



## EAST KENT (JOINT SCRUTINY) COMMITTEE

White Cliffs Business Park, Dover, Kent CT16 3PJ  
01304 821199

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**Monday, 14 March 2011**

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **EAST KENT (JOINT SCRUTINY) COMMITTEE** will be held in the **Council Chamber, Dover District Council Tuesday, 22nd March, 2011, at 9.30 am** when the following business will be transacted.

Members of the public who require further information are asked to contact **Adam Webb 01622 694764/ adam.webb@kent.gov.uk..**

### East Kent (Joint Scrutiny) Committee:

Mr M Vye	(Chairman)	(Kent County Council)
Mr D Brazier		(Kent County Council)
Councillor M D Conolly		(Dover District Council)
Councillor H Cragg		(Canterbury City Council)
Councillor C Goddard		(Shepway District Council)
Councillor M Harrison		(Thanet District Council)
Councillor J Holben		(Shepway District Council)
Councillor D R Lloyd-Jones		(Dover District Council)
Mr R F Manning		(Kent County Council)
Councillor K Mills		(Dover District Council)
Councillor A Perkins		(Canterbury City Council)
Councillor T Prater		(Shepway District Council)
Councillor J Roberts		(Thanet District Council)
Councillor B Rogers		(Thanet District Council)
Councillor J Samper		(Canterbury City Council)



## **AGENDA**

### **EAST KENT (JOINT SCRUTINY) COMMITTEE**

**Tuesday, 22nd March, 2011, at 9.30 am**

**Ask for: Adam Webb**

**Council Chamber, Dover District Council**

**Telephone 01622 694764/  
adam.webb@kent.gov.  
uk**

1. APOLOGIES
2. APPOINTMENT OF SUBSTITUTE MEMBERS  
To note the appointment of Substitute Members in accordance with the agreed procedure.
3. DECLARATIONS OF INTEREST
4. MINUTES (Pages 1 - 10)  
To confirm the attached Minutes of the meeting of the East Kent (Joint Scrutiny) Committee held on 13 October 2010.
5. OPERATING ARRANGEMENTS (Pages 11 - 18)  
The Operating Arrangements for the East Kent (Joint Scrutiny) Committee are attached for information.
6. ISSUES REFERRED TO THE COMMITTEE BY THE EAST KENT (JOINT ARRANGEMENTS) COMMITTEE  
There are no referred items for consideration.
7. ITEMS PLACED ON THE AGENDA BY A MEMBER OF THE COMMITTEE  
In accordance with Paragraph 7.1 of the Operating Arrangements, any Member of the Committee may require that an item be placed for consideration on the agenda of the next available meeting.  
  
There are no items for consideration.

8. EAST KENT SHARED SERVICES UPDATE (TO FOLLOW)

- a) A progress update on East Kent Shared Services, with a particular focus on Human Resources and Staffing
- b) The updated Risk Register
- c) The updated Project Plan

TO CONSIDER the written update by the Director of Shared Services, with a focus on Human Resources and Staffing issues.

These reports are for the Committee's information. Any queries raised during this item will be fed back to the author for her responses after the meeting

9. EAST KENT HOUSING UPDATE (Pages 19 - 38)

- a) An update on East Kent Housing from the Interim Managing Director
- b) The 2011-12 Delivery Plan and Action Plan

TO CONSIDER the report of the Interim Managing Director

In attendance for this item will be Brendan Ryan, Interim Managing Director – East Kent Housing

10. REVIEW OF THE WORKING OF EKJSC

- a) Cost of meetings during 2010/11
- b) Effectiveness of EKJSC

TO DISCUSS

11. ANY OTHER BUSINESS

**KENT COUNTY COUNCIL**

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**EAST KENT (JOINT SCRUTINY) COMMITTEE**

MINUTES of a meeting of the East Kent (Joint Scrutiny) Committee held in the Council Chamber, Dover District Council on Wednesday, 13 October 2010.

PRESENT: Mr M J Vye (Chairman), Councillor H Cragg, Councillor A Perkins, Councillor J Samper, Cllr D Lloyd-Jones, Cllr M Conolly, Cllr K Mills, Mr T Prater, Councillor C Goddard, Councillor J Holben, Cllr M Harrison, Councillor B Rogers and Councillor J Roberts

IN ATTENDANCE: Ms D Fitch (Assistant Democratic Services Manager (Policy Overview)), Mr A Webb (Research Officer to the Cabinet Scrutiny Committee), Mr D Reed (Director of Environment), Ms D Reed (Director of Shared Services), Mr B Ryan (Interim Managing Director) and Mr D Willis (Director of Business and Community Transformation)

**UNRESTRICTED ITEMS**

**35. APOLOGIES**

*(Item 1)*

Apologies were received from Mr D Brazier and Mr R Manning.

**36. APPOINTMENT OF SUBSTITUTE MEMBERS**

*(Item 2)*

There were no substitute members

**37. DECLARATIONS OF INTEREST**

*(Item 3)*

Councillors Samper and Conolly declared interests in the item 'East Kent Shared Landlord Services' as representatives on the shadow board of the Arms Length Management Organisation (ALMO) for Canterbury City Council and Dover District Council respectively. They remained in the meeting and were invited to take part in the discussion on this item.

**38. MINUTES**

*(Item 4)*

RESOLVED: that the minutes of the meeting held on 30 June 2010 are correctly recorded and that they be signed by the Chairman.

*Matters arising from the minutes:*

At the previous meeting, it was agreed that the Chairman contact the chairs of other Scrutiny Committees across Kent to discuss the role of the East Kent Joint Scrutiny Committee (EKJSC) in calling-in decisions and its relationship with other Scrutiny Committees. The Chairman confirmed that since then he had attended Dover District

### **39. OPERATING ARRANGEMENTS**

*(Item 5)*

The Committee noted the Operating Arrangements of the East Kent Joint Scrutiny Committee.

### **40. ISSUES REFERRED TO THE COMMITTEE BY THE EAST KENT (JOINT ARRANGEMENTS) COMMITTEE**

*(Item 6)*

The Chairman confirmed that the previous meeting of the East Kent Joint Arrangements Committee (EKJAC) had been cancelled. The next meeting of EKJAC was scheduled for 15 December 2010, and any items from that meeting of EKJAC could be considered at the next meeting of EKJSC on 5 January 2011.

### **41. ITEMS PLACED ON THE AGENDA BY A MEMBER OF THE COMMITTEE**

*(Item 7)*

There were no items for consideration

### **42. EAST KENT SHARED LANDLORD SERVICES**

*(Item 8)*

(1) Brendan Ryan, Acting Managing Director of the East Kent ALMO, gave a presentation which included:

- Background to the ALMO;
- Details of the consultation with tenants;
- Which functions would be delegated;
- Recruitment of board members; and
- Next steps

(2) The ALMO was being set up to manage the housing of the four East Kent councils and would provide a mechanism for increasing tenant involvement and would increase capacity to provide services with a single focus - housing. The ambition of the ALMO was to improve services to tenants through cooperation between councils, and this was the first time one had been set up by more than one council. It had resulted in the first bid for new homes in 30 years, and it was hoped that pooled resources would facilitate such activities in the future. The other 69 ALMOs in the country had performed well, with 23 of the 26 providing housing achieving an excellent performance rating.

(3) The tenant consultation, carried out in accordance with sections 27 and 105 of the Housing Act 1985, was critical to assess the level of support for the project. There were two key aims of the consultation process: to raise awareness, and explain the advantage of an ALMO; and to get views and test opinion. The process included contacting all the tenants by letter, holding a series of roadshows and conducting surveys by telephone, by post and face to face. The consultation was developed in

conjunction with the leaseholders and tenants group, and independent advice was sought from the Tenant Participation Advisory Service (TPAS).

(4) A brief overview of consultation responses was given in the presentation. Over 50% of tenants had been engaged in the process, and in the survey over 40% expressed a view, with 69% in favour overall. Responding to a question about the possibility of duplication, it was explained that all data was recorded in a central system and where there were multiple responses the final response was recorded. In response to question about the possible bias in contacting consultees by landline telephone, it was explained that mobile telephone numbers were also included in the sample. There were ongoing discussions about issues such as terms and conditions and pensions and there would be a formal consultation taking place in November 2010.

(5) The functions to be delegated to the ALMO were set out in the presentation and in Annex 1 of the accompanying report. A report that contained the broad scope went to the four East Kent councils in January 2010, and when the detail had been worked up this would go back for consideration at the four councils during 2011. Support services such as Human Resources would need to be set up before the ALMO began operating, and there was the possibility that it could buy back services from the councils themselves. Staff already doing tasks undertaken by the ALMO would be transferred over to it under Transfer of Undertakings (Protection of Employment) Regulations (TUPE).

(6) The board would comprise 12 members: four tenants, four Councillors and four independent members and would be a managing agent on behalf of councils, but the most critical decisions, such as the conditions of services, would still be made by councils. Board members would have shared and equal responsibility and would act in the interests of the board, in accordance with the Companies Act, and there were insurances and indemnities to protect them in this capacity. There would be an annual cycle of nominations for Councillors, the tenant positions would be advertised to all tenants and applicants would be selected by a panel of other tenants, and independent members would be recruited by advertisement and then appointed by the shadow board. Tenant board members could not be councillors, independent members could not be councillors or tenants and board members were not remunerated.

(7) The independent members could provide any additional skills required to administer the ALMO, which would have more than 230 staff and a repairs budget of approximately £30 million. For the first three years the Chair would be an independent member specifically recruited to have these skills and experience, but there might be the possibility of a tenant becoming Chair in future and this would be covered by the consultation. Other ALMOs had managed to get capable Chairs despite their being no remuneration for the role.

(8) It had been agreed during September and October 2010 that an application would be submitted under section 27 of the Housing Act to the Tenant Services Authority. The next stage of the decision-making process would take place during the December 2010 and January 2011 cycle of meetings, when councils would have sight of a management agreement (which would set out what the ALMO would do) and owners' agreement (which would specify how the four councils would operate

together to manage the service). Mr Ryan anticipated that the ALMO would be in operation before April 2011.

(9) There had been a number of briefings to affected staff, and there would be new opportunities in the ALMO, particularly since individual councils could not afford to employ specialists but the combined councils in the ALMO could do so. Responding to a question about whether staff transferred to the ALMO might then be transferred to East Kent Shared Services, Mr Ryan explained he did not envisage this happening because they would be providing a very restricted set of services and would expect that the transfer was more likely from East Kent Shared Services to the ALMO.

(10) Regarding the management of maintenance and repairs, it was explained that existing contractual arrangements would be transferred across to the ALMO, and savings could be made in this area. Another area to make savings would be specialist services such as fire safety and asbestos management. Since individual councils were frequently procuring smaller contracts, doing so jointly should secure significant savings. In the past councils had tried shared contracts, but with difficulty, but there was hope that the ALMO would be able to do this more effectively. Any existing contracts with time still to run would also be transferred to the ALMO, and a register of contracts from the four councils had been assembled.

(11) In response to a question about capacity required to operate the client side of the relationship, it was stated that it would be important to ensure that this was done efficiently, and ALMOs tended to have a small client side, with one client officer managing the relationship. The Chairman asked if the owners' agreement would cover this relationship, it was stated that this sat between the owners' agreement and the management agreement.

(12) Regarding how Councillors could take up individual cases within their ward, it was stated that they would be able to do so with the ALMO. There were also area boards which councillors would sit on and the meetings would be open to all councillors and tenants.

(13) It was questioned whether services other than landlord services would sit within the ALMO or East Kent Shared Services. It was explained that issues such as homelessness made this too complex, and also Shepway was not part of East Kent Shared Services. Residual housing services such as homelessness and private housing lists would remain separate and in three of the councils there was an appetite to combine strategic housing with strategic planning.

RESOLVED that the East Kent (Joint Scrutiny) Committee note the presentation and reports on East Kent Shared Landlord Services.

#### **43. EXEMPT ITEM**

RESOLVED that under Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part1 of Schedule 12A of the Act.

#### **44. EAST KENT SHARED SERVICES**

*(Item 9)*

(1) Donna Reed gave a presentation on East Kent Shared Services.

(2) David Willis and David Reed explained their roles representing Dover and Thanet District Councils, and Canterbury City Council respectively.

(3) The officers then responded to a number of questions from Members of the Committee.

RESOLVED that the East Kent (Joint Scrutiny) Committee note the presentation and reports on East Kent Shared Services

#### **45. COMMITTEE IN OPEN SESSION**

#### **46. ITEMS FOR FUTURE SCRUTINY**

*(Item 10)*

(1) A number of possible items for consideration at the next meeting were discussed:

*ALMO*

(2) The management agreement and owners agreement would soon be coming up for decision and the meeting of EKJSC in January would be an opportunity to scrutinise these agreements.

*East Kent Shared Services*

(3) Referring to the project plan, Members discussed activities which they might want to receive updates on. On staffing issues, it was explained that the transfer would not happen until February 2011, but an update could be given at the next meeting of EKJSC if required. Similarly, the consultation on East Kent Shared Services would also not happen until February 2011.

(4) RESOLVED: that the East Kent (Joint Scrutiny Committee):

(a) Ask that the management agreement and owners agreement for the ALMO be brought to the next meeting in January 2011.

(b) Ask that an update on the elements of the East Kent Shared Services project plan which had been completed or progressed be given at the next meeting of EKJSC.

The meeting ended at 11.35am

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

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## **East Kent (Joint Scrutiny) Committee – Operating Arrangements**

**Canterbury City Council**

**Dover District Council**

**[Kent County Council]**

**Shepway District Council**

**Thanet District Council**

together referred to as 'the Parties'

### **1. Key Principles for the Operation of the East Kent (Joint Scrutiny) Committee (EKJSC)**

- 1.1 The members of the EKJSC will work together to maximise the exchange of information and views, to minimize bureaucracy and make best use of the time of members and officers of local and other authorities.
- 1.2 The guiding principle for the work of EKJSC is that it should be consensual and positive. The emphasis of the work should be on making proactive contribution to the development of policy and the discharge of EKJAC's functions. This is best achieved by an inclusive process covering members, the parties' partners, service users and officers.
- 1.3 The process of joint scrutiny will be open and transparent, designed to engage the parties, their residents and other stakeholders.

### **2. Objectives**

- 2.1 The EKJSC is established under section 101 and 102 Local Government Act 1972 and Section 2 Local Government Act 2000 with the objective of acting as the single Scrutiny Committee for the monitoring, review and scrutiny of the East Kent (Joint Arrangements) Committee (EKJAC).

### **3. Terms of Reference**

- 3.1 The terms of reference of the EKJSC are as set out in Schedule 1.
- 3.2 These arrangements will be reviewed regularly. No proposed amendments to these arrangements will take effect until they have been agreed and endorsed by each of the parties.

### **4. Call-In**

- 4.1 The arrangements for the operation of call-in by the EKJSC shall be as set out in Schedule 2. The EKJSC shall have power to call-in any decision made by EKJAC, a sub-committee of EKJAC, or any member or officer with delegated authority from EKJAC. The EKJSC will not have the power to call-in any decision of the Executive of any of the Parties.

- 4.2 Where there is a call-in by a statutory scrutiny committee of any of the Parties of any decision of the EKJAC, each of the other Parties will be notified forthwith. The call-in shall be heard by the call-in Party's statutory scrutiny committee in accordance with the call-in Party's own arrangements. Where there is more than one call-in on the same subject the parties shall endeavour to ensure that they are heard together at the same time and place.
- 4.3 The call-in procedure set out in clauses 4.1 and 4.2 above shall not apply where the decision being taken by or on behalf EKJAC is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the interests of any of the Parties or the public interest. The record of the decision and notice by which it is made public shall state whether, in the opinion of the decision maker, the decision is an urgent one and therefore not subject to call-in. The Chairman and the members of each of the Parties affected by the decision must agree both that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. In the absence of the Chairman, the consent of the Vice-Chairman shall be required. In the absence of both the Chairman and Vice-Chairman, the consent of the Head of Paid Service of that Party (or his/her nominee) shall be required. Decisions taken as a matter of urgency must be reported to the next available full Council meetings of each of the Parties, together with the reasons for urgency.

## **5. Membership and Terms of Office**

- 5.1 The EKJSC will comprise three non-executive councillors from each of the Parties.
- 5.2 Each appointing Party shall appoint its three members on the basis of its overall political proportionality.
- 5.3 Members of the EKJSC shall be appointed by the Parties at their annual meetings of their respective Council and shall hold office until:
- (a) the next annual meeting of the Party that appointed them, save that the Party that appointed them may remove them from office, either individually or collectively, at an earlier date in the event of a change in political control of that Party; or
  - (b) they resign from office; or
  - (c) they are suspended from being councillors under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension)
- 5.4 Each Party may appoint substitutes to represent their authority in the absence of the appointed councillors. Nominated substitutes will be non-executive councillors and will be able to attend any meeting of EKJSC in order to familiarise themselves with the issues involved, but will not be able to participate in debate or vote unless they are formally acting as a substitute member.
- 5.5 Non-voting members may be co-opted onto the EKJSC from any or all of the Parties or from other public sector partner organisations as the EKJSC may unanimously decide. Co-optees may participate in the debate but may not vote.

## **6. Frequency of Meetings**

- 6.1 The EKJSC will meet quarterly, but may change the frequency of meetings and call additional meetings as required.

## **7. Agenda Setting and Access to Meetings and Information**

- 7.1 The agenda for the EKJSC shall be agreed by the chairman following a briefing by relevant officers. Any member of the EKJSC may require that an item be placed for consideration on the agenda of the next available meeting.
- 7.2 There will be a standing item on the agenda of each meeting of the EKJSC for matters referred by the EKJAC.
- 7.3 Notice of meetings and access to agendas and reports will be in accordance with sections 100A-K and Schedule 12A of the Local Government Act 1972.

## **8. Sub-Committees**

- 8.1 The EKJSC may establish sub-committees as it may determine by unanimous agreement of the EKJSC.
- 8.2 When establishing a sub-committee the EKJSC will agree the:
- (a) terms of reference for the sub-committee
  - (b) size and membership of the sub-committee including co-optees
  - (c) period for which the sub-committee will remain constituted
  - (d) chairman of the sub-committee or will delegate this decision to the sub-committee
  - (e) mechanism for hosting the sub-committee and sharing the cost amongst the relevant Parties, as appropriate

## **9. Delegation to Sub-Committees**

- 9.1 The EKJSC may arrange for the discharge of any of its functions by a sub-committee of the EKJSC.

## **10. Meetings and Procedure**

- 10.1 The Chairman and Vice Chairman will be appointed by the EKJSC on the basis of the position being rotated annually, as follows, and repeated each five years:

	<b>Chairman and Scrutiny Host Authority</b>	<b>Vice-Chairman</b>
2008-9	Shepway	Dover
2009-10	Dover	Kent
2010-11	Kent	Canterbury
2011-12	Canterbury	Thanet
2012-13	Thanet	Shepway

- 10.2 The Chairman and Vice Chairman of EKJSC shall be drawn from any political group not forming part of the administration of the appointing Council.
- 10.3 In the absence of the chairman and the vice chairman at a meeting, the meeting will elect a chairman for that meeting.

- 10.4 The quorum of the EKJSC will be five with at least one member present from four of the five Parties.
- 10.5 The EKJSC may approve rules for meetings and procedure from time to time.
- 10.6 The EKJSC may ask organisations, individuals or groups to assist it from time to time and may ask independent professionals to advise it during the course of reviews. Such individuals or groups will not be able to vote.
- 10.7 The EKJSC may request the attendance of officers employed by the participating authorities to answer questions and give evidence to the committee. Such requests must be made via the Chief Executive of the relevant participating authority.
- 10.8 The EKJSC may invite any other person to attend its meetings to answer questions or give evidence; however, attendance by such persons cannot be mandatory.

## **11. Decision Making**

- 11.1 Decisions of the EKJSC will normally be made by consensus. A vote shall be taken where the chairman or any Voting Member requests that a vote be taken. The vote will be by way of a show of hands. A simple majority shall be required.
- 11.2 Where a minimum number of two members express an alternative to the majority view, they will be permitted to produce a minority report.

## **12. Scrutiny Host Authorities and Allocation of Roles**

- 12.1 In order to achieve the objectives of the EKJSC, the Parties will appoint a Scrutiny Host Authority which is for the time being the Authority shown as the Chairman and Scrutiny Host Authority in the table at clause 10.1.
- 12.2 Staff from the Scrutiny Host Authority who are commissioned to provide services, advice and support to the EKJSC will continue to be employees of the relevant Scrutiny Host Authority.
- 12.3 Responsibility for the following support services to the EKJSC will be allocated to the Scrutiny Host Authority:
  - (a) the provision of legal advice and services
  - (b) the provision of financial advice and services
  - (c) secretariat support and services
  - (d) communications support and services
  - (e) data protection, freedom of information, information sharing and confidentiality issues in accordance with clause 17
  - (f) research
- 12.4 The cost of the services and advice set out in this section will be paid for by the Scrutiny Host Authority.

## **13. Amendments to these Arrangements**

- 13.1 These arrangements may be amended by the unanimous agreement of the EKJSC following a recommendation approved by the full Council of each of the Parties.

#### **14. New Membership and Cessation of Membership**

- 14.1 New Parties may join the EKJSC provided that they are also a party to EKJAC and the full council of the joining Party(ies) and of all the Parties to these arrangements for the time being so resolve.
- 14.2 A Party ceases to be a member of these arrangements when it ceases to be a party to EKJAC.
- 14.3 Termination of these arrangements may occur by agreement of all the Parties.

#### **15. Claims and Liabilities**

- 15.1 The purpose of these arrangements and any actions taken under them is to assist all of the Parties. The Parties therefore have agreed that:
  - (a) where one of the Parties nominated by the EKJSC to act as Scrutiny Host Authority undertakes actions or incurs liabilities in that respect then it shall be entitled to be indemnified by the other Parties for the appropriate proportion of all its costs and liabilities incurred in good faith
  - (b) a Party carrying out actions in good faith on behalf of the EKJSC shall not (other than in the case of fraud and/or clear bad faith) be liable to claims from the other Parties (and there shall be no right of set-off against any claim for indemnity under (b) and/or (c) above) on the grounds that the actions that were taken were not the proper actions carried out properly or that the costs and liabilities incurred were not reasonably and properly incurred (as long as they were in fact incurred)
- 15.2 Each of the Parties shall at all times take all reasonable steps within its power to minimise and mitigate any loss for which it is seeking reimbursement from any of the other Parties.

#### **16. Administration**

- 16.1 The decisions and recommendations of the EKJSC will be communicated to EKJAC and the participating councils as soon as possible after the resolution of the committee.
- 16.2 Where working on forthcoming decisions of the EKJAC, the EKJSC will endeavour to carry out its functions as part of the EKJAC's process in order to ensure that its findings and recommendations can influence the final decision.
- 16.3 When considering items before it, the EKJSC will take account of whether an issue could more appropriately be dealt with by one of the Parties or elsewhere.

#### **17. Data Protection, Freedom of Information, Information Sharing & Confidentiality**

- 17.1 Subject to the specific requirements of this clause, each of the Parties shall comply with its legal requirements under data protection legislation, freedom of information and associated legislation, and the law relating to confidentiality.
- 17.2 A Party will be appointed as a Host Authority for the purposes of ensuring compliance with any legislative or legal requirements relating to these issues should

they arise directly in relation to the EKJAC (as compared to information held by the Parties to these arrangements).

17.3 Each of the each Parties shall:

- (a) treat as confidential all information relating to:
  - (i) the business and operations of the other Parties and/or
  - (ii) the business or affairs of any legal or natural person in relation to which or to whom confidential information is held by that Party("Confidential Information") and
- (b) not disclose the Confidential Information of any other of the Parties without the owner's prior written consent

17.4 Clause 17.3 shall not apply to the extent that:

- (a) such information was in the possession of the party making the disclosure, without obligation of confidentiality, prior to its disclosure or
- (b) such information was obtained from a third party without obligation of confidentiality or
- (c) such information was already in the public domain at the time of disclosure otherwise than through a breach of these arrangements or
- (d) disclosure is required by law (including under Data Protection Legislation, the Freedom of Information Act 2000 and the Environmental Information Regulations 2004) or disclosure is permitted by the Human Rights Act 1998

17.5 The Parties may only disclose Confidential Information of another of the Parties to staff who need to know by reason of their work. Each of the Parties shall ensure that such staff are aware of, and comply with, these confidentiality obligations and that such information is not used other than for the purposes of the EKJSC.

17.6 If any of the Parties receives a request for information under the Freedom of Information Act 2000 and/or the Environmental Information Regulations 2004 then the other Parties shall (at their own expense) assist and co-operate to enable the request to be dealt with.

17.7 If a request for information is received then the Party receiving it shall copy it to the other Parties and consider when making its decisions any views of the other Parties.

17.8 Notwithstanding the provisions of 17.6 and 17.7 it shall be the Party receiving the request that is responsible for determining at its absolute discretion how to reply to the request.

## **18. Exercise of Statutory Authority**

18.1 Without prejudice to these arrangements, nothing in these arrangements shall be construed as a fetter or restriction on the exercise by any of the parties of their statutory functions.

## **Schedule 1**

### **TERMS OF REFERENCE of the EAST KENT (JOINT SCRUTINY) COMMITTEE**

1. Monitor review and scrutinise the actions and decision of the EKJAC.
2. Make recommendations for reconsideration of any decisions made or actions taken and to make recommendations for improvement and/or changes in responsibilities and functions of the EKJAC.
3. Prepare reports and recommendations to the parties on the performance and delivery of the shared services provided by the EKJAC.
4. Propose an annual budget for the EKJSC in accordance with the requirements of the parties.
5. Prepare an annual report to the parties on the performance of these arrangements.
6. Facilitate the exchange of information about the work of the EKJSC and to share information and outcomes from reviews.

## Schedule 2

### ARRANGEMENTS FOR THE OPERATION OF CALL-IN by the EKJSC

1. When a decision is made by EKJAC, a sub-committee of EKJAC or an individual member with delegated authority from EKJAC, or a key decision is made by an officer with delegated authority from EKJAC, the decision shall be published, including where possible by electronic means, and shall be available at the main offices of each of the Parties normally within two days of being made. The Chairman of the EKJSC (and all other members of each of the Parties) will be sent copies of the records of all such decisions within the same timescale, by the person responsible for publishing the decision.
2. That notice will bear the date on which it is published and will specify that the decision will come into force, and may then be implemented at 12.00 noon, on the fourth working day after the publication of the decision, unless it is called-in.
3. By 10.00 am on the fourth working day after publication of the decision, the proper officer of the Scrutiny Host Authority shall call-in a decision for scrutiny by the EKJSC if so requested by any member of the EKJSC, and shall then notify the decision maker of the call-in. A meeting of the EKJSC shall then be held within 15 working days of the decision to call-in. Reasons for calling-in a decision should be given and recorded in the agenda.
4. If, having considered the decision, the EKJSC is still concerned about it, then it may refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns or refer the matter to the full Council of all or any of the Parties. If referred to the decision maker they shall then reconsider within a further 10 working days, amending the decision or not, before adopting a final decision.
5. If, following an objection to the decision, the EKJSC does not meet in the period set out above, or does meet but does not refer the matter back to the decision making person or body, the decision shall take effect on the date of the EKJSC meeting, or the expiry of that further 10 working day period, whichever is the earlier.
6. If the matter was referred to full Council of any of the Parties and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, it has no locus to make decisions in respect of an executive decision unless it is contrary to the policy framework, or contrary to or not wholly consistent with the budget. Unless that is the case, the Council will refer any decision to which it objects back to the decision maker, together with Council's views on the decision. That decision maker shall choose whether to amend the decision or not before reaching a final decision and implementing it. Where the decision was taken by EKJAC as a whole or a committee of it, a meeting will be convened to reconsider within 10 working days of the Council request. Where the decision was made by an individual, the individual will reconsider within 10 working days of the Council request.
7. If the Council of any of the Parties to whom the matter has been referred does not meet, or if it does but does not refer the decision back to the decision maker, the decision will become effective on the date of the Council meeting or expiry of the period in which the Council meeting should have been held, whichever is the earlier.

**Meeting:** East Kent Joint Scrutiny Committee  
**Date:** 22<sup>nd</sup> March 2011  
**Title:** East Kent Housing- 2011-12 Delivery Plan  
**Author:** Brendan Ryan, Interim Managing Director- East Kent Housing

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## 1. Background

All four East Kent authorities have now formally agreed to the setting up of East Kent Housing (EKH) as an Arms Length Management Organisation (ALMO). As part of the same decision making process, it was agreed to delegate the management of the housing service to the new organisation from the 1<sup>st</sup> April 2011. Around 220 staff will transfer on this date to the new organisation.

East Kent Housing is a company limited by guarantee wholly owned and controlled by the four councils. A Board has been appointed to run EKH which is made up of four tenants, four nominees from the councils and four independent members. Details of the Board members are in the tenants newsletters (which will be distributed at the meeting).

There are three key documents that were agreed in the last cycle of decision making

- i.) **Owners Agreement;** this is the agreement between the four councils which sets out how collectively they will exercise their joint control over the company
- ii.) **Management agreement;** this is effectively the service contract between EKH and the four councils. There are four separate agreements, i.e. one between EKH and each council. An important element of this is the annual Delivery Plan
- iii.) **Articles of Association;** this is effectively the constitution of East Kent Housing and sets out its powers and governance arrangements.

These documents are available as background papers to the recent papers to each Council and their Cabinet/Executive.

## 2. The Delivery Plan

The Delivery Plan is an annex to the Management Agreement. EKH will be required to produce an annual plan setting out the improvements in service that it will achieve in the following year. The Delivery Plan will be agreed jointly with tenants, the Board of EKH and each Council.

It was always recognised that the first year of East Kent Housing will be focussed on establishing the organisation, merging the four services into a single entity and sorting out the complex interrelationships between EKH, the four councils and the other shared services.

The 2011/12 Delivery Plan recognised these factors and identified the establishment of the new organisation as the primary focus for the first year. The outline of the Delivery Plan was included in the Management Agreement agreed by the four councils. The Plan has also been agreed in outline by the Board of EKH and by tenant representatives on the Joint Tenants and Leaseholders Group.

Further work has now been done to flesh out the plan with more detailed actions. This is still in draft and hasn't been considered or agreed by the EKH Board. Although there is a strong focus on developing and establishing the new organisation, the Delivery Plan sets out EKH's aspirations for the future including:

- A strong focus on customer service
- An ambition to do more to promote equality of opportunity and embrace diversity
- A desire to do more to create opportunities for tenants and promote social and economic inclusion
- Increasing opportunities for tenants and leaseholders to influence the service
- Increasing accountability to tenants and elected members
- Establishing clear values to underpin the organisations behaviours and performance

### **3. Background papers**

Council Papers February and March decision making

Canterbury

<http://www2.canterbury.gov.uk/committee/ieListDocuments.aspx?CId=138&MId=6917&Ver=4>

Dover

[http://www.dover.gov.uk/councillors/council\\_meetings/update/docs/agendacouncil020311.pdf](http://www.dover.gov.uk/councillors/council_meetings/update/docs/agendacouncil020311.pdf)

Thanet

<http://tdc-mg-dmz.thanet.gov.uk/ieListDocuments.aspx?CId=141&MId=1963&Ver=4>

Shepway

<http://www.shepway.gov.uk/moderngov/ieListDocuments.aspx?CId=122&MId=194&Ver=4>

East Kent Joint Arrangement Committee Report 18<sup>th</sup> Dec 2009

[http://democracy.kent.gov.uk/Published/C00000472/M00003153/\\$ADocPackPublic.pdf](http://democracy.kent.gov.uk/Published/C00000472/M00003153/$ADocPackPublic.pdf)

### **4. Appendix**

The draft Delivery Plan is appended

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# East Kent Housing Delivery Plan 2011/12

## Contents

1. Overview and challenges
2. Delivery Plan
3. Performance Plan
4. Local offers

**1. Overview and Challenges.** In setting up East Kent Housing (EKH), the four councils set clear objectives for the new organisation. These included delivering excellent customer service, realising efficiencies, encouraging stronger and prosperous communities, improving procurement capacity, developing a stronger role for tenants in shaping the housing service and improving opportunities for staff.

Whilst our key objectives for the long-term are about improving efficiency and the quality of the service to our tenants, the first year will inevitably be focused on establishing the new organisation. There are significant challenges to be addressed in the first year including:

- Establish the new organisation and its management structure
- Developing the Board so that it can give clear and decisive leadership to the organisation
- Establish the principles of good governance at all levels in the management of the organisation
- Establishing robust systems and processes that ensure that the organisation is both effective and using its resources efficiently
- Integrating four different housing organisations into a single team with a clear focus on service improvement
- Developing a productive relationship with the four councils so that they understand the challenges faced by EKH in the first year and support our development
- Establishing working interfaces with the councils' financial system and other systems
- Maintaining performance and service standards at existing levels while creating a structure and environment for sustained improvements in the years ahead

In designing and creating the new organisation we need to be mindful at all times of our mandate to improve services and efficiency and build an organisation that will be capable of delivering this.

## 2. Delivery Plan

**Objective one: - Excellent Customer Service.** East Kent Housing aims to provide the highest possible standard of customer service and care. To deliver excellence in customer service we will:

	Task	Actions	By	Lead	Comments & notes
1.1	<b>Work towards the Customer Service Excellence Standard</b>	Appoint project team and area champions	June 2011		The Customer Service Excellence Standard replaced the old Charter Mark. Canterbury are fully accredited to this standard
		Establish a consistent methodology for collecting information about the customer experience	Oct 2011		i.e. complaints, surveys, focus groups, e mail groups etc
		Conduct audit and gap analysis against the standard	Dec 2011		Establish how each far each area has to go to reach the standard
		Detailed project and implementation plan (incorporating actions in the 2012 Delivery Plan)	Mar 2011		
1.2	<b>Develop a robust complaints procedure</b>	Board to approve outline policy and principles	Apr 2011		The existing complaints procedures inherited from the four councils are varied but have been adopted for the initial period of operation
		Consult tenants/leaseholders and the councils on revised proposals	Jun 2011		Councils need to be happy that process meets their requirements
		Board to approve final policy	Jul 2011		
1.3	<b>Improve opportunities for tenants to feedback on the services they receive</b>	Establish systematic approach to capture and collate information and feedback from tenants	Mar 2012		Links to the need to enhance the role of tenant participation to capture and assess what tenants think about our services

		Introduce a system for capturing comments and informal complaints from tenants	Mar 2012		Most complaints and observations from tenants go unrecorded
		Produce regular reports to Area Boards and the Management team on feedback from tenants including analysis of complaints	Dec 2011		
<b>1.4</b>	<b>Ensure that the service remains accountable to elected members/ward councillors</b>	Publish contact details of EKH staff for councillors and MPs	Jun 2011		Need to provide all councillors details following May elections
		Agree and publish a protocol for handling enquires from councillors and MPs	Jun 2011		
		Provide regular briefings for elected members	Jun 2011		Consider quarterly e mail bulletin
		Contact all new councillors after the May election	May 2011		
<b>1.5</b>	<b>Develop a systematic approach to customer profiling</b>	Investigate good practice from other ALMOs and social landlords	Oct 2011		
		Agree common questionnaire to be used for information gathering	Oct 2011		
		Establish mechanism for retaining and managing the information	Oct 2011		
<b>1.6</b>	<b>Develop new ways that tenants can access information on services and communicate with us</b>	Explore how other ALMOs and social landlords are using the internet and means of communication to improve access to services for tenants	Nov 2011		Explore -On line appointments , improved repair reporting, complaints handling, incoming text messaging, reporting graffiti ,rubbish/fly tipping communal repairs, H&S concerns
<b>1.7</b>	<b>Ensure that there are robust systems to protect the health and safety of our tenants in their homes</b>	Review existing processes to ensure that there are consistent processes across all four areas that conform to	Sept 2011		Gas safety/Fire risks/ asbestos/Legionella/Communal areas

	<b>and on their estates</b>	good practice			
		Ensure that there are appropriate methods to record inspections and tests	Nov 2011		Preliminary review of insurance claims suggest poor recording of inspections is a weakness
		Review insurance claims history and establish action plan to reduce risks	Nov 2011		Will help reduce future insurance premiums
		Introduce system of grading/scoring for estate inspections	Dec 2011		Allows estates to be assessed against agreed standards and continuous improvement to be monitored
		Expand system of tenant inspectors to all areas	Dec 2011		
<b>1.8</b>	<b>Establish the EKH identity with our tenants</b>	Use tenant newsletters, the website and contractors' vehicles to promote the new identify of EKH	Jun 2011		
<b>1.9</b>	<b>Make information about EKH and our housing service more accessible to our tenants</b>	Identify good practice from ALMOs and other social landlords	Jun 2011		
<b>1.10</b>	<b>Develop and embed a culture of excellent customer service through agreed common values</b>	Establish common set of values between staff and Board	April 2011		
		Develop code of conduct and competencies based on agreed values	Sept 2011		

**Objective two: - Integrating four services into one.** For East Kent Housing to work efficiently and deliver the efficiencies required of us, it's important to streamline processes and establish common procedures across all four areas of the operation. To develop a single integrated service we will:

	Task	Actions	By	Lead	Comments & notes
2.1	<b>Establish common working procedures for key activities and functions</b>	Agree priority activities to be included in the review	May 2011		To include H&S, and safeguarding
		Launch new set of processes	Dec 2011		
2.2	<b>Establish a scheme of delegations</b>	Board to consider and agree scheme	Apr 2011		
2.3	<b>Establish a risk management system</b>	Establish a risk register and risk management process	Aug 2011		
2.4	<b>Plan to have a single integrated housing IT system</b>	Work with EK Services to draft options and strategy	Mar 2012		Target for implementation 2013/14
2.5	<b>Develop an integrated IT policy</b>	Develop policy in conjunction with EK services	Dec 2011		To cover security, usage, equipment disposal, recovery and back up, software usage/licences
2.6	<b>Establish a fair and transparent charging system for the calculation of the management fee</b>	Explore and introduce activity based costing as method to establish unit management cost	Mar 2012		

**Objective three: - Supporting the Councils' strategic objectives.** East Kent Housing is committed to working with the four councils to make their districts a better and safer place to live. To support the councils we will:

	Task	Actions	By	Lead	Comments & notes
3.1	<b>Continue to develop robust approaches to tackling anti social behaviour (ASB)</b>	Establish consistent and robust procedures and ASB toolkit for all four areas	Dec 2011		Consider single ASB champion for EKH
		Undertake surveys of complainants and perpetrators involved in ASB and neighbour disputes	Mar 2012		
		Establish protocols and liaison arrangements with the community safety partnerships	Jun 2011		
		Promote greater use of mediation services to resolve ASB and Neighbour disputes	Dec 2011		
		Evaluate effectiveness of mediation in ASB and neighbour disputes	Mar 2012		
		Agree definitions for a Good Neighbour standard with tenants representatives	Mar 2011		
3.2	<b>Work with the four councils to explore ways of making better use of the housing stock</b>	Investigate initiatives from other ALMOs and landlords to reduce under occupation and help tenants move to more suitable accommodation	Mar 2012		
		Consult Area Boards and tenant representatives on potential initiatives to reduce under occupation	May 2012		
		Agree strategy to reduce under occupation with the four councils	July 2012		
		Agree with councils strategy and measures to tackle tenancy fraud	Mar 2012		

3.3	<b>Support the councils in the regeneration of their districts and help reduce deprivation on our estates</b>	Agree with councils regeneration priorities for 2012 Delivery Plan	Dec 2011		
3.4	<b>Promote opportunities for residents to access training and employment</b>	Review and evaluate initiatives from other ALMOs and social landlords to promote social and economic inclusion	Dec 2011		Discussion paper to Board and council representatives by Feb 2012
		Evaluate the role of the income recovery team in providing financial advice and support to tenants	Mar 2012		
		Develop apprenticeship and training schemes with contractors	Mar 2012		
		Explore opportunities/initiatives to reduce tenants energy costs	Mar 2012		Potential for procurement agreements with suppliers. Energy advice to tenants.
3.5	<b>Support the councils in a joint response to the government's housing policy</b>	Evaluate options for new forms of tenancies with the four councils	Oct 2010		Councils to decide on application of fixed term tenancies etc but EKH will want to influence decisions
3.6	<b>Deliver the councils' capital investment programme for its housing stock</b>	Publish to tenants the five year investment programme for their areas.	Dec 2011		
		Establish appropriate systems for monitoring and reporting on the delivery of the improvement and planned maintenance programmes	Oct 2011		
3.7	<b>Work with the councils to promote and support their environmental and sustainability strategies</b>	Consult councils on environmental and sustainability implications and activities in 2012/13 Delivery Plan	Dec 2011		
3.8	<b>Ensure that EKH discharges its statutory duties to children and vulnerable adults</b>	Adopt policy and procedures for the protection of children and vulnerable adults	Dec 2011		Existing council policies and practices will continue to apply until policy is in place

**Objective four: - Value for money (VFM).** The four councils agreed to establish East Kent Housing based on a business case that indicated that improved efficiencies could be achieved through four councils working together. East Kent Housing is tasked with delivering reductions in operating costs in excess of £500,000 per year, while delivering the improved services that have been promised to tenants. The cost reductions are consistent with those required of other council services. To improve value for money we will:

	Task	Actions	By	Lead	Comments & notes
4.1	<b>Review staffing arrangements to gain the benefits and efficiencies of a larger organisation</b>	Senior management structure to be reviewed	Jun 2011		
		Review the functional staffing arrangements to maximise the benefits and economies of scale from 4 into 1	Sept 2011		Review to be completed by Jun and implementation of any changes to structures and working arrangements to be completed by end of Sept
4.2	<b>Work with the councils to implement rent restructuring and respond to the opportunities of self financing</b>	Develop the business case for HRA accounting to transfer to EKH in future tranches of shared services	Dec 2011		
4.3	<b>Develop appropriate systems of internal controls supported by the EK Audit Partnership</b>	Agree financial standing orders and regulations	Apr 2011		
4.4	<b>Conduct systematic VFM/efficiency reviews for all services</b>	Board to agree programme of reviews for 2012-14	Dec 2011		

**Objective five: - Resident involvement and Empowerment.** Tenants and leaseholders will play a vital part in helping us raise standards and improve services. We support the enhanced role of tenants in the regulation and monitoring of their housing service. To maximise the benefits of tenant involvement and empowerment we will:

	Task	Actions	By	Lead	Comments & notes
5.1	<b>Establish local Area Boards</b>	Agree with JTLG and other tenant representatives terms of reference	May 2011		Workshops have taken place in Feb and Mar
		Board to agree final terms of reference and nominees to each Area Board	June 2011		
		First Meetings of Area Boards	Jul 2011		
		Agree with Area Boards and tenants' groups programme of training for Area Board members	Aug 2011		
		Hold annual meeting between the Board and tenant representatives	Mar 2012		
5.2	<b>Build on the success of the JTLG to create new opportunities for tenants from different areas to work together in service</b>	Hold first annual event /conference for tenant representatives on the Area Boards	Nov 2011		To include consultation on 2012/13 Delivery Plan
		Establish regular liaison meetings between the Chairs of Area Boards	Sept 2011		
		Establish cross boundary Communications sub group	Sept 2011		
5.3	<b>Respond to the revised regulatory framework for tenants involvement and scrutiny</b>	Review compliance with the six TSA standards across the four areas to ensure a consistent approach in the future	Dec 2011		
		Establish the role of Area Boards in monitoring the six TSA standards and the delivery of the local offers	Sept 2011		

5.4	<b>Improve information available to all tenants</b>	Provide all tenants with an annual report	Oct 2011		
		Make performance information, the Delivery Plan, services standards and local offers available to tenants through a variety of media	Dec 2011		
5.5	<b>Improve opportunities for new channels of feedback from tenants</b>	Explore the use of social networking to gather feedback from tenants/leaseholders	Dec 2012		

**Objective six: - High quality workforce.** Around 220 employees will transfer from the four councils to East Kent Housing. Each of the four councils have different ways of working, different processes and procedures, different cultures and approaches to the service. The challenge for EKH is to develop a common commitment from staff to the organisation and to our values, aims and goals. To create a quality workforce we will:

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	<b>Task</b>	<b>Actions</b>	<b>By</b>	<b>Lead</b>	<b>Comments &amp; notes</b>
6.1	Have a clear purpose and strong set of values to guide our work	Agree with staff and the board a mission statement and set of values	April 2011		Board away day Feb 2011 Staff workshops March 2011
		Embed the values into the staff development framework	June 2011		
		Develop and agree a set of competencies to reflect the values	June 2011		
6.2	Establish formal processes and structure to consult and involve staff	Set up work place forum/ Staff consultative group	June 2011		
6.3	Establish supportive and clear leadership for the staff team	Undertake collective leadership training for the Management team	Oct 2011		
		Explore the using of coaching to improve skills and embed the values	Oct 2011		
6.4	Develop staff skills to support the mission and values	Set out a training programme to support the work of EKH in achieving the Customer Service Excellence standard	Dec 2011		

6.5	Use the liP choices standards to improve organisational training and development	Commission a gap analysis and action plan from EKHRP	Mar 2012		Work to achieving liP in 2012/13
6.6	Have a set of clear and comprehensive HR policies and procedures	Research and adopt a set of HR Procedures using best practice from East Kent	Apr 2011		To include, Job Evaluation, staff appraisals, Sickness management, leave recording ,
6.7	Work toward being a Times top 100, values driven company	Research and agree long term staffing plan	Mar 2012		

**Objective seven: - Good Governance.** Establishing principles of good governance within the board and management of the organisation is critical to the success of the new organisation. To ensure the good governance of East Kent Housing we will:

	Task	Actions	By	Lead	Comments & notes
7.1	<b>Ensure that the Board has the skills and experience to effectively manage the organisation</b>	Deliver induction programme for the new Board of EKH	Aug 2011		Pre- board meeting bite sized training slots identified until Dec 2011 – see Board forward plan
		Undertake an skills audit of the Board	June 2011		
		Agree revised Board training programme following skills audit	Sept 2011		
		Introduce review system for individual board members	Apr 2011		
		Provide all Board members with a governance handbook	May 2011		
7.2	<b>Develop local accountability through Area Boards</b>	Consult with tenant representatives on operation and parameters of Area Boards	Apr 2011		Workshops help in February & March 2011
		Board to agree terms of reference for Area Boards	May 2011		
		Councils to nominate representatives to the Area Boards	June 2011		

		Area Boards operational	Jul 2011		
7.3	<b>Ensure that EKH is open and transparent in the conduct of its business</b>	Board to consider policy of open board meetings	April 2011		
		Agendas, minutes and forward plan of Board to be published on the website	May 2011		
7.4	<b>Ensure that EKH fully meets its statutory obligations as a company</b>	Agree Company Secretary arrangements	April 2011		
		Training Exec Team and support staff in requirements of company secretary role	May 2011		
7.5	<b>Ensure that EKH has robust systems of internal controls and checks</b>	Agree internal audit programme for 2011 with councils	Apr 2011		
		Appoint external auditors	Jul 2011		
7.6	<b>Ensure that EKH has a fit for purpose and robust financial system</b>	Upgrade from Sage 50 to Sage 200 financial management and accounting package	Dec 2011		

**Objective eight: Equality and Diversity.** East Kent Housing is committed to embracing diversity and providing its services in a fair and equitable manner free from discrimination and prejudice. To achieve this we will:

	Task	Actions	By	Lead	Comments & notes
8.1	<b>Develop and adopt an Equality and Diversity strategy</b>	Establish an Equality and Diversity group to monitor compliance with equality duty and establish priorities	June 2011		As per policy agreed by Board 14 <sup>th</sup> March
		Agree with Area Board arrangements for tenants involvement in policy development			CCC already have a tenants' diversity group- could be expanded to an all area group
		Appoint Board champion for Equality and Diversity group	May 2011		
		Review compliance with Equalities Act 2010	Oct 2011		
		Review arrangements for translations and interpretation services to ensure a clear and consistent approach	Dec 2011		
		Board to agree strategy	Mar 2012		
8.2	<b>Ensure we have Equality Impact Assessments (EIA)/Customer Access Reviews (CAR) on all our policies and services</b>	Prioritise these and agree a timetable for completion	May 2012		
		Complete EIAs/CARs on priority services	July 2012		
	<b>Ensure all staff have attended equalities training</b>	Provide refresher training for all staff and the Board	Dec 2012		

**Lead Officers.**


**3. Performance Plan**

It has been agreed that in year one EKH will be expected to maintain existing standards of service and performance, recognising the focus of management activity will be on establishing the new organisation and merging the four services into one. For the councils the level and standard of performance will be a critical measure of the success of EK Housing. We will:

	Task	Actions	By	Lead	Comments & notes
9.1	<b>Develop and implement a Performance management framework</b>	First Performance report to be presented to Board at July meeting	Jul 20 11		
9.2	Develop role of Area Boards in scrutinising performance	Agree with Tenant representatives and their advisors format for reporting to Area Boards	May 20 11		
	Establish monitoring arrangements with the four councils	Liaison arrangements with council representatives to be put in place	May 20 11		
		Format of performance data for councils to be agreed	May 20 11		
		Review existing benchmarking data and apply consistent approach within performance monitoring	Mar 20		Establish consistency in membership of

			12		benchmarking clubs
9.3	Ensure that services delivered through contractors are to standards expected by EKH	Review existing monitoring arrangements including performance data provided by contractors	Sept 2011		
9.4	Assess baseline levels of tenant satisfaction with the service	Undertake sample survey of tenant satisfaction	Sept 2011		Subject to budget. Commitment in the Shepway decision making
<b>Actual Performance for year 2009/10</b>		<b>Canterbury</b>	<b>Dover</b>	<b>Shepway</b>	<b>Thanet</b>
	Stock-rented	5,221	4,589	3,455	3,110
	Stock -Leasehold	337	437	202	361
	Rent arrears at 31 <sup>st</sup> Mar 2010	£297,664.	£311,889	£169,458	£300,711
	Rent arrears as at 31 Mar 2009	£324,700.	£330,336	£166,904	£316,966
	% change 2009 to 2010	-8.3%	-5.58%	1.53%	-5.13%
	Rent arrears per rented unit as at 31 <sup>st</sup> March 2010	£57.01	£67.96	£49.05	£96.69
	Rent arrears as % of annual debit ( Mar 2010)	1.43%	1.83%	1.3%	2.81%
	No. Evictions 2009/10	14	8	3	14
	Former tenant arrears at 31 <sup>st</sup> Mar 10	£309,017	£74,958	£94,053	£232,661
	Garage arrears as at 31 <sup>st</sup> March 2010	£3,636.	£1,176	£3,270	£984
	No. of garages	1,236	945	835	576
	Debt per unit- garages	£2.94	£1.24	£3.92	£1.71
	Leasehold service charges outstanding at 31 <sup>st</sup> Mar 2010	£37,000	£74,310.61	n/a	£190,551.77
	Amount of former tenant arrears written off in year ending Mar 10	£81,334	£33,302	£49,965	£26,215
	Former tenant arrears at 31 <sup>st</sup> Mar 10	£309,017	£74,958	£94,053	£232,661
	Average time to re-let empty properties ( year ending Mar 10)	20 days	29.79 days	28 days	17 days
	Average time to re-let empty Properties ( excl Sheltered housing	20days	28.37 days	23.3 days	17 days

and specialist housing)				
% of repairs done by appointment and appointment kept	99%	93.13%	99.2%	97%
% of Emergency repairs completed within time	99%	95.7%	100%	99.9%
Average number of days for non urgent repairs	7 days	11.2 days	n/a	8.4 days
% of responsive repairs completed n time	98%	90.7%	99.6%	97%
% of tenants satisfied or very satisfied with housing service	82.7% (2008-09)	84.3% (2008-09)	78.2% (2008-09)	80.8% (2008-09)
Number of Complaints received in year ending Mar 2010	108	93	21	25

#### 4. Local Offers

*To be added*