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OVERVIEW & SCRUTINY PANEL

27 AUGUST 2019

A meeting of the Overview & Scrutiny Panel will be held at **7.00 pm on Tuesday, 27 August 2019** in the Council Chamber, Council Offices, Cecil Street, Margate, Kent.

Membership:

Councillor Campbell (Chairman); Councillors: Parsons (Vice-Chairman), Albon, Boyd, Coleman-Cooke, Constantine, Everitt, Paul Moore, L Piper, Roper, Rusiecki, Scott, Tomlinson and Whitehead

AGENDA

Item
No

Subject

4. LEADER OF COUNCIL'S PRESENTATION - CORPORATE STATEMENT 2019-2023
(Pages 3 - 16)



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Corporate Statement

Overview and Scrutiny Panel **27 August 2019**

Report Author	Chief Executive
Portfolio Holder	Cllr Robert Bayford - Leader of the Council
Status	For Decision
Classification:	Unrestricted
Key Decision	Yes
Reasons for Key	Budget and Policy Framework Document
Previously Considered by	Cabinet - 25 July 2019
Ward:	Whole District

<p>Executive Summary:</p> <p>This report provides the Overview and Scrutiny Panel with an opportunity to comment on the draft new Corporate Statement and supporting Core Business Objectives before they are finalised by Cabinet and submitted to Full Council.</p>
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<p>Recommendation(s):</p> <p>The Overview and Scrutiny Panel should consider whether to make any recommendations to Cabinet for onward submission to Full Council.</p>

CORPORATE IMPLICATIONS	
Financial and Value for Money	The detailed objectives within the Core Business Objectives will need to be deliverable in line with the Council’s budget and Medium Term Financial Strategy.
Legal	The Constitution requires that the Council’s Corporate Statement be adopted by Full Council in accordance with the Budget and Policy Framework Procedure Rules, which provides the Overview and Scrutiny Panel with an opportunity to comment on the draft proposals before they are finalised by Cabinet and submitted to Council.
Corporate	The Council is responsible for a wide range of statutory and discretionary services and through the proposed new priorities it will take an outcome focussed approach to find the right way to deliver its services.
Equality Act 2010 & Public	Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to

Sector Equality Duty	<p>the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.</p> <p>Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td colspan="2" style="padding: 2px;">Please indicate which aim is relevant to the report.</td> </tr> <tr> <td style="padding: 2px;">Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,</td> <td style="text-align: center; padding: 2px;">X</td> </tr> <tr> <td style="padding: 2px;">Advance equality of opportunity between people who share a protected characteristic and people who do not share it</td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Foster good relations between people who share a protected characteristic and people who do not share it.</td> <td style="padding: 2px;"></td> </tr> </table> <p>An initial Equalities Impact Assessment has been undertaken and there is no reason to state at this time that the content of the proposed Core Business Objectives will negatively impact on any groups with protected characteristics. The Core Business Objectives focus on improving the quality of life in Thanet for all. Opportunities to further the aims of the Duty will be investigated during equality impact analysis of individual projects, plans and strategies arising from the priorities.</p> <p>If the proposed Core Business Objectives are approved the Equalities Impact Assessment will be updated following the Overview and Scrutiny Panel, to ensure that the Core Business Objectives address the needs of all Thanet's diverse community.</p>	Please indicate which aim is relevant to the report.		Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act,	X	Advance equality of opportunity between people who share a protected characteristic and people who do not share it		Foster good relations between people who share a protected characteristic and people who do not share it.	
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1. Introduction and Background

- 1.1. The Council's previous Corporate Plan was published in 2015 and covers the period of 2015 – March 2019.

- 1.2. Since the publication of the 2015-19 Corporate Plan, the Council has faced and continues to face significant challenges, it is considered timely to reset the Council's Core Business Objectives for the next four years.

2. The Current Situation

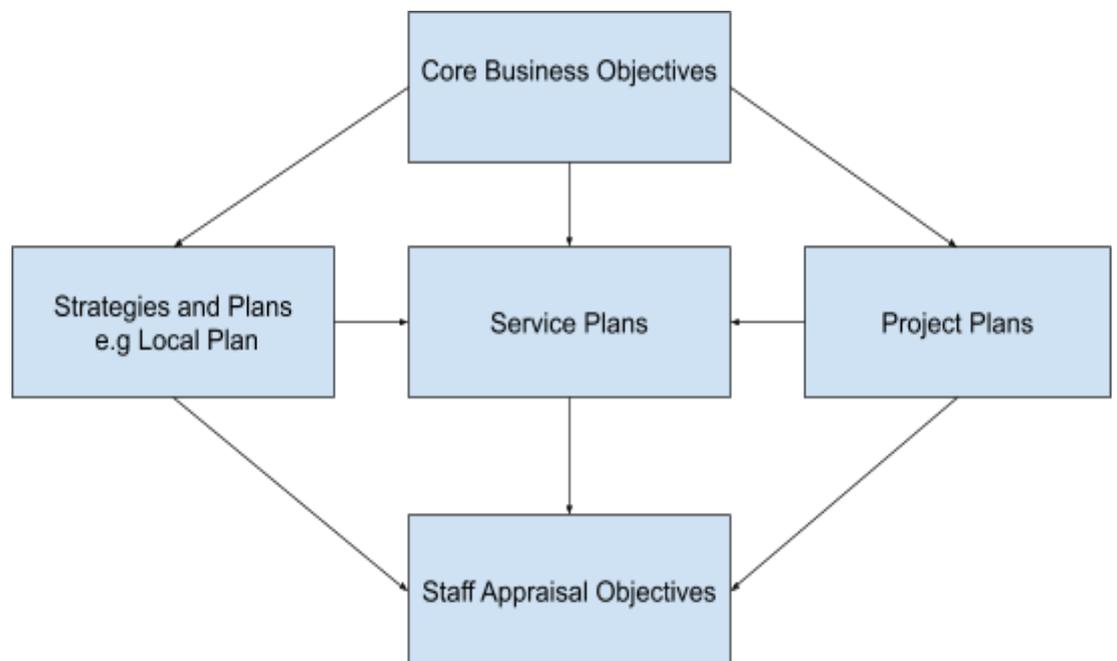
- 2.1. The Council's proposed new Corporate Statement and supporting Core Business Objectives set out the direction of travel for the Council over the next four years laying the strong foundations that will benefit, shape and grow the district.

- 2.2. The Council is aware that the communities in Thanet are changing and there are increasing demands for local services. At the same time, the Council is also aware of the many challenges facing local people and businesses. Therefore, the Council has set its Core Business Objectives to enable it to plan for the changing needs and

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to meet the increasing financial challenge ahead as core government grant funding is reduced to nil by 2020.

- 2.3. By taking this approach, the Council's resources will be focused on what matters the most, service delivery will be strengthened and both staff and partners will all be working towards a common goal of - ensuring prosperity and improved quality of life for our residents and the business community.
- 2.4. 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.
- 2.5. The proposed Core Business Objectives set out in Annex 1 will be delivered through focused operational service plans, supported by more detailed plans and strategies which set out service specific projects, actions and targets.



- 2.6. To provide assurance on the Council's direction of travel and to allow timely intervention, success will also be measured by a set of performance measures that make up the Corporate Performance Report. Progress will be reported to the Overview and Scrutiny Panel at quarterly intervals.
- 2.7. These measures will also be considered by the Corporate Management Team alongside complaints and compliments, audits and inspection reports, our own learning and other feedback. They will be reviewed to ensure emerging risks and issues are appropriately reflected, monitored and reported via the Corporate Risk Register to the Governance and Audit Committee.

3. Options

- 3.1. The panel is asked to provide feedback on the Corporate Statement and supporting Core Business Objectives (Annex 1) at this meeting.

and/or

- 3.2. Recommend the Corporate Statement and supporting Core Business Objectives (Annex 1) to Cabinet for onward submission to Full Council.

4. Next Steps

- 4.1. Following the Overview and Scrutiny Panel, the final version will be presented back to Cabinet requesting a recommendation to Full Council for final adoption.
- 4.2. If approved by Full Council the Core Business Objectives will be translated directly into the Operational Service Plans for 2019-23. This will enable each Core Business Objective to be monitored through the Council's Performance Management Framework.

Decision Making Process	Date
Cabinet	19 September 2019
Full Council	10 October 2019

Contact Officer:	Carol Cook, Policy Officer
Reporting to:	Madeline Homer, Chief Executive

Annex List

Annex 1	Corporate Statement and supporting Core Business Objectives
Annex 2	30 July Member's Briefing - comments and responses

Background Papers

Title	Details of where to access copy
Draft Equalities Impact Assessment	Carol.cook@thanet.gov.uk
Cabinet 13 June 2019: Approach to Corporate Business Planning	https://democracy.thanet.gov.uk/documents/s64419/Approach%20to%20Corporate%20Business%20Planning.pdf
Cabinet 25 July 2019: Corporate Statement and supporting Core Business Objectives	https://democracy.thanet.gov.uk/ieListDocuments.aspx?CId=151&MId=5212&Ver=4

Corporate Consultation

Legal	Tim Howes, Director of Corporate Governance
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Corporate Statement

The Council's Core Business Objectives set out the direction of travel for the Council over the next four years laying the strong foundations that will benefit, shape and grow the district.

In 2018, residents told us that clean streets, feeling safe and thriving towns were important to them and the Core Business Objectives address each of these top topics from the 2018 resident's survey.

The Council is aware that the communities in Thanet are changing and there are increasing demands for local services. At the same time, the Council is also aware of the many challenges facing local people and businesses. Therefore, the Council will set its Core Business Objectives to enable it to plan for the changing needs and to meet the increasing financial challenges ahead as core government grant funding is reduced to nil by 2020.

By taking this approach, the Council's resources will be focused on what matters the most, service delivery will be strengthened and both staff and partners will all be working towards a common goal of - ensuring prosperity and improved quality of life for our residents and the business community.



Growth

We will continue to ensure we work to consider new ways to generate income and invest our current resources. Delivering a Council that is financially strong to discharge its services and invest in the growth of the District.

What we plan to do:

- **Through partnership working promote Thanet's unique selling points to encourage local enterprise and inward investment.**
- Be a strong voice for Thanet at the Kent and Medway Economic Partnership.

- Contribute to the creation of a Coastal Prospectus which will inform the South East Local Enterprise Partnerships's Local Industrial Strategy.
- Refresh the Council's Economic Growth Strategy.
- **Lobby for infrastructure improvements including the Parkways Station, to support inward investment, local enterprise and housing growth.**
- Continue to look for a viable future for the Port of Ramsgate and the Royal Harbour.
- **Engage with businesses in the Creative Industries to identify opportunities for growth in the district and promote Thanet through the Thames Estuary Production Corridor ambitious industrial vision.**
- Encourage the rejuvenation of our high streets by supporting the growth of our creative industries.
- We will further support the regeneration of our High Streets by working with partners.
- Continue to promote tourism in Thanet and the increase in jobs that this will bring to the District.
- Maximise the return on our assets **and services.**

Environment

Having a clean and well-maintained environment remains important to us. We will be clear with our residents on what we will do and what our asks of residents are - cultivating a shared responsibility approach. Delivering a clean and accessible living environment, maintaining an emphasis on prevention but where necessary we will use an enforcement approach.

What we plan to do:

- Undertake a full and thorough review of our public toilet facilities including providing incentives for businesses to make good quality facilities available to the public.
- **Improve collaboration with KCC around relevant services.**
- Maintain strong enforcement action in the areas of planning, building control and parking. Strengthening our already tough response to fly-tipping and maintaining the zero-tolerance policy towards littering.
- Continue the education programmes in schools and the wider public areas to cultivate a shared responsibility approach to waste and littering.
- **We will review the recycling service and engage with the community to increase the districts recycling rates.** Maximise the use of smart bins to further improve the efficiency of emptying schedules.
- Extend the use of mechanical street sweeping equipment.
- Protect and enhance where possible our parks, beaches and open spaces for the benefit of current and future residents.
- Continue to progress the Local Plan to adoption.
- **Having agreed on a climate emergency we will** work to reduce our carbon footprint and promote awareness of our local wildlife, habitats and the wider environment.

Communities

Through effective partnership working with both the public sector agencies and the community, we will provide leadership and direction across the district and the region to ensure everyone is working to the same goal. Delivering high-quality housing, safer communities and enhancing the health and wellbeing of our residents.

- Plan to set up a housing development company, to work towards building the necessary good quality housing to meet the needs of existing and future communities.
- Improve standards and safety in homes across all tenures.
- Work to prevent homelessness and increase housing options.
- Aim to reduce the number of rough sleepers on our streets.
- Work with our partners to deliver a range of community safety initiatives across the District, taking tough action to tackle anti-social behaviour.
- Work in partnership with the community and Public Sector Agencies to seek new ways of working to improve or jointly deliver services.
- Work with the Boundary Commission in respect of representation on the Council.
- Promote the formation of a Margate Town Council to devolve decision making to a local level.
- Work with Town and Parish Councils, exploring the potential for devolving services where possible.
- **We will work with our communities to foster a shared responsibility and increase our community engagement.**

What we plan to do:



Thanet District Council

30 July 2019 - Member's Briefing - comments

CORPORATE STATEMENT AND SUPPORTING CORE BUSINESS OBJECTIVES



Growth

No.	Member Comment	Response
1	Coastal powerhouse with coastal hubs (although not one near Thanet) – their purpose was economic regeneration.	This will be considered as part of the work under the bullet point about continuing to look for a viable future for the Port of Ramsgate and the Royal Harbour.
2	Include more specifics – what will be done to encourage inward investment?	We have amended the text in the bullet point and specific delivery will be identified through the Economic Growth Strategy.
3	Grass root problem of empty high streets and property – need to put pressure on businesses with an empty property and support new businesses into the high street.	This will be considered as part of the work to rejuvenate the high streets.
4	Audit of what services make money and expand these areas.	This is covered under ‘Maximise the return on our assets’ - we have expanded the bullet to include services.
5	Provide more focus on supporting creative industries – its a growing area, perhaps include a reference to creative industries in the first bullet point.	We have added in a new bullet.
6	Business rates of a working airport would bring in an income.	Comment noted.
7	Have a casting agency in the Council’s film unit.	We will explore the suggestion.

Environment

No.	Member Comment	Response
8	KCC work on highways/roundabouts to remove weeds etc.	We have added in a new bullet.
9	What impact would a cargo hub and airport breakers yard have on the environment?	This will be dealt with through the appropriate planning process.
10	Need to look at what the public said they want and put resources in that direction. Right resource in the right place at the next budget: clean streets and environment.	We carry out a residents' survey every year to identify residents priorities. This is timed to coincide with the budget process to ensure we are confident we continue to invest in the areas that matter most to local people.
11	Replace the last bullet point with: the Council agreed on a climate emergency and has the intention to reduce carbon footprint by 2030.	We have amended the text in the bullet.
12	Provide incentives to recycle to encourage residents.	We have added in a new bullet.
13	Needs to be a connection between residents and TDC – look at how services like recycling can be improved and costs cut.	We have added in a new bullet.
14	Shared responsibility approach – all households to have access to recycling facilities by the end of the four year period.	We have added in a new bullet.
15	Unauthorised or unlawful encampments problem in the area.	This is being dealt with separately via the Overview and Scrutiny Panel Travellers Review Group.

Communities

No.	Member Comment	Response
16	The elderly and young were often forgotten elements of the community, need more engagement with community hubs and clubs. Council should increase its interaction with these hubs and clubs and see what can be done to help them.	The Service Planning process and Active Thanet Programme will pick this up.
17	Were there plans to use social housing fund? Chief Executive to check and respond back to Cllr Currie.	The Chief Executive is dealing with this matter directly with Cllr Currie.
18	The Council should think about how to support the early years age group.	The council works with KCC through the Thanet Leadership Group on broader strategic matters (Early years provision is not a District Council responsibility).
19	How can we ensure we have high-quality housing and access to money to build social housing.	This is something that the Housing Company will consider.
20	Was there more that could be done to ensure empty properties don't stay empty?	<ul style="list-style-type: none"> • Over the past 14 years, we have consistently been the highest performing council in Kent for bringing empty properties back into use. • Our number of empty properties brought back into use 2018/19 placed the council as the highest performing authority in Kent since records began in 2005. • We are currently exploring the use of Compulsory Purchase Orders. • From 1 April 2019, we have increased the Council Tax premium to 100% for residential properties that have been empty for more than two years. • Over the last 2 years, we have increased our empty property monitoring from 500 properties to cover 800 properties. • We have set ourselves more challenging performance targets for the next three years.

21	Don't over-promise and underachieve.	Comment noted.
22	Encourage volunteers and volunteering.	The council has a volunteer policy.

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