.95%       | 99.25%       |  |  | 97.40%       |  | ▲ | Green |

### Council Tax

|                                     |   |        |        |        |        |  |  |        |  |     |     |
|-------------------------------------|---|--------|--------|--------|--------|--|--|--------|--|-----|-----|
| <b>KPI03-D<br/>(was<br/>EKS18d)</b> | The percentage of council<br>taxes due for the financial<br>year which were received<br>in year by the authority. | 97.87% | 97.80% | 29.08% | 56.80% |  |  | 56.80% |  | N/A | N/A |
|-------------------------------------|---|--------|--------|--------|--------|--|--|--------|--|-----|-----|

**Business Rates**

|                                     |  |        |        |        |        |  |  |        |  |   |              |
|-------------------------------------|--|--------|--------|--------|--------|--|--|--------|--|---|--------------|
| <b>KPI04-D<br/>(was<br/>EKS19d)</b> | Percentage of Business Rates collected | 99.02% | 98.20% | 30.60% | 55.20% |  |  | 55.20% |  | ▲ | <b>Green</b> |
|-------------------------------------|--|--------|--------|--------|--------|--|--|--------|--|---|--------------|

**Customer Services**

|                                      |                                      |                           |               |               |               |  |  |               |  |   |              |
|--------------------------------------|--------------------------------------|---------------------------|---------------|---------------|---------------|--|--|---------------|--|---|--------------|
| <b>KPI06-D<br/>(was<br/>EKS026d)</b> | Average call waiting time in seconds | 1 minute<br>28<br>seconds | 90<br>seconds | 77<br>seconds | 51<br>seconds |  |  | 51<br>seconds |  | ▲ | <b>Green</b> |
|--------------------------------------|--------------------------------------|---------------------------|---------------|---------------|---------------|--|--|---------------|--|---|--------------|

**Civica Comments****Performance:**

- Speed of processing benefit claims is ahead of target.
- Accuracy of processing is above target.
- Council Tax collection is under the profiled target this month, but Civica are confident that the year-end target is achievable. This will be closely monitored.
- Business Rates collection is above target.
- Call wait times remain under target.
- All customer feedback has been responded to within the required timescale and is within expected levels. Each month we request further detail to ensure there are no recurrent themes or issues; this month we will specifically focus on the comparatively high level of Council Tax complaints.

**Key Initiatives/Outcomes:**

Nothing to report for Q2

**Concerns/Risks:**

Nothing to report for Q2

## EK Housing

| PI    | Description  | Outturn 2017/18 | DDC Target 2018/19 | Q1         | Q2         | Q3 | Q4 | Current Cumulative figure | Absolute Number of Cases this Qtr where applicable | Direction of Travel to previous Qtr | RAG Status |
|-------|--|-----------------|--------------------|------------|------------|----|----|---------------------------|--|-------------------------------------|------------|
| EKHL1 | Average time taken to re-let council dwellings                 | 13.71 days      | 15 days            | 18.58 days | 20.81 days |    |    | 19.58 days                |  | ▼                                   | Red        |
| EKHC2 | Rent arrears as % of annual debit                              | 2.35%           | 2.50%              | 2.89%      | 3.08%      |    |    | 3.08%                     |  | ▼                                   | Red        |
| EKHC3 | Former tenant arrears as % of annual debit                     | 0.73%           | 0.50%              | 0.84%      | 0.99%      |    |    | 0.99%                     |  | ▼                                   | Red        |
| EKHD1 | Total current tenant arrears (including court costs)           | £466,344        | N/A                | £ 562,672  | £ 599,821  |    |    | £599,821                  |  | ▼                                   | N/A        |
| EKHD2 | Average current tenant arrears per rented unit                 | £97.17          | N/A                | £118.96    | £139.92    |    |    | £139.92                   |  | ▼                                   | N/A        |
| EKHD3 | Total former tenant arrears (including court costs)            | £144,542        | N/A                | £ 163,813  | £ 192,599  |    |    | £192,599                  |  | ▼                                   | N/A        |
| EKHD4 | Amount of former tenant arrears written off                    | £9,242          | N/A                | £0.00      | £0.00      |    |    | £0.00                     |  | ▶                                   | N/A        |
| EKHM1 | Percentage of total responsive jobs completed on time          | 99.59%          | 98%                | 98.39%     | 97.33%     |    |    | 97.83%                    | 2043 of 2099                                       | ▼                                   | Amber      |
| EKHM5 | Percentage of properties with a valid gas safety certification | 99.90%          | 100%               | 99.85%     | 99.98%     |    |    | 99.98%                    | 4051 of 4052                                       | ▲                                   | Amber      |

### East Kent Housing Director's Comments:

#### Performance:

- Re-let times have increased due to the increased scope of work required to clear/repair properties before bringing them back into use. Of the 20.81 calendar days to re-let council dwellings, approximately 16 calendar days relate to the time spend carrying out these necessary works.
- The rollout of Universal Credit (UC) continues and the change from weekly to monthly payments in arrears means that many households do not have the funds to pay their rent during the period whilst their case is being assessed. Additionally, when payment does start their ability to pay off their arrears is limited and we have to recover the arrears over a very long period. On average, those households moving to UC are 4 to 6 weeks in arrears

## EK Housing

when it commences, and based upon the experience of other organisations this may then take over 12 months to recover. In Dover, 15% of tenants on UC account for 59% of the overall arrears. The administration of UC also takes three to four times longer than Housing Benefit, due to the additional work required, and this has to be completed within very strict timescales determined by the Department for Work and Pensions (DWP). Of the £599,821 arrears, some £358,169 directly relates to the households who are now in receipt of Universal Credit, and a further £35,074 relates to court costs.

- Response repairs performance has dropped slightly and is just outside target. The contractor advises that this is due to a reduction in the number of available key trade operatives within its workforce and that a recruitment campaign is underway to address this.
- One property did not have a gas certification (LGSR) at the end of quarter 2 resulting in the Gas safety performance not being met. We have been unable to obtain access and are currently working with DDC to obtain an injunction against the tenant, to allow our contractor access.

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

We are working with DDC to identify additional resources to help mitigate the impact of the roll out of UC. The Government has recently announced further changes to the scheme and additional details are awaited. However from the information available, we do not expect these additional measures to materially improve the UC collection rates.

Weekly void meetings are now being held with all contractors and EKH staff, chaired by the Director of Property Services, to ensure that each individual void is monitored to get performance back on track and understand what is driving the contractor delays.

### **Concerns/Risks:**

The roll-out of Universal Credit will continue to have an increasing impact on rent collection throughout 2018/19, as numbers of tenants moving onto UC increases and the benefit continues to be rolled out. The additional time required for us to manage UC cases also has an indirect impact on our ability to manage the HB arrears cases.

The condition of properties being returned as a void has deteriorated over the past year and this is resulting in the need for an increase in the scope of work to return them to an acceptable standard. The additional time and cost of doing so is impacting performance and is placing pressure on available budgets.

We are closely monitoring our contractor arrangements for responsive repairs and voids, to ensure that service does not dip as the contractor nears its expiry date.

## Finance, Housing & Community

| PI      | Description   | Outturn 2017/18 | DDC Target 2018/19 | Q1   | Q2     | Q3 | Q4 | Current Cumulative figure | Absolute Number of Cases this Qtr (where applicable) | Direction of Travel to previous Qtr | RAG Status |
|---------|---|-----------------|--------------------|------|--------|----|----|---------------------------|--|-------------------------------------|------------|
| ACC004  | Percentage of invoices paid on time   | 96.56%          | 91.50%             | 98%  | 98%    |    |    | 98%                       | 2075   | ▶                                   | Green      |
| CSU001  | Percentage of ASB cases resolved within 30 days   | 100%            | 98%                | 100% | 91.84% |    |    | 95.92%                    | 98   | ▼                                   | Amber      |
| HOU010a | Number of households living in Temporary Accommodation including B&B  | 89              | 90                 | 96   | 118    |    |    | 118                       |  | ▼                                   | Red        |
| HOU010b | Number of households in bed & breakfast (The data provided in HOU010a and b shows the number of households on the last day of the quarter.) | 24              | 20                 | 27   | 37     |    |    | 37                        |  | ▼                                   | Red        |
| HOU011  | The number of households presenting as homeless where a duty to re-house is accepted  | 173             | N/A                | 16   | 24     |    |    | 40                        |  | ▼                                   | N/A        |
| HOU012  | The number of children in B&B and nightly paid  | 131             | N/A                | 134  | 175    |    |    | 175                       |  | ▼                                   | N/A        |
| PSH007  | Number of DFG applications completed (for information only)   | 66              | N/A                | 30   | 14     |    |    | 44                        |  | N/A                                 | N/A        |
| PSH008  | Percentage of completed DFG applications approved within 10 working days from receipt of application  | 91.30%          | N/A                | 87%  | 70%    |    |    | 78.5                      |  | ▼                                   | N/A        |

## **Finance, Housing & Community**

### **Finance, Housing & Community Director's Comments:**

#### **Homelessness**

In recent months we have seen a general increase in the number of private sector tenancies being brought to an end which has had an impact on the Q2 homelessness acceptances figure. From contact with landlords we believe this is as a result of many of them looking to sell their properties.

The increase in the number of households placed in temporary accommodation partly reflects the increase in acceptances but was also the result of enforcement action taken by the Council's Private Sector Housing Team In August which resulted in the closure of an HMO in Dover. The action was taken in relation to health and safety concerns and to protect families living in the accommodation from serious risk of harm. The families had to be housed in emergency temporary accommodation while their longer term housing options were explored. Since then 6 families have voluntarily chosen to return to their country of origin and have left their temporary accommodation. The remaining 4 families are still in temporary accommodation with the potential option that they may be able to return to their previous accommodation if we are satisfied that the necessary work has been carried out to make the property safe and fit for occupation. The fact that a number of these families comprised significant numbers of children also helps explain the reason why the number of children in B&B and nightly paid accommodation increased significantly in Q2.

While the number of households in all forms of temporary accommodation has increased, the proportionate increase in the use of B&B has been smaller. We have also seen a continued reduction in Q2 in the total number of days that households have been living in B&B. The on-going programme of re-purchasing former Council properties for use as temporary accommodation together with the implementation of a more proactive approach to the management of households in such accommodation has helped achieve this. The number of properties purchased for use as temporary accommodation has increased from 6 in October 2017 to 23 as at the end of Q2.

#### **Disabled Facilities Grants**

40 Disabled Facilities Grants were approved in Q2. The increase in the time taken to approve Disabled Facilities Application was due to a temporary staff shortage arising related to a combination of holiday and sickness absences. Analysis of the applications processed during this period shows that in the majority of cases the time taken to process applications only exceeded the target time by a few days and that the maximum time an applicant had to wait for a grant approval was 20 working days. Staffing levels have now returned to normal.

## Finance, Housing & Community

### Performance: General Fund Revenue Budget

- As at 30<sup>th</sup> September 2018 the General Fund is projecting a surplus of £255k, an improvement of £156k on the original budgeted surplus of £99k, and an improvement of £107k on the surplus of £148k reported last quarter, as shown in the table below:

| <b>General Fund Budget Monitoring Summary to 30<sup>th</sup> September 2018</b>   | <b>£000</b> | <b>£000</b>    |
|---|-------------|----------------|
| <b>Original budget deficit</b>  |             | <b>(99)</b>    |
| NNDR Income – additional income from Enterprise Zone Relief grant (prior year element), S31 Grant for other reliefs and reduced levy rate (on ‘pooling’ basis)        | (148)       |                |
| Off-Street Parking income   | 152         |                |
| Property Services - Building surveyor (part year) and Technical Support Officer posts – awaiting identification of project funding                                    | 47          |                |
| Investment income - additional income due to further investments in pooled funds and improved returns from those investments, less additional cost of treasury advice | (84)        |                |
| Grounds Maintenance – additional income from works rechargeable to third parties  | (46)        |                |
| EKHR & Payroll - Estimated savings from re-working opening budget position  | (43)        |                |
| Salary Vacancy Provision - over-achievement of vacancy provision  | (42)        |                |
| Deal Pier - reduced fishing and rental income while café closed   | 36          |                |
| Waste - Recycling - extra garden waste income, less refuse sack reduction in income and minor increase in waste admin costs   | (30)        |                |
| NNDR payable on corporate properties and car parks – net increase   | 20          |                |
| Other net variances – favourable  | (18)        |                |
| <b>Total Variances – favourable</b>   |             | <b>(156)</b>   |
| <b>Projected budget deficit</b>   |             | <b>(255)</b>   |
| Balances Brought Forward  |             | (2,527)        |
| <b>Projected Year End Balances</b>  |             | <b>(2,782)</b> |

- Homelessness – the figures assume that savings arising from 9 HRA buy-back purchases in the first 6 months and a further 11 buy-back purchases being processed by legal, and a general reduction in B&B / nightly-paid numbers and durations will be sufficient to meet the £200k savings target included in the original budget. A further reduction in temporary accommodation costs of £150K is anticipated, which has been transferred to the Private Sector Housing reserve for the probability of SWEP (severe weather emergency protocol) being implemented during the winter months. However, please also see the “Concerns/Risks” section below.
- The use of the Housing Initiatives Reserve and the 1:4:1 monies (retained right-to-buy receipts) continues to increase the stock of properties within the HRA, particularly of properties that could be used to provide interim accommodation to homeless people.
- The Treasury Management returns are exceeding budget due to improved returns and further investments in pooled funds.

## Finance, Housing & Community

- Income from green/garden waste is currently expected to exceed budget due to increased subscription levels (£53k favourable).
- In addition to the NNDR Income variance in the table above, we are estimating £810k extra income from the '100% retention pilot scheme' ('financial stability' element), which has been transferred to the special projects reserve to fund the 'property renovation grants scheme' (£500k) and other projects to be agreed. There is also a separate share of 'Growth Fund' retention monies to be determined for inclusion.
- Management Fees from EKS have exceeded their target saving by £65k. However, this has been transferred to the Joint Working reserve for potential additional costs of reducing allowable recharges into the EKS service from individual partners.
- Please see the main Budget Monitoring report for Q2 for full details of all major variances.

### Housing Revenue Account

- The HRA balance at 30 September 2018 is estimated to be £1,011k, reflecting a movement from an expected surplus for the year of £5k reported at the beginning of the year to a deficit of £1k.

| <b>HRA Budget Monitoring Summary to 30<sup>th</sup> September 2018</b>      | <b>£000</b> | <b>£000</b>    |
|---|-------------|----------------|
| <b>Original budget surplus</b>  |             | <b>(5)</b>     |
| Reduction of external decoration budget due to termination of contract.     | (220)       |                |
| Reduction of paths and paving budget  | (50)        |                |
| Increased transfer to Housing Initiatives Reserve                           | 2,205       |                |
| Adjustment on Major Repairs Reserve   | (260)       |                |
| Direct revenue financing - reduction in capital spend on council properties | (1,692)     |                |
| Tenants incentive scheme increased  | 16          |                |
| Other net variances- adverse  | 6           |                |
|   |             |                |
| <b>Total Variances – adverse</b>  |             | <b>5</b>       |
| <b>Projected budget deficit</b>   |             | <b>0</b>       |
| Balances Brought Forward  |             | (1,012)        |
| <b>Projected Year End Balances</b>  |             | <b>(1,012)</b> |
|   |             |                |

## Finance, Housing & Community

### Medium Term Capital Programme

- Within the capital programme, most projects approved to proceed are fully financed; there is however one project with a significant overspend of £95k. This is for the fit-out of the Aylesham retail units; the overspend is due to rectifying works carried out by the developer and splitting a double unit into two single units. A contribution towards the additional costs is expected from the developer.
- The main changes in the Medium Term Capital Programme are shown below:

| <b>Capital Budgets (30th September 2018)</b>  | <b>Current year<br/>£000</b> | <b>Total Cost of<br/>Programme<br/>£000</b> |
|---|------------------------------|---|
| <b>Position as at 30<sup>th</sup> June 2018</b>   | <b>82,178</b>                | <b>252,421</b>                              |
| Phasing changes to reflect the 2018/19 expected outturn.  | (552)                        | -   |
| Additional funding for DFGs (£92k) KCC BCF (original estimate £950k; actual grant received was 1,042k); also use of £200k DDC reserves approved as contingency for Kearsney Parks for People project (included in MTFP) | 52                           | 292   |
| New funding added to programme including £427.4k HLF development grant for Maison Dieu restoration (Dover Town Hall); and £16k HLF grant for Our Finest Dour project  | 43                           | 469   |
| Reductions to the programme including removal of £212k capital receipt funding for DFGs as all costs are now covered by grant monies and grant repayments.  | (227)                        | (247)                                       |
| <b>Total Capital Programme – position as at 30th September 2018</b>   | <b>81,494</b>                | <b>252,935</b>                              |

### Concerns/Risks:

- The implementation of the new Homeless Reduction Act in April 2018 has resulted in an initial increase in homeless applications to the council and the new process has various stages of responsibilities that may result in changes to the figures moving forward. The position is being continuously monitored and will be reported further in future reports.
- Appeals and public inquiries against planning decisions are occurring more regularly and can be expensive and time-consuming to resolve. While money is set aside in reserves for the ongoing costs of prior year appeals, these may not be sufficient to fund new appeals arising or unexpected additional costs. It is currently proposed to use contingency to fund specialist planning and legal advice in relation to the resubmitted planning application for Western Heights, as well as a public inquiry re Abbey Homes, totalling £150k (est.). However, it is anticipated that there will be a possible further appeal in 2019/20 against any decision on the resubmitted Western Heights application, which could cost circa £160k and for which no provision has currently been made. .
- Additional planning resource has been engaged, currently funded from reserves (including from excess planning income), which is likely to create a

## Finance, Housing & Community

future pressure, as the specific earmarked reserves are now being depleted.

- Investment income remains under pressure from low interest rates and uncertainty following the Brexit vote. In 2017/18 the Council made investments in Diversified Income Funds (pooled funds) to offset the impact of reducing interest rates on bank deposits, money market funds and loans to other local authorities. Further investments have been made in Diversified Income funds during the year so far, which continue to enable us to increase returns for current and future years.
- Business Rates (BR) income remains volatile and complex to calculate, and is subject to changes arising from: the 2017 revaluation; the level of successful appeals; the profiling of Enterprise Zone relief given; the levels of claims for Small Business Rates Relief and other reliefs; and fluctuations in estimates of 'business rates growth' due to the scale or timing of regeneration projects.
- BR income is subject to on-going pressure from unresolved appeals and, from 2017/18, the impact of the 2017 revaluation by VOA. There are £27.3m approx. in rateable value of appeals outstanding at 31<sup>st</sup> August 2018 against 2010 valuations, including the addition of Dover Harbour Board (DHB) for the first time (RV £5.24m). The top 10 appeals account for 93.7% of this value (£25.6m). Early indications suggest the DHB appeal is against a £10k alteration only, but further clarification is being sought. There will also be further appeals against the 2017 valuation list.
- Business Rates growth may be slower than forecast and impacted by lower RVs than originally estimated by VOA, affecting our retained income. Progress at St. James is positive and ongoing, but some units remain unlet and, alongside fit-out times, attract empty rates exemptions for 3 months. The budget allowed for a full year's income from all units, but reduced to 90% to be cautious. However, final RVs of 3 occupied units have come in lower from VOA than expected, leading us to revise the total RV of St. James downwards from £2,438k to £1,901k, equating to a reduction in full year income of £1/4m (£100k DDC share @ 40%). This will be reviewed again for Q3 as most units have now been valued and the impact may be less adverse.
- There are also upside risks in respect of business rates, such as the favourable impact of being in the pilot scheme (est. £810k additional 'Financial Stability Fund' share, plus further 'Growth Fund' monies to be determined), and the positive impact of changes to occupancy at Discovery Park, improving the levels of Enterprise Zone relief and its compensatory grant from Central Government (est. £331k favourable, but recognition deferred to 2019/20 under statutory rules). However, the final retained income from the pilot scheme is now interdependent on the results of the other Kent authorities.
- Separately a 'Business Rates & Council Tax' reserve has been established to help smooth out the impact of changes in BR income and the timing of its recognition under statute.
- Please see the main Budget Monitoring report for further details of current issues and their mitigation.

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

Work is underway to tackle the costs associated with homelessness, short term accommodation placements and the shortage of housing stock (see General Fund section above), and to identify additional funding for the potential costs of any appeal/inquiry against the eventual decision on the resubmitted Western Heights planning decision (see Concerns/Risks above). Otherwise, the projected outturns for General Fund, HRA and Capital Programme do not indicate the need for corrective action in 2018/19. Where appropriate the variances identified will be taken into account in the 2019/20 – 2022/23 MTFP and will continue to be monitored during subsequent years.

## Governance

| PI     | Description   | Outturn 2017/18 | DDC Target 2018/19 | Q1        | Q2        | Q3 | Q4 | Current Cumulative figure | Absolute Number of Cases this Qtr (where applicable) | Direction of Travel to previous Qtr | RAG Status            |
|--------|---|-----------------|--------------------|-----------|-----------|----|----|---------------------------|--|-------------------------------------|-----------------------|
| GOV001 | Number of working days/shifts lost due to sickness absence per FTE                            | 6.35 days       | N/A                | 1.78 days | 2.24 days |    |    | 4.02 days                 |  | ▼                                   | compare to Q2 2017/18 |
| GOV002 | Number of working days/shifts lost due to long term sickness absence over 10 days per FTE     | 3.16 days       | N/A                | 1.11 days | 1.72 days |    |    | 2.83 days                 |  | ▼                                   | compare to Q2 2017/18 |
| LIC005 | The percentage of licensed premises inspections completed by target date                      | 49.50%          | 80%                | 100%      | 97%       |    |    | 98.50%                    | 33   | ▼                                   | Green                 |
| LIC006 | The percentage of unopposed licensing and permit applications processed within 5 working days | 97.50%          | 75%                | 99%       | 99%       |    |    | 99%                       | 278  | ▶                                   | Green                 |
| ENH005 | Percentage of complaints regarding nuisance responded to within 5 working days                | 98.50%          | 95%                | 99%       | 100%      |    |    | 99%                       | 298  | ▲                                   | Green                 |
| ENH012 | Number of Fixed Penalty Notices issued for litter   | 1781            | N/A                | 296       | 72        |    |    | 368                       |  | N/A                                 | N/A                   |
| ENH013 | Percentage of stray dog enquiries responded to within target time.                            | 99.75%          | 95%                | 100%      | 100%      |    |    | 100%                      | 77   | ▶                                   | Green                 |
| ENH015 | Number of Fixed Penalty Notices issued for dog fouling  | 11              | N/A                | 5         | 1         |    |    | 6                         |  | N/A                                 | N/A                   |
| ENH016 | Number of Envirocrime prosecutions completed  | 113             | N/A                | 85        | 50        |    |    | 135                       |  | N/A                                 | N/A                   |

### Governance Director's comments

#### Performance:

Regulatory Services are continuing to perform well although the number of Fixed Penalty Notices issued for littering offences is lower this quarter. This is as a direct result of DDC's contractors terminating their agreement with DDC during this quarter with their last day of service being the 22nd of August 2018. The team is currently liaising with a number of other potential contractors in order for an informed decision to be taken with regards to future service provision.

## Governance

The number of days lost to both short term and long term sickness is slightly higher than this time last year, however they both remain relatively low. Longer term absence is limited to a few particular cases.

### Key Initiatives/Outcomes:

During Q2, the GDPR requirements have continued to be rolled out across the Council with a further seven service specific privacy notices introduced, with accompanying strap lines. Updated retention schedules are now in place for all services.

The new Solicitor Apprentice started work with the Council on 17 September 2019 and a work placement in Legal Services also commenced working with us during the quarter.

Regulatory Services quarterly report will be available shortly outlining all of the activities undertaken by the department during quarter 2.

The Local Government Boundary Commission for England has finalised its recommendations for the electoral arrangements for this Council. It has proposed that the District should be represented by 32 councillors; there should be 17 wards, with the boundaries of 15 wards changing and two remaining the same. These recommendations must now be approved by Parliament. Subject to parliamentary scrutiny, the new electoral arrangements will come into force at our local elections in 2019. Following the approval of the Electoral Matters Committee, a Polling District Review has commenced, the results of which will be reported to Council in January 2019.

### Concerns/Risks:

Nothing to report for Q2

| Division                         | FTE @ 1 April 2018 | (Leavers)/<br>Joiners/<br>Transfers | FTE @ 30 September 2018 |
|----------------------------------|--------------------|-------------------------------------|-------------------------|
| Chief Executive                  | 37.13              | -2.05                               | 35.08                   |
| Governance                       | 46.3               | +3.39                               | 49.69                   |
| Finance, Housing and Community   | 45.10              | -2.09                               | 43.01                   |
| Environment and Corporate Assets | 93.03              | +2.47                               | 95.50                   |
| HR & Audit                       | 26.59              | +1.85                               | 28.44                   |
| <b>Total Staff FTE</b>           | <b>248.15</b>      | <b>+3.57</b>                        | <b>251.72</b>           |

## Environment & Corporate Assets

| PI     | Description  | Outturn 2017/18 | DDC Target 2018/19 | Q1     | Q2     | Q3 | Q4 | Current Cumulative figure | Absolute Number of Cases this Qtr (where applicable) | Direction of Travel to previous Qtr | RAG Status |
|--------|--|-----------------|--------------------|--------|--------|----|----|---------------------------|--|-------------------------------------|------------|
| PKG003 | Number of PCNS issued  | 17,433          | N/A                | 3794   | 2688   |    |    | 6482                      |  | N/A                                 | N/A        |
| MUS002 | The number of visits to the museum in person per 1,000 population        | 229.11          | 200                | 69.48  | 76.18  |    |    | 145.66                    |  | ▲                                   | Green      |
| WAS003 | Number of collections missed per 100,000 collections of household waste. | 3.75            | 15                 | 5      | 25.68  |    |    | 15.34                     |  | ▼                                   | Amber      |
| WAS010 | Residual household waste per household                                   | 339kg           | 350kgs             | 365kgs | 361kgs |    |    | 363kgs                    |  | ▲                                   | Amber      |
| WAS011 | Household waste sent for reuse, recycling or composting                  | 49.50%          | 50%                | 48%    | 48%    |    |    | 48%                       |  | ▶                                   | Amber      |
| WAS012 | Environmental cleanliness: Percentage of streets containing litter       | 6.75%           | 5%                 | 6%     | 6%     |    |    | 6%                        |  | N/A                                 | N/A        |
| WAS013 | Environmental cleanliness: Percentage of street containing detritus      | 14.25%          | 10%                | 23%    | 20%    |    |    | 21.5%                     |  | N/A                                 | N/A        |

### Environment & Corporate Assets Director's comments

#### Performance:

WAS013 – This is an average figure for qtr 2, but broken down by month the levels of detritus have seen a significant improvement with 35% in July, 18% in August and 11% in September. Qtr 3 should reflect a full three months of improved standards.

WAS003 – This figure is based on July data only, due to changes in the collection methodology throughout August and September the current data is still to be agreed between DDC and Veolia. Giving the current figures before this work has been undertaken will not give a true reflection of the current missed bin rate. This will be updated ahead of qtr 3 data being reported.

## Environment & Corporate Assets

WAS010 and WAS011 – these calculations are based on July and August data only and will be updated ahead of qtr3 data being reported. All data is checked and reported by Kent County Council to ensure the correct apportionment of tonnage for both residual waste and recycling, the data for September is not yet available and therefore an estimate has been made based on July and August data only.

### Key Initiatives/Outcomes:

#### Parks & Open Spaces

Following a challenging season with regards to the weather the district on the whole has been maintained in good order with grass cutting being suspended during the drought and the teams deployed to carry out other works, (such as hedge cutting) demonstrates the flexibility of the in house GM team.

The winter works programme has been set out for the district with assistance again for the Kearsney Parks project by works being carried out by the in house team. Works in the cemeteries and closed churchyards will start this winter to remove self-sown trees and ivy covering graves. Works will continue in changes to shrub beds, hedges and flower beds.

The Kearsney Parks Project Buildings contract has started following all the delays due to the bat population and mitigation required to satisfy Natural England. The project is still on course for completion by June 2020 and a temporary café is now in place to serve customers during the building phase.

WCCP and UOTD continues to embed a new way of working and new funding is being sourced and being received. This area is starting to become more commercially focused with opportunities to expand in the coming months and years.

There is a significant list of projects small and large within this service area which continues to grow year on year with no major increase to the overall budget.

#### Transport & Parking Services:

This area continues to perform effectively and will now be managed by both a Head of Service and new Service Manager, who joins the Council in November, with a light touch from the Director.

#### Museum & Tourism

The plans to strengthen the Council's role in supporting the local tourism economy continue to progress. A new post, Strategic Tourism Manager, has been appointed and is due to join the Council in early October. The District continues to be regularly featured in newspaper and magazine articles and three local businesses have been included on the shortlist for the Kent Tourism Awards. A very successful evening event was held in the Museum on 14 September to promote the launch of the new Channel Swimming website.

(See: <http://www.channelswimmingdover.org.uk/>)

## Environment & Corporate Assets

Cabinet has now confirmed support for the project to revamp Dover Museum and to work with KCC on their own plans for the Discovery Centre which provides a potential opportunity to deliver significant improvements to facilities within the Museum and supports the wider regeneration agenda for the Town.

### Waste Services

The review of future service provision being undertaken in partnership with the other East Kent authorities working with KCC ahead of the ending of the contract with Veolia in January 2021, is progressing well. The study carried out by the consultants Ricardo is complete and the individual Councils are reviewing next steps with some taking reports through their respective decision processes during the autumn. As regards Dover DC the aim is to take a report to the November Cabinet.

At a national level, issues concerning the management of waste and especially plastic waste continue to attract headlines. We are awaiting the publication by Government of their draft Recycling & Waste Strategy later this year for consultation, linking in with the EU Circular Economy Package, which it is understood the UK intends to adopt. This will hopefully provide clear guidance regarding future recycling targets, which are currently covered by EU Directives.

### Assets, Corporate Property & Building Control

The team is engaged on a wide range of corporate projects and continues to adjust work plans to respond to competing priorities. Activities over the past few months include:

- Refurbishment of Norman Tailyour House, Deal: Tenders returned on 14<sup>th</sup> September.
- William Muge & Snelgrove Site, Dover: Cabinet agreement for the project confirmed and planning application submitted.
- Tides Leisure Centre: Refurbishment work to M&E plant commenced on 17<sup>th</sup> September.
- Aylesham Shops: Fit out work complete, two let and remainder being marketed.
- Deal Pier: Work to replace the gas main is complete and has been tested up to the point where it enters the cafe. The contract for replacing the benches has been awarded to Hippersons of Deal, timber has been pre-purchased and work starts on site on October 22<sup>nd</sup>. The holding tank in the sewage transfer facility has been lined with fibre-glass and the pumps serviced. Proposed concrete repairs to the beams on the lower deck are currently being designed. Repairs to the lower deck are due to start on site on 15<sup>th</sup> October although further damage occurred during the storms on October 7<sup>th</sup>, which is still being assessed. The lease for the café was signed on September 27<sup>th</sup> and the new tenant is arranging fit out works ahead of opening after this autumn.
- Dover District Leisure Centre: Work remains on track and on budget for an opening in early February 2019.
- Former Dover Leisure Centre Site: Plans are being finalised for the closure of the existing centre and subsequent demolition.

### Concerns/Risks:

#### Health & Safety.

The majority of the districts grass banks and slopes are now being cut by a newly purchased remote controlled banks mower. The small number of sites not able to be cut and are being reviewed to find alternative maintenance regimes and ground cover options. A report is being prepared for these proposed changes. Public injury claims are a concern with discussion being had with Zurich on the best way to provided evidence on how to defend claims against the authority.

## Chief Executive

| PI     | Description   | Outturn 2017/18                   | DDC Target 2018/19 | Q1     | Q2    | Q3 | Q4 | Current Cumulative figure | Absolute Number of Cases this Qtr | Direction of Travel to previous Qtr | RAG Status |
|--------|---|-----------------------------------|--------------------|--------|-------|----|----|---------------------------|-----------------------------------|-------------------------------------|------------|
| GOV003 | The number of second stage complaints referred to the Council's Complaints Officer  | 40                                | N/A                | 2      | 3     |    |    | 5                         |                                   | N/A                                 | N/A        |
| GOV004 | The number of FOI requests received   | 899                               | N/A                | 272    | 272   |    |    | 544                       |                                   | N/A                                 | N/A        |
| PLA001 | Percentage of <b>major</b> planning applications determined in 13 weeks (exc. section 106 agreements) or within an agreed extension of time or Planning Performance Agreement | 89.52%                            | 65%                | 83.33% | 75%   |    |    | 76.9%                     | 20                                | ▼                                   | Green      |
| PLA002 | Percentage of <b>non-major</b> planning applications determined in 8 weeks (exc. Section 106 agreements)  | 87.50%                            | 75%                | 88.83% | 83.1% |    |    | 85.91%                    | 225                               | ▼                                   | Green      |
| PLA003 | The percentage of decisions for major applications overturned at appeal (+)   | 2.70%                             | <10%               | 16%    | 5%    |    |    | 7.6%                      | 20                                | ▲                                   | Green      |
| PLA004 | The percentage of decisions for non-major applications overturned at appeal (+)   | 3.15%                             | <10%               | 0.87%  | 0.4%  |    |    | 0.6%                      | 225                               | ▲                                   | Green      |
| PLA007 | Number of new houses completed.   | 106<br>(Base at 31.03.18 = 52526) | N/A                | 70     | 200   |    |    | 270                       |                                   | N/A                                 | N/A        |
| PLA008 | Growth in Business Rates base (number of registered businesses)   | 25<br>(Base at 31.03.18 = 4012)   | N/A                | 18     | 8     |    |    | 26                        |                                   | N/A                                 | N/A        |

## Chief Executive

|               |  |     |     |     |       |  |  |       |  |     |            |
|---------------|--|-----|-----|-----|-------|--|--|-------|--|-----|------------|
| <b>PLA009</b> | % of appeals upheld by the Planning Inspectorate as a % of those submitted | N/A | N/A | 23% | 10.5% |  |  | 15.6% |  | N/A | <b>N/A</b> |
|---------------|--|-----|-----|-----|-------|--|--|-------|--|-----|------------|

### Regeneration & Development Director's comments:

#### Performance:

Performance continues to exceed targets, but is showing a slight downward trend, partly from a three-fold increase in decisions on Major applications this quarter. Appeals performance continues to improve and previous concerns that planning decisions have been at odds with the Planning Inspectorate are fading, helped by increased scrutiny of decisions recommending refusal.

#### Key initiatives/Outcomes:

Work on the local plan review is progressing with a number of public engagement events held. Continuing Inward Investment interest expected to result in more pre-application enquiries and full applications

#### Concerns/Risks:

Number of applications going to planning committee continues to be a strain on resources