

Corporate Priorities 2015 to 2019



These corporate priorities identify the areas the council will focus on over the next four years

Update from the Chief Executive

The largest challenge the Council faces over the next four years is to deliver further improvements to its services with reduced funding and resources. This will require the Council to work with its partners and residents to minimise the impact of the challenge ahead and manage the expectations on the Council within its limited resources.

[Corporate Performance Report: Annex 1]

This report will present the measures of success to be used to monitor corporate performance against the 2015 to 2019 Corporate Priorities.

A Clean and Welcoming Environment



We want to encourage pride in our district by keeping Thanet clean. We are determined frontline services get it right.

This will involve us:

- Continuing to improve waste and recycling services, reducing waste and increasing recycling.
- Keeping streets, parks and open spaces clean for residents and visitors.
- Maintaining zero tolerance to encourage positive behaviour to help improve our environment.

How we will measure success:

- Residents and visitors will see cleaner streets and improved parks and open spaces.
- Reduction in waste sent to landfill.
- Increased recycling levels.
- People find it easy to dispose of their waste and know how to dispose of their waste responsibly.
- Public awareness raised of the problems of littering and dog fouling on our streets, through increased work with local communities, volunteer groups and residents.
- Town and Parish councils engaged with pooling resources to improve local delivery of services.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required.

Highlights

October 2015

- A 10 tonne Fin whale is found at Botany Bay. Council staff work with the Coast Guard, Police and the Institute of Zoology with cleansing staff on site from 5am.
- Margate features on George Clarke's Amazing Spaces thanks to Dom Bridge's bathing machine. Thanet secures its status as a 'Fairtrade Island' for another two years.

November 2015

- 12 Thanet beaches pass new EU water quality regulations which are now twice as strict – eight of these are classified 'excellent'.

January 2016

- Consultation on Cliftonville Conservation Area Proposals commenced.
- The anti-litter campaign 'Bin it for Good' has raised a tremendous £1,500 during its three months for Thanet based charities.
- Thanet District Council successfully prosecuted a recycling company from Lancashire for leaving an unauthorised trading container unit in Westwood Gateway car park, Margate Road.

Key Focus

Refuse Collection

- Improve the efficiency and standards of the refuse collection service.
- Develop innovative recycling and waste solutions within high density urban areas.

Recycling

- Explore all opportunities to increase participation.
- Implement robust measures to reduce contamination of dry recyclates.
- Increase the proportion of recycling to waste to meet both regional and national targets.
- Develop educational programmes for schools.
- Meeting the Environment Agency 'Technically Environmentally and Economically Practicable' (TEEP) Test in relation to the quality of recyclate collected.

Street Cleaning

- Explore opportunities to innovate and improve street cleansing.

Civil Enforcement (Parking)

- Strategic review of parking provision.

Street Scene Enforcement

- Implementation of CCTV system upgrade.
- Review of the effectiveness of Cleansweep / Streetweek with recommendation for improvement.
- Update street scene enforcement protocols to support effective prioritisation of action.

Open Spaces Coast & Minor Works

- Develop, with partners and stakeholders a green space strategy.
- Continue to work with local residents/ community groups and other agencies to assist with improving the quality and maintenance of facilities and features within public open spaces.
- Target the educational messages in areas where there is a recurrence of environmental damage and risk to local habitats and wildlife.
- Consider the wider use of low maintenance shrubs, as well as the use of weed suppression to reduce the use of weed killer.

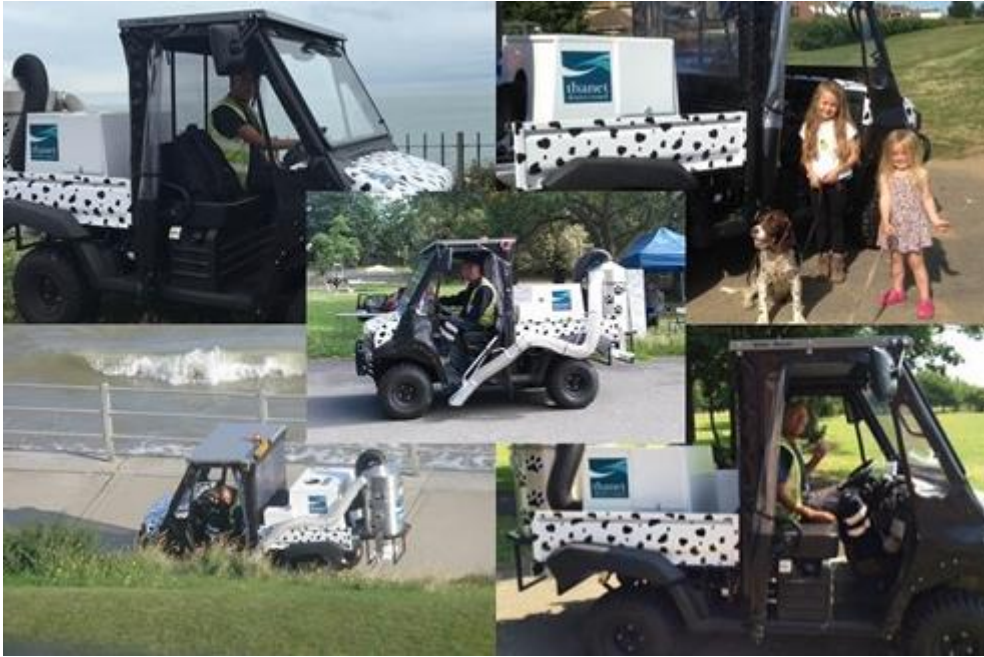
Technical Services

- Investment in maintenance and improvement of flood and coastal erosion defences including promenades.

Built Environment

- Manage complaints using updated Enforcement Protocol. Ensure compliance of development with planning permissions in respect of Section 106 contributions.
- Preparation of Conservation Area Appraisals for existing conservation areas. Adoption of further conservations areas. Adoption of management plans for conservation areas and prioritise actions as resources.
- Preparation of Heritage Strategy

Supporting Neighbourhoods



We will work with partner agencies through the Thanet Health and Wellbeing Board to support people to make better lifestyle choices and operationally through our range of services provided directly to residents.

This will involve us:

- Continuing our commitment to work with the public, private, voluntary and community sector to ensure the best outcomes for Thanet.
- Ensuring local residents have access to good quality housing, which meets people's changing needs and aspirations that is safe and affordable.
- Continuing to work with partners to improve community safety.
- Proactively enabling a collaborative partnership to reduce health inequalities.

How we will measure success:

- Co-ordinated partnership approach to the delivery of projects within the Thanet Community Safety Plan.
- Reduction in the number of empty properties in the district.
- Completion of the council's Housing Intervention Programmes.
- Local communities supported to help resolve local issues.
- High quality, cost effective landlord service, which invests in the council's homes.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

Highlights

October 2015

- The Selective Licensing Scheme consultation closes – more than 380 people respond, with the majority (72%) in favour of extending the scheme.

November 2015

- Thanet Sports Awards take place to recognise sporting contributions within Thanet - Team GB Volleyball pair Chris Gregory and Jake Sheaf are special guests.

December 2015

- The Annual Community Safety Partnership Conference is held – helping to identify priorities for Thanet for the year ahead.

January 2016

- Thanet Community Safety Plan 2016-17 consultation commenced.
- The Council was one of only 48 local authorities to successfully secure part of a £5m national cash boost to tackle rogue landlords.

Key Focus

Safer Neighbourhood Service

- Deliver the annual Community Safety Plan.
- Delivery of sport and active recreation strategy and maximising external funding income.
- Review events provision and policy.
- Develop a community development framework.
- Implement the Legislative changes to taxi/private hire licensing.
- Facilitate Internal Audits of public health funerals, licensing, land charges, community safety, pollution, sports, food and health and safety.

Housing Services

- Deliver the Margate Intervention Programme and work with Partners to co-ordinate the Live Margate project.
- Review and implement the East Kent Homelessness Strategy.
- Develop a new Empty Homes Strategy.
- Implement the proposed new selective licensing designation in Cliftonville West and Margate Central.
- To increase or improve the Council's housing stock through new build and bringing empty properties back into use.

Promoting Inward Investment and Job Creation



Our vision is to accelerate growth and achieve greater economic prosperity for our district. We will seek opportunities for inward investment, high quality job creation and work with partners to ensure we have the right skills, infrastructure and plans in place.

This will involve us:

- Actively seeking inward investment, exploring the potential for using Enterprise Zones; encouraging new and existing businesses which support growth in the local and visitor economy.
- Working with partners to make the most of the buildings and land we own. Maximising commercial opportunities for key assets.
- Writing a Local Plan which sets planning strategies and policies that support growth of the economy.
- Working with education and training providers to develop the skills agenda for the benefit of residents and local businesses.

How we will measure success:

- The council has managed its property portfolio effectively to support its priorities.
- Finalised and implemented Local Plan.
- Local employer's needs matched with further and higher education.
- Growth in existing and new business in the district increasing the employment choice.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

HIGHLIGHTS & KEY FOCUS

Highlights

October 2015

- We announce the granting of a licence to transport and logistics company, GEFCO UK Ltd. at the Port to assist with vehicle distribution around the UK.
- The iconic 100 year old Scenic Railway re-opens following a major restoration project led by the council.

December 2015

- The end of year filming report reveals a total of 111 filming days in Thanet for 2015 bringing in an estimated £864,288.00 to the local economy.

January 2016

- The Port of Ramsgate welcomed its first car transporter ship (Tuesday 19 January) marking the start of a new port operation by transport and logistics company GEFCO UK Ltd.

Key Focus

Public Conveniences

- Complete a comprehensive condition report for the 32 public conveniences currently provided by the Council.

Crematorium & Cemeteries

- Deliver the crematorium office extension project.
- Implement a programme of memorial inspection and maintenance across cemeteries and closed church yards.

Maritime Operations

- Actively work to increase the port's visibility within the sector.
- Continue working to attract and retain new roll-on/roll-off (RoRo) services and port related business to Port of Ramsgate.
- Maintain engagement with the offshore renewable sector to benefit the district through job creation associated with the emerging blue energy sector, as well as the existing wind renewables and their supply chain.
- To work towards achieving 5 stars in the Gold Anchor scheme.

Technical Services

- Widen the scope of routine engineering inspections on the coastline to include more assets to reduce risk in public areas and better inform planned maintenance.
- Invest in port/harbour infrastructure to maintain quality of customer offering in Royal Harbour and commercial opportunity at the Port.

Built Environment

- Local Plan adopted by end of 2017.
- Determination of planning applications for sites of strategic significance.

Economic Development & Asset Management

- Refresh the Council's approach to asset management and develop a new Asset Management Strategy.
- Improve support for businesses wishing to start up, expand or move into the area and develop databases to support marketing and other campaigns.
- Review the Economic Growth and Regeneration Strategy and Action Plan.
- Support East Kent Opportunities to accelerate delivery to strategically important sites.

Delivering Value for Money



This will involve us:

- Transforming and targeting resources to deliver the right services, in the right way, to improve customer experience; whether delivered directly, in partnership or commissioned externally.
- Ensuring that we operate in an open, honest and accountable manner - expecting the same standards of partners and stakeholders.
- Delivering services in the most cost effective and efficient way.
- Ensuring we achieve a stable and sustainable budget, capable of withstanding economic pressures.

How we will measure success:

- Council achieves a balanced, sustainable budget.
- Services commissioned and designed to meet customer needs.
- Opportunities explored for further shared work with partners and agencies to a make better use of public funds to achieve positive outcome for residents.
- The delivery of efficiency reviews to help deliver the Medium Term Financial Plan.

How we will do this:

- Monitor budgets and key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required.

HIGHLIGHTS & KEY FOCUS

Highlights

December 2015

- Annual budget consultation closes – more than 600 people respond – almost 200 more than the previous year.

Key Focus

Financial Services

- Deliver a balanced budget for 2016-2020.
- Produce the 2015-16 Financial Statements on time, with an unqualified audit opinion.
- Ensure the HRA and other strategic Business Plans are on a sound financial basis.
- Implement improvements to the General Ledger, supplier payments and income processes.
- Deliver the agreed 2016-2020 procurement programme.
- Deliver the savings identified in the MTFP.

Democratic Services

- Deliver the Police and Crime Commissioner Election in 2016, Kent County Council election in 2017, European, District and Parish Council elections in 2019 and Parliamentary and Police and Crime Commissioner Elections in 2020.
- Undertake the EU referendum which is expected to take place before the end of 2017.
- Develop a timetable for undertaking a review of electoral arrangements within the District (a periodic electoral review) and implement the Kent Electoral Division Review once finalised.
- Polling Places and Polling District Review.
- Review the Standards Process.

Policy & Business Planning

- Review of Performance Indicators across the organisation and their monitoring.

Housing

- Improve the governance and working arrangements with East Kent Housing to ensure the efficient delivery of a high quality, cost effective service to residents.

Refuse Collection

- Obtain maximum benefit from procurement programmes to reduce capital outlay in fleet (and other) purchasing.
- Optimise the waste collection rounds to realise efficiencies.

Council Assets

- Undertake a fundamental review of all assets.

Civil Enforcement (parking)

- Review of parking strategy and fee income methodology.
- Examine investment in solar pay and display machines across the district.
- A bid has been placed for government funding to upgrade the current lighting to LED tubes at both multi-storey car parks.

Open Spaces Coast & Minor Works

- Establish an up to date schedule of works for Grounds Maintenance. Re-measure and categorise all maintenance areas i.e. grass cutting, shrub beds, hedges etc
- Complete a value for money service review and work with all key stakeholders including Leisure, Housing, Parks and Foreshores in establishing ambitious credible Service Level Agreements.



This will involve us:

- Recruiting and retaining skilled, committed and motivated people.
- Setting high performance standards and actively supporting staff to reach them.
- Being a forward thinking, innovative employer, encouraging new ways of working.
- Encouraging staff to propose new ideas.
- Treating our customers fairly and professionally in the delivery of good quality customer service.

How we will measure success:

- A skilled and committed workforce is maintained.
- High quality customer services delivered throughout the council.
- A programme of staff development and training delivered.
- Effective appraisal process which supports and recognises staff performance.
- The council is recognised for the services its staff deliver.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

SUPPORTING THE WORKFORCE

HIGHLIGHTS & KEY FOCUS

Highlights

November 2015

- Council staff take part in a national emergency exercise involving the Police, Fire and Rescue, KCC and Central Government to test how we would respond to an incident.
- Delivered Proceeds of Crime Training.
- Travelers Insurance Group deliver insurance training to staff who carry out inspections and repairs.

December 2015

- Thanet Visitor Information Service win the silver award at the Beautiful South Tourism Awards in the 'Visitor Information Provider of the Year' category.

Key Focus

Democratic Services

- Gaining the South East Employers Charter for Elected Member Development.
- Developing the new Member Support Role.
- Inducting Councillors following the May 2019 District election.

Policy & Business Planning

- Annual review of the Business Continuity Plan.
- Agreeing and monitoring and prioritising of the ICT Work plan.
- Review of In-phase performance management system.

Safer Neighbourhoods Service

- Review of professional recruitment across the service.
- Review of health and safety at work provision.
- Transition of land charges from Local Authority to Land Registry.

Civil Enforcement (parking)

- Investigating new handheld technology equipment for the Civil Enforcement Officers.
- Investigating a live tracking system providing back office data to support the quality of service provision and the safety of the Civil Enforcement Officers.

Open Spaces Coast Minor Works

- Create a management structure which is fit for purpose.
- Continue to address matters of health and safety/occupational health. Ensure appropriate training is available to all levels of management and supervision in health and safety.

Technical Services

- Maintain emergency planning preparedness, and regularly update plan documents. Seek to improve resilience through staff training and exercising.

Built Environment

- Ensure new database and application system is implemented effectively



This will involve us:

- Listening to the needs of the community and using this information to continue improving our services.
- Providing clear, meaningful and timely communication.
- Using the most effective method of communication for the intended audience.
- Keeping residents and stakeholders informed about plans and work programmes in a way which is easy to access and understand.

How we will measure success:

- E-marketing and digital communications developed.
- Re-designed website that is based on customer needs.
- Council reports reviewed to provide clarity in the way the council runs its business.

How we will do this:

- Monitor key performance measures on a regular basis.
- Complete projects and communicate the highlights, challenges, areas to focus on and actions required

PROMOTING OPEN COMMUNICATIONS

HIGHLIGHTS AND KEY FOCUS

Highlights

November 2015

- We take part in national social media campaign #Our Day to highlight the variety of services the council delivers.

Key Focus

Democratic Services

- Ensuring that the Democratic Process is open and accessible to those using it; including reviewing the way Council reports are written.

Communications

- Develop a refreshed Communications Strategy.
- Enhance media /communications monitoring.
- Develop a comprehensive media training programme for key council spokespeople.
- Develop e-marketing and digital communications.
- Re-design the corporate website – basing any changes on customer needs.
- Develop and deliver an annual communications/marketing plan which supports the council's priorities.

Policy & Business Planning

- Collection and analysis of Customer Feedback information – to ensure that learning from complaints is actively used to inform service development and improvement.

Street Cleaning

- Develop links with Parish Councils; resident groups and other stakeholders.

Built Environment

- Provide clear and consistent pre-application advice to add value to planning proposals and provide certainty to attract inward investment.
- Increase customer and stakeholder engagement and improve electronic working through Public Access and Document Management Systems.

Performance Measures for the Corporate Priorities

2015-2019

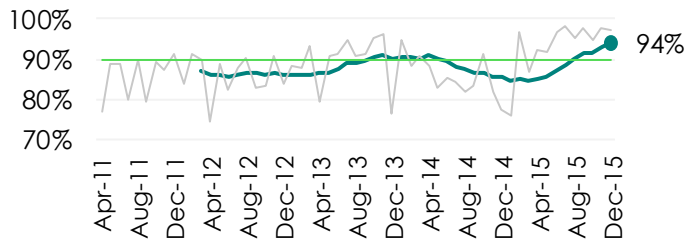
The targets will be RAG rated

R	Red: below target
A	Amber: if actuals are within 5% of the target
G	Green: at target or above target
	does not have a target

A Clean and Welcoming Environment

G % of Environmental Health service requests responded to in the service standard response time (LI369)

Target: Higher figure is best



- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

Number of environmental protection service requests dealt with by formal enforcement action (LI567)

Missed Bins as % of bins collected

% of household waste sent for reuse, recycling and composting

Number of street scene enforcement actions

Number of fly tipping reports on Council land

G % streets with litter below acceptable levels (NI195a)

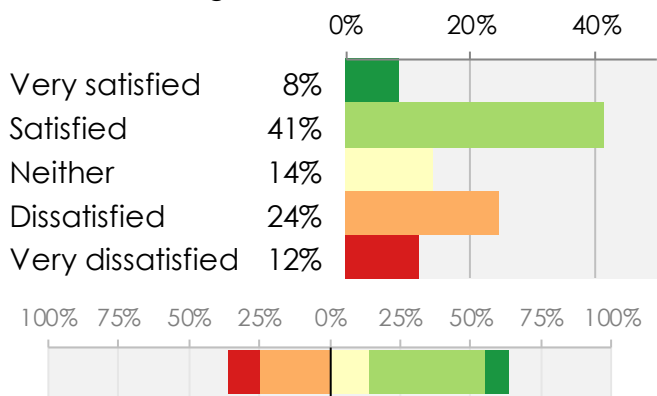
G % streets with detritus below acceptable levels (NI195b)

A % streets with graffiti below acceptable levels (NI195c)

G % streets with fly posting below acceptable levels (NI195d)

Public opinion of the Street Cleaning Service

Please tell us how satisfied you are with street cleaning



- This chart has been included for example purposes – to provide an illustration of how the data can be displayed.

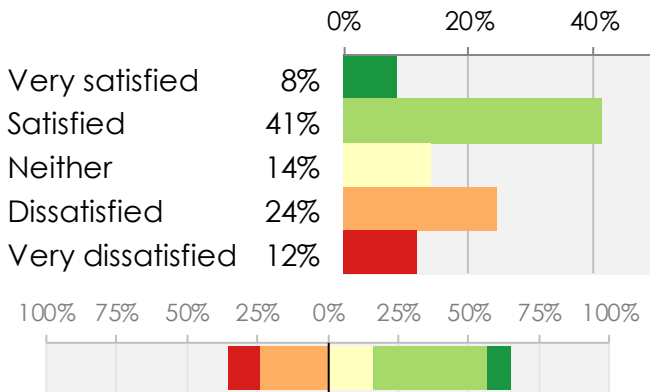
Public opinion of the Recycling Service

Public opinion of Parks and Open Spaces

Supporting Neighbourhoods

Public opinion of the local area as a place to live

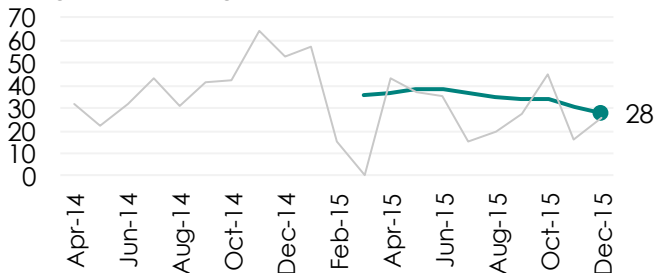
7. Overall, how satisfied or dissatisfied are you with your local area as a place to live?



- This chart has been included for example purposes – to provide an illustration of how the data can be displayed.

Average number of days taken to resolve ASB cases (LI461)

Target: Lower figure is best



- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

Number of Crimes per 1000 population (LI300)

G Empty homes brought back into use (LI401)

G Number of dwellings where action taken to improve living conditions (category 1 and 2 hazards) (LI543)

G Number of homeless cases prevented (LI405D)

G Average time taken to make homelessness decisions

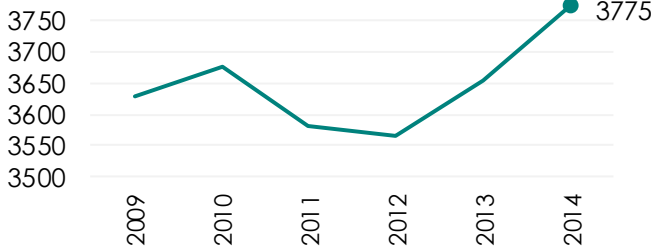
G Average time in bed and breakfast

G Number of long term empty homes in the district

Promoting Inward Investment and Job Creation

Count of active enterprises in Thanet (ONS Table 3.1)

Target: Higher figure better



- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

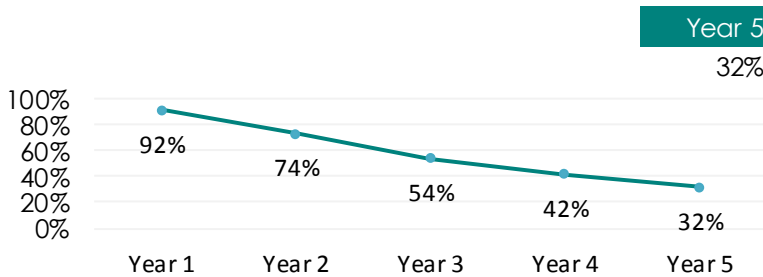
Active

The starting point for demography is the concept of a population of active businesses in a reference year (t). These are defined as businesses that had either turnover or employment at any time during the reference period.

- Source:

<http://www.ons.gov.uk/ons/search/index.html?nscl=Business+and+Energy&pubdateRangeType=allDates&newquery=Thanet+District&pageSize=50&applyFilters=true>

Five year survival rates of Thanet enterprises (ONS Table 5.1)



- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

- The starting point for demography is the concept of a population of active businesses in a reference year (t). These are defined as businesses that had either turnover or employment at any time during the reference period.

- A business is deemed to have survived if having been a birth in year t or having survived to year t; it is active in terms of employment and/or turnover in any part of t+1

- Source:

<http://www.ons.gov.uk/ons/search/index.html?nscl=Business+and+Energy&pubdateRangeType=allDates&newquery=Thanet+District&pageSize=50&applyFilters=true>

% of the population that is Economically Active aged 16-64

Target: Higher figure is better



- Source of data [nomis](http://www.nomis.gov.uk) official labour market statistics

- This graph has been included for example purposes – to provide an illustration of how the data can be displayed.

% council owned commercial property which is vacant

G Amount of allocated employment land taken up by developers

Void turnaround times for council assets

- Note: this is not housing, it relates to the Council Commercial Assets

Tenant arrears levels for council assets

- Note this is not housing it relates to the Council Commercial Assets

G Major Planning Applications determined within 16 weeks (NI157a)

A Minor planning applications determined within 8 weeks (NI157b)

G Number of visiting leisure vessels at RRH (LI340)

Statistical Information

Public opinion of whether the council provides Value for Money

Thanet District Council Full time Equivalent count

Staff Starters and Leavers

Health and Safety

R Staff Sickness

Registration rate following annual canvas (%) (LI456)

Number of complaints made to the Standards Committee (LI519)

Complaints

A Freedom of Information

Partner Performance

The following measures are collected by shared services

East Kent Housing Services to Thanet Council housing tenants:

RA	Ref		2015-16					Target	
G	(EKHD 00)	Performance Indicator	2013- 14	2014- 15	Q1	Q2	Q3	Q4	t
G	06T / 03T	Average re-let time in days (all stock excluding major works)	13.90	11.62	13.73	13.48	12.39		15
G	09T / 03T	Average re-let time in days (all stock including major works)	24.70	22.54	23.02	20.47	20.16		24
G	25T	Total current residential arrears (including court costs)	£211,478	£205,028	£222,910	£225,336	£219,936		£235,000
G	48T / 46T	% responsive repairs completed in time	100%	100%	99.79 %	99.83 %	98.92 %		98%
G	99T / 98T	Overall customer satisfaction with day to day repairs	Not compiled	99.72 %	100%	100%	100%		98%
	58T	Number of minor aids & adaptations (under £1,000) completed	Not compiled	28	33	80	115		
		Cost of minor aids & adaptations (under £1,000) completed	Not compiled	£10,820	£4,102	£15,178	£31,843		£50,000
	59T	Number of major aids (over £1,000) & adaptations completed in Thanet	Not compiled	58	12	25	35		
		Cost of major aids (over £1,000) & adaptations completed in Thanet	£200,480	£222,852	£10,693	£119,444	£150,264		£400,000

Client side comment on EK Housing performance:

All targets are currently being met

Revenues & Benefits

Services to Thanet benefit claimants (latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Target
					Q1	Q2	Q3	Q4	
G	EKS13†	Average time to process all new claims & change events in Housing Benefit (HB) & Council Tax Benefit (CTB) (days)	7.21	7.03	6.94	7.64	7.37		9.43
G	EKS14†	% correct HB and CTB decisions	97.49%	96.81%	97.42%	97.08%	96.53%		95.90%
G	EKS18†	% Council Tax collected	96.00%	96.15%	29.53%	47.38%	83.80%		96.00%
G	EKS19†	% Business rates collected	98.76%	98.53%	32.63%	49.17%	85.32%		98.05%

Client side comment on Revenues & Benefits performance:

All targets are currently been met

Customer Services: Computers and phones

Services to TDC staff and customers: Computers and phones (latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Target
					Q1	Q2	Q3	Q4	
G	EKS01t	% of helpdesk calls resolved within agreed target response time	97%	95%	97.00%	97.00%	97.00%		95%
G	EKS02t	% of service desk calls resolved within a day	70%	69%	67.00%	66.00%	66.00%		50%
G	EKS04t	% availability of email service	100%	100%	99.67%	99.83%	99.89%		95%
G	EKS05t	% availability of corporate website	99.96%	99.98%	99.99%	99.97%	99.93%		99.5%
G	EKS09t	Average face-to-face waiting time for phone calls (mins MM:SS)	9.23	6.97	06:01	06:25	05:44		10:00
G	EKS25t	% of calls dealt with by automation	27.06%	29.59%	29.19%	26.30%	25.56%		20%
G	EKS10t	% abandoned calls	11.29%	7.57%	5.55%	5.29%	4.58%		12.1%

Client side comment on ICT & contact centre performance:

All targets are currently being met.

Human Resources

Response levels from HR to TDC (latest position at period end):

RAG	Ref	Performance Indicator	2013-14	2014-15	2015-16				Target
					Q1	Q2	Q3	Q4	
G	EKHR01†	% calls answered by HR within 15 seconds	85%	85%	86%	86%	89%		80%
G	EKHR02†	% customer overall satisfaction with HR	99%	100%	100%	100%	100%		80%
G	EKHR04†	% calls answered by HR at first point of contact	96%	96%	98%	98%	98%		80%
G	EKHR05†	% emails responded to by HR within 3 days	99%	100%	97%	98%	98%		80%
G	EKHR06†	% contracts of employment issued within 4 weeks	98%	100%	100%	100%	100%		80%
G	EKHR07†	% offer letters sent within 2 days	98%	81%	100%	100%	100%		80%

Client side comment on HR performance:

All targets are currently been met