

Dover District Council Performance Report

For the Quarter Ending – 30 June 2020

Introduction

- Summary of Performance Indicators

KEY

▲	Improved performance
▶	Maintained performance
▼	Decline in performance

Status	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Direction of Travel to previous Qtr
	No.	%	No.	%	No.	%	No.	%	
Green	22	67%							▼
Amber	5	15%							▶
Red	6	18%							▼
Total	33	100%							

Shared Services Performance

EK Services & DDC Digital

PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
ACC011	Percentage of on-line payments to cash and cheque	92%	Data for information only	96%				96%	46,908	▲	N/A
EKS01d	Percentage of incidents resolved within agreed target response time -ICT	96% (Q3)	95%	96%				96%		▼	Green
EKS02d.1	Percentage of incidents resolved within 1 working day	64% (Q3)	60%	64%				64%		▼	Green
EKS02d.2	Percentage of incidents resolved within 3 working days	84% (Q3)	80%	82%				82%		▼	Green

EK Services & DDC Digital

PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
EKS04d	Percentage availability of email service	100% (Q3)	97.50%	100%				100%		►	Green
PLA005	Percentage of electronic planning applications received	86.78% (Q3)	80%	82.73%				82.73%	365	▼	Green
WEB001	Percentage availability of the corporate website (DDC responsibility)	99.94%	99.50%	99.96%				99.96%		►	Green
WEB002	Number of Keep me Posted subscriptions	32,527 (Q3)	N/A	34,539				34,539		▲	N/A
WEB003	Facebook subscribers	7,347 (Q3)	N/A	8,283				8,283		▲	N/A

EKS Director's Comments

Performance:

All targets have been achieved during Quarter 1

Key Initiatives/Outcomes:

Nothing to report for Quarter 1

Concerns/Risks

Nothing to report for Quarter 1

Civica											
PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
Benefits											
KPI01-D	Pay benefit quickly	6.59 Days	8.5 days	6.72 days				6.51 days		▶	Green
KPI02-D	Percentage of correct Housing Benefit and Council Tax Benefit decisions	97.42%	96%	94.59%				94.59%		▼	Amber
Council Tax											
KPI03-D	The percentage of council taxes due for the financial year which were received in year by the authority.	97.23%	96.84% (Qtr target 28.26%)	28.12%				28.12%		N/A	N/A
Business Rates											
KPI04-D	Percentage of Business Rates collected	99.20%	98.20% (Qtr target 30.45%)	30.45%				30.45%		▲	Green
Customer Services											
KPI06-D	Average call waiting time in seconds	187 seconds	233 seconds	174 seconds				174 seconds		▲	Green

Civica Comments

Performance:

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

Covid-19 Situation Summary as at July 2020:

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

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

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

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

Key Initiatives/Outcomes:

Nothing to report for Q1

Concerns/Risks:

Nothing to report for Q1

EK Housing

PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr where applicable	Direction of Travel to previous Qtr	RAG Status
EKHL1	Average time taken to re-let council dwellings	26.31 days	16.5 days	41.19 days				41.19 days	1,318 days; 32 re-lets	▼	Red
EKHC2	Rent arrears as % of annual debit	4.01%	4.55%	4.77%				4.77%	£868,302 of £18,213,481	▼	Amber
EKHC3	Former tenant arrears as % of annual debit	1.84%	0.50%	2.02%				2.02%	£358,004 of £18,213,481	▼	Red
EKHD1	Total current tenant arrears (including court costs)	£ 781,425	N/A	£868,302				£868,302		▼	N/A
EKHD2	Average current tenant arrears per rented unit	£181.81	N/A	£201.18				£201.18	868,302/ 4316	▼	N/A
EKHD3	Total former tenant arrears (including court costs)	£ 358,004	N/A	£368,641				£368,641		▼	N/A
EKHD4	Amount of former tenant arrears written off	£33,121	N/A	£0.00				£0.00		▲	N/A
EKHM1	Percentage of total responsive jobs completed on time	96.59%	98%	97.98%				97.98%	1,894 of 1,933	▲	Amber
EKHM5	Percentage of properties with a valid gas safety certification	99.90%	100%	98.55%				98.55%	3,996 of 4,055	▼	Amber

EK Housing

East Kent Housing Director's Comments:

Performance:

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

Key Initiatives/Outcomes:

Current tenant arrears and Universal Credit (UC) - As well as the total current tenant arrears (shown above) we also monitor arrears levels for UC claimants and non-UC claimants separately. All three indicators are measured against the same base projection of annual rental income to understand the impact UC arrears have on the overall figure. For example, of the 4.77% total arrears, 3.29% is attributable to UC and 1.48% to non-UC arrears. Current tenant arrears performance targets are a year-end target, with levels expected to fluctuate throughout the year.

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

Concerns/Risks: Impact of Covid-19

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

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

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

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



Last updated: 20 July 2020

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

Key:

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

Contents:






Code	Capital Programme [hyperlink]	Comment
IMP05	Capital Programme spend	Included
IMP06	Decent Homes	Included
IMP02-03	Procurement	Included
IMP04	Core group meetings	Included
IMP10	Contract Invoices paid	Not Included








Code	Repairs and Compliance [hyperlink]	Comment
REP01-04	Day-to-day repairs	Included
IMP09	Day-to-day repair post-inspections	Included
GAS01-04	Gas and Heating repairs	Included
GAS05	LGSR	Included
VOID01-0	Voids and re-lets	Included







Code	Income Collection [hyperlink]	Comment
IMP11	UC Claimants contacted	Included
IMP12	UC Arrears	Included
IMP13	Non-UC Arrears	Included
IMP14	Total Current Tenant Arrears	Included
IMP15	Garage Arrears	Included
IMP16	RWO Charges raised	Included






Code	Organisation [hyperlink]	Comment
IMP19	Complaints	Included
IMP22	Workforce	Included

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

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

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

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

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

Capital programme



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

Definition: This is the percentage of expenditure against the planned Capital revenue budgets. This is calculated from the latest agreed Capital budgets and actual spend as at the end of each reporting period. This is confirmed through each of the four Councils' financial systems.





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

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



[Back to top](#)

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

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

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

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

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

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

[Back to top](#)

Repairs and Compliance

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

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

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

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

[Back to top](#)

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

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

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

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

[Back to top](#)

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

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

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

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

[Back to top](#)

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

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

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

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

[Back to top](#)

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

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

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

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

[Back to top](#)

Income Collection

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

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

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

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

[Back to top](#)



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

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



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

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

[Back to top](#)

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

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

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

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

[Back to top](#)

Organisation

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

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

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

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

[Back to top](#)

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

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

[Back to top](#)

Corporate Resources

PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
ACC004	Percentage of invoices paid on time	96% (Q3)	91.50%	96%				96%	1117	▲	Green
CSU001	Percentage of ASB cases resolved within 30 days	89% (Q3)	98%	100%				100%	94	▲	Green
ENH005	Percentage of complaints regarding nuisance responded to within 5 working days	98.50%	95%	99.2%				99.2%	375	▲	Green
ENH012	Number of Fixed Penalty Notices issued for litter	2053	N/A	6				6		N/A	N/A
ENH013	Percentage of stray dog enquiries responded to within target time.	100%	95%	100%				100%	37	▶	Green
ENH015	Number of Fixed Penalty Notices issued for dog fouling	8	N/A	0				0		N/A	N/A
ENH016	Number of Envirocrime prosecutions completed	192	N/A	0				0		N/A	N/A
GOV001	Number of working days/shifts lost due to sickness absence per FTE	7.42 days	N/A	0.88 days				0.88 days		▲	Green
GOV002	Number of working days/shifts lost due to long term sickness absence over 10 days per FTE	5.13 days	N/A	0.58 days				0.58 days		▲	Green
GOV003	The number of second stage complaints referred to the Council's Complaints Officer	26	N/A	8				8		N/A	N/A
GOV004	The number of FOI requests received	1074	N/A	187				187		N/A	N/A
HOU010a	Number of households living in Temporary Accommodation including B&B	171	90	166				166		▲	Red

Corporate Resources

PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
HOU010b	Number of households in bed & breakfast (The data provided in HOU010a and b shows the number of households on the last day of the quarter.)	22	20	25				25		▼	Amber
HOU011	The number of households presenting as homeless where a duty to re-house is accepted	150	N/A	40				40		▼	N/A
HOU012	The number of children in B&B	0	N/A	0				0		▶	N/A
LIC005	The percentage of licensed premises inspections completed by target date	100%	80%	0				0	0	▼	Red
LIC006	The percentage of unopposed licensing and permit applications processed within 5 working days	98.75%	75%	100%				100%	154	▲	Green
PSH007	Number of DFG applications completed (for information only)	108 (Q3)	N/A	6				6		▼	N/A
PSH008	Percentage of completed DFG applications approved within 10 working days from receipt of application	77% (Q3)	N/A	66%				77%		▶	N/A

Strategic Director (Corporate Resources) comments

Performance Summary – General Fund, HRA and Capital

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

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

The most recent projections as at August 2020 show:

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

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

Performance:

The number of households “Living in temporary accommodation including B&B” reflects the continuing high level of homelessness presentations and the high level of support being provided by the Council. Since lockdown was introduced, a total of 32 rough sleepers and people at risk of rough sleeping, were placed into temporary accommodation, adding to the total.

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

Key Initiatives/Outcomes:

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

Concerns/Risks:

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

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

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

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

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

Operations and Commercial

PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
MUS002	The number of visits to the museum in person per 1,000 population	180.55 (Q3)	200	0				0	0	▼	Red
PKG003	Number of PCNS issued	12,968	N/A	1,860				1,860		N/A	N/A
PLA001	Percentage of major planning applications determined in 13 weeks (exc. section 106 agreements) or within an agreed extension of time or Planning Performance Agreement	83.52% (Q3)	65%	84.62%				84.62%	13	▲	Green
PLA002	Percentage of non-major planning applications determined in 8 weeks (exc. Section 106 agreements)	83.71% (Q3)	75%	89.74%				89.74%	156	▲	Green
PLA003	The percentage of decisions for major applications overturned at appeal (+)	5.11% (Q3)	<10%	0%				0%		▲	Green
PLA004	The percentage of decisions for non-major applications overturned at appeal (+)	1.27% (Q3)	<10%	0.7%				0.7%		▲	Green
PLA007	Number of new houses completed.	53,286 (Q3)	N/A	To follow in Q2				N/A		N/A	N/A
PLA008	Growth in Business Rates base (number of registered businesses)	4,124 (Q3)	N/A	To follow in Q2				N/A		N/A	N/A

PI	Description	Outturn 2019/20	DDC Target 2020/21	Q1	Q2	Q3	Q4	Current Cumulative figure	Absolute Number of Cases this Qtr (where applicable)	Direction of Travel to previous Qtr	RAG Status
PLA009	% of appeals upheld by the Planning Inspectorate as a % of those submitted	23.93% (Q3)	N/A	25%				25%		N/A	N/A
WAS003	Number of collections missed per 100,000 collections of household waste.	5.53	15	5.87 (June data to follow)				5.87		▲	Green
WAS010	Residual household waste per household	356.36 kg	350kg	408.78 kg (June data to follow)				408.78kg		▼	Red
WAS011	Household waste sent for reuse, recycling or composting	47.50%	50%	50.60 % (June data to follow)				50.60%		▲	Green
WAS012	Environmental cleanliness: Percentage of streets containing litter	4.48%	5%	3.92%				3.92%		N/A	N/A
WAS013	Environmental cleanliness: Percentage of street containing detritus	13.80%	10%	17.17 %				17.17%		N/A	N/A

Strategic Director (Operations and Commercial) comments

Performance:

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

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

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

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

Key Initiatives/Outcomes:

Planning & Regeneration

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

Museum

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

Commercial Services

Parks & Open Spaces:

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

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

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

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

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

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

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

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

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

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

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

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

Concerns/Risks:

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