ACabinet

Monday 10th July 2023

Subject: 2022/23 Annual Corporate Plan Performance Report

Director and Head of Service:

Peter Davies - Director of Strategy and Improvement

Caroline Marlow - Head of Digital, Data and Improvement

Officer:

Guy Mayhew - Senior Performance and Improvement Manager

Cabinet Member:

Cllr Michael Dixey - Property, performance and oversight

Decision Issues:

No decision required.

Is any of the information exempt from publication:

This report is open to the public.

CCC ward(s): All

Summary and purpose of the report:

The Annual Report provides an analysis of the Council's performance for the period 1 April 2022 – 31 March 2023 against its Key Performance Indicators (KPIs). It also provides a progress report in relation to the aims and principles of the Corporate Plan.

To Note:

That the report is noted.

Next stage in process:

To present the report and comments from Scrutiny Sub to Cabinet following the 2023/24 Corporate Plan Half-Year Report in Q3 2023/24.

1. Introduction

This document details Canterbury City Council's annual performance in relation to its Corporate Plan ambitions for the year 2022/23. The report outlines the Council's achievements and challenges, and presents the data for our 56 KPIs and describes how we have operated throughout this financial year. Where available this document includes comparisons to our own performance, as well as comparisons against neighbouring East Kent councils and other councils with a similar composition to Canterbury, referred to as CIPFA near-neighbours.

Throughout 2022/23 the Council continued working hard on our ambitions to improve the lives of those living in the district and deliver high-quality services across the district. During the year, the Council successfully implemented several initiatives around our corporate plan themes of Economic Growth, Housing, improving our Waste Collection and Street Cleansing service, using our enforcement powers to protect those within the district, and ensuring that as a corporate body we are as efficient and effective as possible. These are detailed to a greater extent in the report.

In the coming year the Council will continue to deliver against the Corporate Plan with a focus on delivering high-quality services to residents, promote economic growth, preserve the district's natural environment and ensure our direct and commissioned services fit the needs of our customers. The Council remains committed to working closely with local communities and stakeholders to ensure that the district remains a great place to live, work, and visit.

Overall the Council has had a successful year in delivering on our key priorities, laying a solid foundation to achieve the aims and ambitions in our Corporate Plan. We remain committed to our vision of creating a thriving, sustainable, and inclusive community in the Canterbury district.

2. Detail

Within this report are a number of KPIs which measure how the Council is performing against the aims of the Corporate Plan. Our Corporate Plan themes are:

Growth - To support the district's economy to recover, then grow
Housing - To deliver a better social housing service for our tenants
Clean - To deliver waste collection and street cleansing services for all residents
Protect - Using our enforcement powers to protect the district
Corporate Principles - Ensure we become increasingly efficient and effective in all of the services we provide

Where targets are exceeded by greater than 10% these indicators are classed as "**Green Star**". All other indicators that have been met are classified as "**Green**", where targets are not met but are within an acceptable threshold (typically 10%) of target, indicators are classified as "**Amber**" and where targets have not been met and performance is not within an acceptable level of performance, indicators are classified as "**Red**". Some indicators are reported for context, without an associated target.

Out of 10 performance-driven indicators, 1 is green star, 4 are green, 2 are amber, 3 are red. The remaining indicators are either data only or in an observation period to establish baseline performance.

In conjunction with this report, the committee will also have the opportunity to consider our

Housing performance via the Q4 report at a more granular level with actions linked to Compliance, Repairs, Voids, Arrears, Invoices and Complaints being taken forward to drive improvements within this area. Similarly, the committee will also consider the H2 report relating to our Contracts including performance within our Grounds and Waste Collection service delivered through Canenco, following this report.

The chart below provides a summary position against the target-driven KPIs within the corporate plan, detailed further in the report.

KPI Performance Summary 2022/23

Legend: Green Star ■ Green ■ Amber ■ Red ■ TBC ■ Baseline Setting or N/A ■
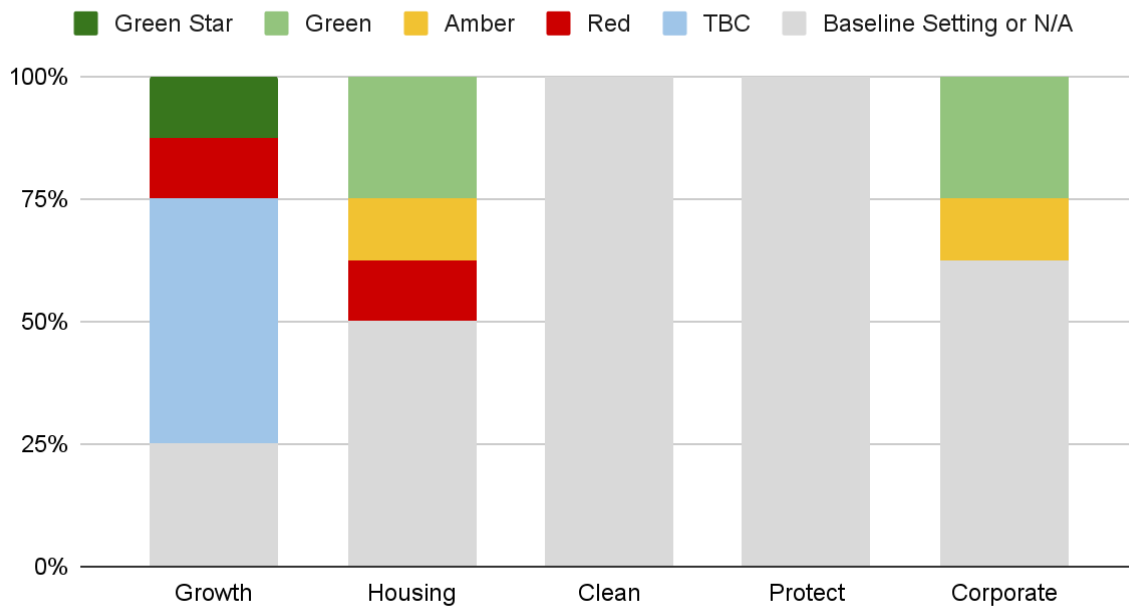
CIPFA Near Neighbours - A cohort generated from the statistical analysis tool generated by CIPFA (the Chartered Institute of Public Finance & Accountancy). The near neighbour model groups local authorities that are similar based on a variety of socio-economic factors. This can aid local authorities in comparative and benchmarking exercises.
As of writing this report, the CIPFA Near Neighbours for Canterbury are:
Arun, Charnwood, Colchester, East Suffolk, Eastleigh, Havant, High Peak, Lancaster, Lewes, Sedgemoor (former authority), Somerset West and Taunton (former authority), Stafford, Teignbridge, West Lancashire, Worthing.

Geographical Neighbours - Neighboring councils often share similar demographic, economic, and geographic characteristics, making them relevant and comparable reference points within a localised context. Our Geographical Neighbours are the local authorities we share a border with. These are:
Ashford, Dover, Folkestone & Hythe, Swale, Thanet.
Benchmark data will be what is most recently available at the date of this report, usually 2021/22 data, or 2022/23 data if it has been published.

The Corporate Plan aims to create a pro-business district that supports enterprise and innovation in order to drive economic development through our policies, by the use of our extensive assets and the use of technology alongside our commitment to sustainability and the environment.

Economic growth and prosperity is partly secured through sustainable development within the district. As a council, we have performed particularly well with processing major planning applications where we have achieved our target in all of the previous six years and this year we exceeded it by a margin of greater than 10%. Our timeliness in deciding applications helps to secure new homes in the district, where we have been consistent in granting permission for 1,500 dwellings on average each year.

There are some areas where we need to focus our efforts as a council, particularly around completions to ensure the new homes granted permission are being built. We have been below target for the previous four years. This is also observed when comparing ourselves to other Councils nearby and to others across the UK with a similar demographic composition to Canterbury (CIPFA near neighbours). This has been partly affected by local issues affecting Canterbury, and our neighbours, including the levels of water pollution at Stodmarsh Nature Reserve. Following this discovery, the halt on new buildings is beginning to lift following an agreement which takes into account future upgrades of Wastewater Treatment facilities through to 2030, ensuring adverse effects on phosphates are mitigated from future developments considered in accordance with the revised guidance. This challenge affected our ability to grant planning permission to new homes, deal with major planning applications and, ultimately, dispose of our properties to developers which is reflected in our performance on KPI areas this year. The Council is also keenly aware of proposals to introduce policy changes by Central Government including the current review of the National Planning Policy Framework (NPPF), with the aim to make decision-making for local planning authorities easier and more streamlined.

Overall the Council has achieved our target at least once in every KPI in the previous six years. Attaining exceptional performance and growth in over half of the KPIs too. As a district council, external factors contribute heavily to our Corporate Plan aim to achieve growth, however in areas where the KPI is fully reflective of Council performance, such as 1.1 (Major Planning Applications), we have demonstrated that the Council can consistently achieve our target and exceed previous performance records too.

Growth

KPI Ref	KPI Details Name		Annual Performance 2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Latest Benchmark CIPFA	Geographical
1.1	Major planning applications dealt within 13 weeks	Outturn	91%	89%	89%	87.00%	87.10%	93.10%	=avg.	▼ avg.
		Target	84%	84%	84%	84%	84%	84%		
1.2	Percentage of affordable homes delivered on residential sites of 11+ units	Outturn	46.88%	35.90%	12.26%	12.03%	36.20%	TBC*	▼ avg.	▼ avg.
		Target	30%	30%	30%	30%	30%	30%		
1.3	New business 1-year survival rate	Outturn	92.1%	93.8%	94.3%	95.8%	96.1%	TBC	▲avg.	▲avg.
		Target	91%	91%	91%	91%	91%	91%		
1.4	Average Stay - All - ANPR Car Parks *(hh:mm:ss)*	Outturn	02:57:47	02:49:37	02:21:15	01:51:48	01:57:24	02:15:00	N/A	N/A
1.4a	Average Stay - Canterbury	Outturn					01:15:34	02:24:00	N/A	N/A
1.4b	Average Stay - Herne Bay	Outturn				01:27:08	01:23:34	01:59:00	N/A	N/A
1.4c	Average Stay - Whitstable	Outturn				01:44:10	01:43:05	02:22:00	N/A	N/A
1.5	Unemployment Claimant Rate (as a percentage of National Rate)	Outturn	68.48%	68.86%	73.99%	79.95%	62.69%	67.04%	▲avg.	▼ avg.
		Target	N/A	N/A	N/A	N/A	N/A	N/A		
1.6	Number of new homes built	Outturn	1119	444	602	330	553	TBC*	▼ avg.	▼ avg.
		Target	990	990	990	990	990	TBC		

Growth

KPI Ref	Name		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
				KPI Details → **Annual Performance**						**Latest Benchmark**
1.7	Number of new homes granted planning permission	Outturn		1538	1660		1413	TBC*	=avg.	=avg.
		Target		N/A	N/A		N/A	N/A		
1.8	Income -v- Target for Property Disposals Programme	Outturn			100%	N/A**	53.55%	58.55%	N/A	N/A
		Target			100%	N/A**	100%	100%		

* awaiting validation by DLUHC - to be updated in H1 report
** zero property disposals planned during this period

When the Corporate Plan was adopted the Council was in the process of agreeing the future of our Arms Length Management Organisation (ALMO) tasked with delivering social housing on our behalf, at the time the Council set the aim to create a housing service that is as well funded as possible so that we can provide the services tenants need - when they need them. We also set out to use every way we can to buy, build and maintain a stock of quality homes.

With regards to Social Housing, as a council, we have done particularly well minimising tenant arrears within a particularly turbulent time affected by significant macro-environmental factors outside the Council's control. We have achieved our target in all of the previous four years, exceeding the target by a margin of greater than 10% in two of the years. Our ability to minimise arrears has demonstrated our ability to provide a good service for our social housing residents by helping to preserve financial and housing stability in difficult circumstances.

A common challenge we have faced throughout Social Housing performance has been resourcing difficulties with our contractors, this is following the disaggregation of our repairs and maintenance contract from the ALMO. From 2021/22, and continuing into this year, we have worked hard with our contractor to prevent further regression in performance, whilst preparing a specification and tender to enable us to procure a new repairs and maintenance contractor. This has been exacerbated by our contractors still having a considerable backlog and therefore a large volume of jobs to fit into their schedule following the insourcing of the social housing function to the partners of the ALMO. Not all of these jobs are from Canterbury, they are also from other former partners who use the same contractors as us, but it does mean work takes longer to be completed than it has done previously.

Going forward, to achieve the ambitions set out in the Corporate Plan, an area the Council will focus on is the length of time it takes to re-let our properties, reducing void numbers and ensuring we are fully utilising the social housing stock available within the district. We have been below target for the previous six years. This underperformance is also seen when using a comparable metric to judge ourselves against other neighbouring councils.

We have taken measures and reviewed our processes to better manage social housing applications. We now regularly maintain and review the data to remove anyone whose housing needs have been resolved, whilst still ensuring we are working hard to process new applications. To further improve the process for us and our residents, we have been working with private landlords to develop a help-to-rent project as well as operating our own social lettings agency which provides a property management and tenant finder service to help people who are homeless.

Overall we have had a mixed performance in the previous six years, which is to be expected given the events which led to the Council's decision to insource the management of our social housing function. Our performance in multiple KPIs has been affected by the contention within the schedule of our contractors, who were novated as part of the disaggregation of the ALMO. Our contractors continue to have a high volume of jobs, from us and other EKH partners, that they need to fit into their schedules and are trying hard to work through. This issue in particular has had a range of effects on some of our KPIs related to the services provided under the contract; KPI 2.1, 2.2, 2.3 and 2.4. Outside of contractor-linked KPIs, such as Housing 2.5 linked to Rent Collection and Recovery, we have shown we can consistently achieve our target.

Housing

KPI Details			Annual Performance						Latest Benchmark	
KPI Ref	Name		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
2.1	Average days to re-let all properties excluding major works	Outturn	19.58	24.63	25.19	23.05	32.87	37.23	▼ avg.	▲ avg.
		Target	16.5	16.5	16.5	16.5	16.5	16.5		
2.2	Percentage of all repairs completed on time	Outturn	98.61%	98.43%	98.85%	99.06%	94.95%	91.10%	N/A	N/A
		Target	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%		
2.3	Percentage of Disabled Facilities Grants Budget Spent	Outturn	101%		75%	89%		104%	N/A	N/A
		Target	100%		100%	100%		100%		
2.4	Percentage of Capital Programme Works Completed	Outturn		76.13%				46.84%	N/A	N/A
		Target		N/A				N/A		
2.5	Current tenant arrears as a % of the projected annual rental income	Outturn			3.58%	4.11%	3.99%	4.13%	▲ avg.	▲ avg.
		Target			4.55%	4.55%	4.55%	4.55%		
2.6	Percentage of tenants satisfied their views are taken into account	Outturn		N/A		N/A	42.26%	N/A	N/A	▼ avg.
		Target		N/A		N/A	42.40%	N/A		
2.7	Percentage of tenants who feel well informed about things that affect them	Outturn		N/A		N/A	64.22%	N/A	N/A	▲ avg.
		Target		N/A		N/A	64.30%	N/A		
2.8		Outturn						58.55%	N/A	N/A

KPI Details			Annual Performance						Latest Benchmark		
KPI Ref	Name		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
	Percentage of garage units let	Target						N/A		

Performance in this area has been an issue for years leading up to the new Corporate Plan. Prior to insourcing the management of our Waste Collection and Street Cleansing service via our Local Authority Traded Company (Canenco), we lacked the direct control of the service which we are seeing improvement.

As a council we have been focused on challenging the baseline performance collected by our previous contractor and benchmarking our current performance-related data from Canenco, ensuring transparency as a cornerstone to evaluate the effectiveness of the service. As we are in the process of baseline target setting at this time, only one of our KPIs has an associated target at this time, however, in most areas year-on-year outturns are showing positive results.

All of our KPIs have historical data to assess our performance in 2022/23 to previous years, however, the methodology for a number of Street Cleansing KPIs has only become fully transparent since the insourcing of the service under Canenco as we are now able to link reactive jobs raised (such as Cleansing or Litter Bin requests) with our online reporting forms. Overall our KPIs have improved. We are sending more waste to be reused or recycled and our residents are experiencing fewer instances of multiple missed collections, which was an issue with residents, but not reflected in any previous contractual KPI.

This Corporate Plan aim has seen the introduction of various new technologies, systems and customer self-serve improvements. From enabling tracking and reporting of waste collection issues, reducing the number of missed collections, reducing the number of days it takes to be resolved, to understanding hotspots and issues with our Street Cleansing service all the data we collect daily is being utilised, to improve the service we provide within the district. The technology introduced as part of the formation of Canenco, combined with the improvements being implemented, is helping to provide a better service but also allows us to collect highly accurate performance data which we will be using to set appropriate targets. With Canenco we have worked to improve the management information we use on our service, leading to a noticeable improvement in the service in the second half of this year. We can see this improvement also reflected in the increase in resident satisfaction with our waste collection service, collected as part of our rolling customer survey.

Canenco has performed well in the areas of Waste Collection. This year they have shown their adaptability to still provide a good service to residents even when facing a variety of challenges such as an exceptionally hot July and an unexpected public holiday for the state funeral in September. This has contributed to the overall increase in satisfaction amongst our residents. This year dissatisfaction has reduced 30% from last year whilst satisfaction has increased 16%. The level of satisfaction has increased in every area of our district. Overall 73% of our residents surveyed were satisfied with our waste collection service.

A particular highlight has been the improvement in the number of food collections that have been missed. This has been highlighted as an area of particular importance for our residents, so it is encouraging to see the number of missed food collections has reduced by approximately 30% when comparing the second half of 2021/22 to the second half of 2022/23.

| KPI Details | | | Annual Performance | | | | | | Latest Benchmark | |
KPI Ref	Name		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
3.1	Missed collections as % all collections	Outturn	0.08%	0.07%	0.07%	0.12%		0.14%	N/A	▲avg.
		Target	N/A	N/A	N/A	N/A		Baseline setting		
3.2a	Number of households experiencing at least 2 missed collections within 2-months (Garden)	Outturn					865	443	N/A	N/A
		Target					N/A	N/A		
3.2b	Number of households experiencing at least 2 missed collections within 2-months (Food)	Outturn					1678	643	N/A	N/A
		Target					N/A	N/A		
3.2c	Number of households experiencing at least 2 missed collections within 2-months (Recycling)	Outturn					1112	1051	N/A	N/A
		Target					N/A	N/A		
3.2d	Number of households experiencing at least 2 missed collections within 2-months (Residual)	Outturn					638	835	N/A	N/A
		Target					N/A	N/A		
3.3	Average number of days to resolve missed collection	Outturn					24	3	N/A	N/A
		Target					N/A	N/A		
3.4	Household waste sent for reuse, recycling and composting	Outturn	43.50%	46.30%	45.70%	40.90%	44.90%	45.72%	▲avg.	▲avg.
		Target					N/A	N/A		
3.5		Outturn					15*	48	N/A	N/A

Clean

KPI Ref	Name		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
			KPI Details		**Annual Performance**				**Latest Benchmark**	
	Number of repeat overflowing litter bin reports within a 1-month period for the same litter bin	Target					N/A	N/A		
3.6	Number of repeat litter/detritus reports within a 1-month period for the same street	Outturn	82	127	85	34**	77*	125	N/A	N/A
		Target					N/A	N/A		

Data from July 2021 onwards

**Data up to January 2021 (due to Contract expiry)*

The Council is committed to using enforcement for the benefit of, and to improve the quality of life of, our residents by taking action against those who break the rules.

The Council understands the impact that environmental crime has on those who live, work and visit our district. To support our efforts this year we have entered into a contractual relationship with National Enforcement Solutions (NES) who alongside our environmental crime officers, support patrols around the district to enforce and educate those who are seen committing low-level envirocrime and littering offences. The collaboration with NES aims to enhance and more effectively protect the district against issues such as littering, dog fouling and other offences that fall within the Council's Public Space Protection Orders (PSPOs). Between May 2022, when the contract started, and March 2023 NES issued 3,252 penalty notices predominantly for littering offences across the district. The effectiveness of this partnership can be seen through an increase in the number of fixed penalty notices given this year for littering and anti-social behaviour; when compared with last year residents are now also more likely to report these issues - possibly stemming from an increased confidence that enforcement action will be taken. The objective of the partnership is to keep our district tidy by combining enforcement action with educational campaigns to create better awareness and nudge behaviour in the community. Alongside direct action on the ground the Council has continued its efforts to ensure a robust legal framework for our officers to operate within through the powers devolved to us. To mitigate anti-social behaviour and to preserve the wildlife and well-being of our coastal areas, we have developed the Coastal Public Space Protection Order (PSPO) 2023. The Coastal PSPO prohibits activities such as having open fires on the majority of our beaches and the use of disposable barbecues. Any breaches will be subject to a fixed penalty notice. By implementing this initiative, our goal is to protect the environment (by safeguarding the coastline and wildlife) and ensuring all residents and visitors enjoy themselves in a safe and respectable manner.

Aside from environmental crime, the Council has undertaken a strategic project to inform, educate and where necessary take action against inappropriate or overbearing shop fronts in Canterbury City Centre that are not sympathetic to the local amenity, historical significance, or the World Heritage Site status of Canterbury. The quality of shopfronts play a major role in the character and visual appeal of our historic city and alongside the direct action taken, the Council has ensured a robust policy framework to operate within through our revised Supplementary Planning Documents specifically for shop fronts.

As a council, we monitor several key performance indicators to ensure the safety of our residents and visitors. We are actively utilising technology to enhance our service management, enabling us to better monitor performance and make improvements. We have applied this to our planning enforcement case management and we will be continuing to implement this across a variety of services as part of our Council-wide change programme. This data-driven approach enables us to allocate resources effectively, identify areas of concern, and take prompt action to improve the district. Our focus on data analysis allows us to identify trends, pinpoint hotspots, and anticipate future resource requirements to provide a more effective and efficient service. Although our data collection is still in the early stages, we are encouraged by the growing number of reports we receive from members of the public through our reporting tools. We are committed to refining and improving our data collection methods to ensure that we provide the best possible service.

KPI Details			Annual Performance						Latest Benchmark	
KPI Ref	**Name**		**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**CIPFA**	**Geographical**
4.1a	Number of private sector housing request cases resolved through improvement notices	Outturn					2	17	N/A	N/A
		Target					N/A	N/A		
4.1b	Number of private sector housing request cases resolved through enforcement	Outturn					2	17	N/A	N/A
		Target					N/A	N/A		
4.2	Number of CCTV incidents and (arrests) assisted by Central Control	Outturn		2121 (240)	1744 (216)	1486 (177)	2234 (269)	2124 (219)	N/A	N/A
		Target		N/A	N/A	N/A	N/A	N/A		
4.3	Percentage of closed against open planning enforcement cases	Outturn	96.60%	91.00%	95.15%	75.25%	201.00%	92.31%	N/A	N/A
		Target	N/A	N/A	N/A	N/A	N/A	N/A		
4.4	Number of Fixed Penalty Notices / Penalty Charge Notices issued (Total)	Outturn			25322	24168	33418	29984*	N/A	N/A
		Target			N/A	N/A	N/A	N/A		
4.4a	Number of Fixed Penalty Notices / Penalty Charge Notices issued by type - Littering	Outturn			47	63	18	3286**	N/A	N/A
		Target			N/A	N/A	N/A	N/A		
4.4b	Number of Fixed Penalty Notices / Penalty Charge Notices issued by type - Parking	Outturn			25179	24052	33368	26642	N/A	N/A
		Target			N/A	N/A	N/A	N/A		
4.4c		Outturn			0	10	5	7***	N/A	N/A

KPI Details			Annual Performance						Latest Benchmark	
KPI Ref	Name		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
	Number of Fixed Penalty Notices / Penalty Charge Notices issued by type - PSPO Breach	Target			N/A	N/A	N/A	N/A		
4.4d	Number of Fixed Penalty Notices / Penalty Charge Notices issued by type - ASB	Outturn			84	27	20	32	N/A	N/A
		Target			N/A	N/A	N/A	N/A		
4.4e	Number of Fixed Penalty Notices / Penalty Charge Notices issued by type - Fly-tipping	Outturn			12	16	7	17	N/A	N/A
		Target			N/A	N/A	N/A	N/A		
4.5a	The extent to which littering is a problem on my street	Outturn					40.02%	64.40%	N/A	N/A
		Target					N/A	N/A		
4.5b	The extent to which graffiti is a problem on my street	Outturn					15.27%	32.70%	N/A	N/A
		Target					N/A	N/A		
4.5c	The extent to which fly-tipping is a problem on my street	Outturn					N/A+	N/A+	N/A	N/A
		Target					N/A	N/A		
4.5d	The extent to which illegal parking is a problem on my street	Outturn					35.33%	52.30%	N/A	N/A
		Target					N/A	N/A		
4.5e		Outturn					16.32%	31.50%	N/A	N/A

KPI Ref	Name		2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
	KPI Details				**Annual Performance**				**Latest Benchmark**	
	The extent to which ASB is a problem on my street	Target					N/A	N/A		
4.6a	The likelihood that I would report littering to the Council	Outturn					40.34%	41.50%	N/A	N/A
		Target					N/A	N/A		
4.6b	The likelihood that I would report graffiti to the Council	Outturn					39.49%	40.90%	N/A	N/A
		Target					N/A	N/A		
4.6c	The likelihood that I would report fly-tipping to the Council	Outturn					N/A**+**	N/A**+**	N/A	N/A
		Target					N/A	N/A		
4.6d	The likelihood that I would report illegal parking to the Council	Outturn					40.34%	40.30%	N/A	N/A
		Target					N/A	N/A		
4.6e	The likelihood that I would report ASB to the Council	Outturn					46.92%	48.40%	N/A	N/A
		Target					N/A	N/A		

* 26,732 CCC issued notices plus 3,252 NES issued notices
** 36 CCC issued notices plus 3,250 NES issued notices
*** 5 CCC issued notices plus 2 NES issued notices
+ Amalgamated with Littering

The Corporate theme aims to improve upon the Council's efficiency, effectiveness and environmental-awareness in all of the services we provide. It focuses on this specifically measuring council tax and business rate collections, our ongoing implementation of our climate action plan and by transitioning services to become optimally digital and allow our customers to serve themselves wherever possible. This increases resource availability and minimises the negative effect on other services.

One of our key aims as part of our Corporate theme is to ensure our residents are well informed about the services we provide. We recognise that digital avenues are not suitable for all residents, and they must still be effectively informed, although of course digitisation does provide multiple benefits for conveying information. Whilst being more environmentally friendly it also allows residents to access the most up-to-date and a more extensive range of information than physical sources could provide. Residents seem to also be embracing more digital channels as evidenced by the year-on-year increases in the number of people signed up for email updates from the Council. We have also made improvements to our Council website to prominently feature the latest stories from our newsroom, making it easier for our residents to be even more informed.

Implementing an increasingly digital approach provides a better service for the majority of our residents. Being able to self-serve a request, such as requesting a new bin, rather than needing to go through our contact centre is more convenient and efficient for our residents; whilst also being more accessible as it can be done at any time.

Through our partnership with Civica, we have seen strong performance in the areas of council tax collection, meeting our target in five of the previous six years. Our ability to effectively collect council tax, one of the Council's most important revenue streams, during recent difficult years is a testament to the hard work of the Council and our officers.

Going forward, whilst continuing our generally positive performance against targets, we aim to improve on our response time to Freedom of Information requests.Our strong performance in Q4 of this year provides encouraging signs of improvement as we enter into next year.

Overall we have performed well in meeting our corporate ambitions. Whilst we anticipate that there are challenges ahead, particularly concerning macro-environmental factors affecting business rate and council tax collection, we can draw some confidence from our historical performances, evidencing we can still achieve our targets in difficult circumstances; and we aim to replicate that success going forward.

KPI Ref	KPI Details Name		Annual Performance						Latest Benchmark	
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
Corp1	People who feel that the council keeps them well informed about Council services	Outturn	56.00%	32.00%			36.55%	36.70%	N/A	N/A
		Target	N/A	N/A			N/A	N/A		
Corp2	Council Tax collected	Outturn	98.52%	98.46%	98.05%	97.27%	97.45%	97.48%	▲avg.	▲avg.
		Target	97.39%	97.39%	97.39%	97.39%	97.39%	97.39%		
Corp3	Business Rates collected	Outturn	99.90%	99.40%	98.18%	93.88%	96.04%	100.59%*	N/A	▲avg.
		Target	99.50%	99.50%	99.50%	99.50%	99.50%	99.50%		
Corp4	Number of ombudsman complaints upheld	Outturn	9	1	4	4	4	5**	▲ avg.	▲ avg.
		Target	N/A	N/A	N/A	N/A	N/A	N/A		
Corp5	Percentage of FOI enquiries replied to in time (normally 20 working days)	Outturn	95.38%	90.71%	87.32%	92.33%	91.14%	89.42%	N/A	N/A
		Target	90%	90%	90%	90%	90%	90%		
Corp6	Percentage of self-service enquiries processed by the Contact Centre	Outturn						9.45%***	N/A	N/A
		Target						N/A		
Corp7	Number of users signed up to receive updates from the Council	Outturn		3782	3961	5296	6032	6122	N/A	N/A
		Target		N/A	N/A	N/A	N/A	N/A		

| KPI Details | | Annual Performance | | | | | | Latest Benchmark | |
KPI Ref	Name	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	CIPFA	Geographical
Corp8	Actions completed as set out in the Council's Climate Action Plan	Outturn					3	N/A	N/A
		Target					N/A		

The 2022/23 collection is greater than 100% because it includes unclaimed CARF (Covid-19 Additional Relief Fund) credits.The presence of these credits, whilst included correctly, is helping the KPI to be met. Work continues to encourage customers to claim these credits.

**The LGSCO (Local Government and Social Care Ombudsman, formerly Local Government Ombudsman) will, later this year, publish their data on complaints upheld against Canterbury City Council. Our data, of five complaints, may not reconcile to this; as we monitor Ombudsman cases until our last required action is complete, this can cause us to treat a record as being closed at a later point than the LGSCO, which could cause it to move to a different year.

***Average from November 2022 to March 2023 only

3. Relevant Council policy, strategies or budgetary documents
Corporate Plan (2021-2024)

4. Consultation planned or undertaken

No consultation has been undertaken specifically in relation to this report.

5. Options available with reasons for suitability

The report is for the Committee to note.

6. Reasons for supporting option recommended, with risk assessment

The report is for the Committee to note.

7. Implications

(a) Financial
None identified

(b) Legal
The Annual Report helps the Council meet the Best Value duty.

(c) Equalities
None identified

(d) Environmental including carbon emissions and biodiversity

None identified

Other implications

None   identified

8. Conclusions

The Council continued working hard on our goals to improve the quality of life for our residents, visitors and businesses, as well as deliver high-quality services across the district. During the year, the Council successfully implemented several initiatives around our major corporate themes of Growth, Housing, Clean, Protect and Corporate.

In the coming year, the Council will continue to focus on delivering high-quality services to residents, promote economic growth, and enhance the district's natural environment. The

Council remains committed to working closely with local communities and stakeholders to ensure that the district remains a great place to live, work, and visit.

Contact Officer:

Niall Duffy - Business Analyst, Performance and Improvement

Background documents and appendices

None

Additional document(s) containing information exempt from publication:
None