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OVERVIEW AND SCRUTINY PANEL

10 MARCH 2009

A meeting of the Overview and Scrutiny Panel will be held at **7.00 pm on Tuesday, 10 March 2009** at the Council Chamber, Cecil Street, Margate, Kent.

Membership:

Councillor R Bayford (Chairman); Councillors: Harrison (Vice-Chairman), Bruce, Crotty, Day, Hayton, Jarvis, Johnston, Lawson, Nottingham, Mrs Pickering, Mrs Roberts, Mrs Rogers, Scobie and Watkins

A G E N D A

Item
No

Subject

1. **APOLOGIES FOR ABSENCE**

Apologies from Cllr Nottingham whose substitute is Cllr Campbell.

2. **DECLARATIONS OF INTEREST**

To receive any declarations of interest. Members are advised to consider the extract from the Standard Board Code of Conduct for Members, which forms part of the Declaration of Interest Form at the back of this Agenda. If a Member declares an interest, they should complete that Form and hand it to the Officer clerking the meeting.

3. **MINUTES** (Pages 1 - 4)

To approve the Minutes of the Overview and Scrutiny Panel meeting held on 27 January 2009, copy attached.

4. **MINUTES FROM EKJSC OR ITS SUB-COMMITTEES** (Pages 5 - 20)

To receive the minutes of the East Kent Joint Scrutiny Committee's Waste Management Sub-Committee meeting held on 15 January 2009.

5. **PRESENTATION FROM JOHN BUNNETT** (Pages 21 - 22)

To receive the report of the Deputy Chief Executive. Copy to follow.

6. **TO APPROVE A GOING GREEN POLICY FOR THANET DISTRICT COUNCIL** (Pages 23 - 44)

To receive the report of the Director of Finance and Corporate Services, Sue McGonigal. Copy attached.

Item
No

Subject

7. **RESPONSE TO AIRPORT MASTER PLAN - KENT INTERNATIONAL AIRPORT (KIA).**
(Pages 45 - 76)
To receive the report of the Airport Working Party. Copy attached. Cover report to follow.
8. **TO AGREE THE COUNCIL'S RESPONSE TO THE CONSULTATION DRAFT OF THE EAST KENT SUSTAINABLE COMMUNITY STRATEGY (APRIL 2009); TO ADOPT THE STRATEGY (JULY 2009)** (Pages 77 - 78)
To receive a verbal report of the Sustainable Community Strategy Working Party.
9. **REPORT OF THE EQUALITIES WORKING PARTY** (Pages 79 - 80)
To receive the report of the Equalities Working Party on the Corporate Equality Plan 2008/09. Copy attached.
10. **BROADCASTING COUNCIL MEETINGS** (Pages 81 - 82)
To receive a verbal progress report of the Director for Customer Services and Business Transformation.
11. **REVIEW WORK PROGRAMME 08/09** (Pages 83 - 88)
To receive the reports from Working Groups and to receive the report of the Democratic Services and Scrutiny Manager, Glenn Back. Copy attached.
12. **FORWARD PLAN** (Pages 89 - 102)
To receive the schedule of Cabinet reports which are likely to involve a "key decision" being made between the period 1 April 2009 to 1 October 2009 and consider significant changes. Significant changes circulated separately.
13. **Q3 PERFORMANCE REPORT** (Pages 103 - 140)
To receive the report of the Corporate Improvement Manager, Sophie Chadwick. Copy attached.
14. **DATES OF NEXT MEETINGS**
Tuesday 12 May 2009 at 7.00 pm

Declaration of Interest form - back of agenda

OVERVIEW AND SCRUTINY PANEL

27 January 2009

Present: Councillor Bayford (Chairman); Councillors, Crotty, Day, Harrison, Hayton, Jarvis, Johnston, Lawson, Nottingham, Mrs Rogers, Scobie and Watkins.

Other Cllrs in Attendance:

Councillor Gideon was invited by the Panel for Item 5 of the Agenda

Councillor Campbell spoke under 24.1

R211 APOLOGIES FOR ABSENCE/SUBSTITUTIONS

Apologies were received for Councillors Bruce, Mrs Roberts and Mrs Pickering. Councillor King substituted for Councillor Mrs Pickering.

R212 DECLARATIONS OF INTEREST

No declarations of interest or whipping instructions were made.

R213 MINUTES

The minutes of the Overview and Scrutiny Panel held on 25 November 2008 were approved and signed by the Chairman.

R214 MINUTES FROM EAST KENT JOINT SCRUTINY COMMITTEE AND ITS SUB-COMMITTEES

The confirmed minutes of the East Kent Waste Management Sub-Committee [date] and the draft minutes of the East Kent Joint Scrutiny Committee [date] were noted.

R215 PRESENTATION FROM COUNCILLOR GIDEON, CABINET PORTFOLIO HOLDER FOR COMMUNITIES, HEALTH AND SAFER NEIGHBOURHOODS

Cllr Gideon introduced the agenda item before Colin Maclean made a presentation on the topic. Mr. Maclean is seconded to Thanet District Council by Kent County Council as the Thanet Works Director. He focussed on the origins, aims, targets and priorities of the Working Neighbourhood Fund also known as Thanet Works (refer to Annex 1). He said that the Fund was to target deprived areas as priority but indicated that all the unemployed in the District could benefit from the new programme. An additional £41,953 would top up the original £4million Fund because there had been an error in calculating the original figure for disbursement. The funding was for the period 2008/11.

The aim of the Fund was to challenge and improve aspirations of children and families who traditionally did not view seeking and securing employment as being within their reach. He said that Thanet Works would target people of working age who are on out of work benefits (Jobcentre Plus) and would also aim to increase the proportion of the population qualified to at least level 2 of LSC, increase the number of adult learners achieving a level 1 qualification in literacy (KCC) and reducing the level of 16-18 year olds not in education, employment or training (KCC). Thanet Works was going to challenge the way providers of employment, education and training worked.

Cllr Gideon then took over the second part of the presentation and reported on progress to date. Discussions had taken place with a number of partners and the Cabinet had approved the programme in August 2008. The structure of the programme had been worked out and that the first phase of Thanet Works was going to be commissioned in February 2009. The business community was involved and Phase One of implementation would have about £1 million disbursement. Thereafter the funding would be utilised in response to the demands to be set out in a new strategy. Entrepreneurs need to come up with innovative project proposals that would generate employment as this programme

would be employer-led. She indicated that the Fund might help unlock other forms of funding for the district.

Members wanted to know what mechanisms there were for ensuring that the funding was spread across all intended communities. Jobcentre Plus was one of the partners and these partners would employ a holistic and district-wide approach and a shared agenda when dealing with their respective customers. All bids submitted for funding would be challenged for viability and innovation and that the Fund was not going to duplicate what was already in place. The Leadership Group for Thanet Works would champion the programme aims and objectives. The Working Neighbourhoods Fund would go through a trial run of six to twelve months.

Members questioned the Fund strategy and said that Thanet Works should be community-led rather than employer-led. Cllr Gideon indicated that the strategy was not yet firmed up and should allow employer and community-led approaches, but this first stage was focusing more on employer-led initiatives. Members suggested that there were few local positive role models that are celebrated by local communities. They also said that there was a culture of seasonal employment in the district that required addressing and that the business community should be challenged to employ more female employees.

Cllr Gideon indicated that a project proposal on Childcare for working single mothers would challenge that tradition and would therefore be welcomed as an innovative proposal. Recessions usually brought communities together to pull through the crisis and this programme would create opportunities for champions of innovative ideas for employment creation for those children and families who traditionally do not have the motivation to seek employment. If it wished, the Overview and Scrutiny Panel could participate in a focus group firming up the strategy in the coming year.

R216 GUIDANCE ON UNREASONABLY PERSISTENT AND OR VEXATIOUS COMPLAINTS

Donna Reed said that whilst the majority of complaints received by the Council were genuine and received a thorough investigation, there was need to agree a policy on vexatious complaints to manage the nuisance caused by a few persistent complainants; this policy would give a standardised structure to handling such situations. Each service would have to put in a case for designating a complaint as vexatious which would ultimately be decided by the Monitoring Officer.

Members observed that while this was a good idea, officers should also ensure that genuine complaints raised by Councillors on behalf of their constituents were dealt with expeditiously. Donna Reed said a management system would be set up to track Members' queries.

The Panel supported the policy, subject to an amendment that there be a review after six months of implementation to determine the effectiveness of the policy and a further report presented to the Panel.

R217 REPORT OF THE AIRPORT WORKING PARTY

Cllr Harrison, the Chairman of the working party, said that the group went on field visits to Bristol and Bournemouth where they were shown how the two airports operated. The group was shown evidence on how airports can create employment as well as the measures that can be taken to mitigate the noise pollution. The group was also shown how the two airports manage the night time flying policy. He reported that the group would be meeting to write their report for formal presentation to the Panel meeting on 10 March 2009.

The report was noted.

R218 REVIEW OF WORK PROGRAMME 08/09 AND REPORTS FROM OSP WORKING GROUPS

The Corporate Improvement & Budget Working party reported that the Council Vision was still going through the consultation process which would lead to the final approval by Council. The Asset Management Working Party reported that the Council had not yet raised any money from the planned asset disposals. The Museums Working Party reported no progress and they were requested by the Panel to present a progress report at the next Panel meeting. The Recycling Working Party reported that they were going to meet on 28 January 2009. Members raised concerns regarding the difficulties they faced when they tried to make arrangements for their informal group meetings. The Panel Chairman said that a planning meeting had been set up to look into ways of making the scrutiny function more effective and valued in Council.

Members suggested that a replacement for Cllr Nottingham be sought even from outside the Panel to team up with Cllr Mrs Rogers in the Allotment Working Party. The Thanet Works Working Party reported that they were still to meet. Councillors Mrs Rogers and Crotty were the additional Members to the Landlord Services Working Party. The Group was going to meet on 9 February 2009. The Equalities Working Party was going to meet on 16 February 2009. The Sustainable Community Strategy Working Party was still to meet.

The reports were noted.

R219 FORWARD PLAN

The significant changes were noted.

The meeting ended at 9.18 pm.

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MINUTES OF THE EAST KENT JOINT SCRUTINY COMMITTEE AND ITS SUB-COMMITTEES

To: **Overview and Scrutiny Panel – 10 March 2009**

Main Portfolio Area: **All**

By: **Democratic Services and Scrutiny Manager**

Classification: **Unrestricted**

Summary: To provide Members with an opportunity to review the work being undertaken by the East Kent Joint Scrutiny Committee.

For Information

1.0 Introduction and Background

- 1.1 At Council in May 2008 the establishment of an east-Kent Joint Scrutiny Committee was supported.
- 1.2 This standing agenda item will include published minutes of the business transacted at those meetings, and any sub-committees it may establish, in order to allow Panel members the opportunity to review the work being undertaken.
- 1.3 The minutes of the EKJSC-Waste Management Sub-Committee meeting held on 15 January 2009 are attached.

2.0 Corporate Implications

2.1 Financial

2.1.1 None

2.2 Legal

2.2.1 None

2.3 Corporate

2.3.1 None

2.4 Equalities

2.4.1 None

Contact Officer:	Glenn Back, Democratic Services & Scrutiny Manager, ext.7187
Reporting to:	Miles Smith, Interim Head of Legal & Democratic Services

Annex

Annex 1	Minutes of the EKJSC-Waste Management Sub-Committee Meeting held on 15 January 2009.
Annex 2	CS Presentation (15 January 2009) on East Kent Joint Waste Project

Background Papers

Title	Details of where to access copy
None	n/a

Corporate Consultation Undertaken

Finance	Not required.
Legal	Not required.

EAST KENT (JOINT SCRUTINY) COMMITTEE
WASTE MANAGEMENT WORKING SUB-GROUP

15 January 2009

Minutes

Present:

Councillor M Harrison, Chair (TDC)
Councillor M Fisher (CCC)
Councillor D Lloyd-Jones (DDC) Substitute for Cllr K Mills
Councillor J Simmonds (KCC)
Councillor Clifton-Holt (SDC)

Officers
Present:

John Bunnett, Deputy Chief Executive (TDC)
Lorraine Burley, Senior Committee Administrator (SDC)

Also
Present:

Chris Stannard, Project Manager
Rebecca Brough (DDC)

1. Apologies for absence

There were no apologies for absence.

2. Declarations of interest

There were no declarations of interest.

3. Minutes

The minutes of the meeting of 3 December 2008 were agreed and signed as a true record.

4. Presentation and verbal update on the project

The presentation had previously been made to the Programme Board on 13 January 2009 and is attached to these minutes as Appendix 1.

Points covered:

Meeting Objectives

Technical Update

a) Recycling service Options for Change

- Dry recycle options reviewed
- Food waste options reviewed

b) Implications of Project for Districts

c) Implications for County

Finance Update

Legal Update

Timescale

Discussion Issues

John Bunnett asked what matters would be regarded by individual authorities as 'Dealbreakers'.

Thanet – public resistance, political repercussions, food and garden waste co-mingled. However, a 'dealmaker' would be the glass collection.

Dover – public resistance and problems regarding the suitability of use of wheelie bins. Dealmakers would be glass collection and being able to convince the public that taxes were being kept down.

Canterbury - collection of glass is positive, as is co-mingling food and garden waste (at present Canterbury does not collect garden waste during the winter). Lines of communication should be open at all times and a contractual arrangement, rather than a joint board, would be preferred.

Shepway – No savings being made; drop in service to the public; too many changes; and if the MURF breaks down and the material is taken to landfill.

KCC - Economies are to be made; needs to be 'sold' correctly, needs briefing to make it happen. There is a government drive towards single authorities, we must co-operate or be forced.

John Bunnett stated that it should be made very clear that this should not be seen as the next step towards unitary government. This group does not consider this project as the thin end of the wedge towards a unitary authority – we are working together for value for money.

5. Time, date and venue of the next meetings

It was agreed that the following meetings be held on:

Monday 9 February at 10am, Civic Centre, Castle Hill Avenue, Folkestone

Monday 23 March at 2pm, Civic Centre, Castle Hill Avenue, Folkestone.

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EAST KENT JOINT WASTE PROJECT

Programme Board
13th January 2009

Meeting Objectives

- 1) To outline progress to-date on Technical, Financial and Legal Issues.
- 2) Decision Timescales
- 3) Discussion on Key Issues

Technical Update

Recycling Service Options for Change

A) Dry Recyclate options reviewed:

- 1) Comingled Kerbside Collection : paper, cardboard, cans, plastics but **not** glass
- 2) Comingled Kerbside Collection :as per 1 but inc. glass
- 3) Split Bodied Collection : paper and cardboard/
plastics, cans , glass

B) Food Waste Options reviewed:

- 1) Food Waste Comingled with Garden Waste
- 2) Food Waste Collected separately

Technical Update

- ▣ Implications of Project for Districts
 - Increase in recycling from average 37% to 43%
 - Move away from weekly kerbside sort collections to fortnightly comingled collections in Shepway
 - Inclusion of Glass into kerbside collections in Canterbury/Thanet
 - Food Waste Collection provided comingled with Garden Waste
 - Introduction of AWC of residual waste in Dover
 - Loss of End Market and Garden Waste Income

Technical Update

- ▣ Implications for County
 - Provision of Local Material Recycling Facility
 - Provision of Local In-Vessel Composting Facility
 - Provision of Transfer Facilities
 - Capital Funding for changes in Containerisation requirements within Districts
 - Additional Revenue Funding to assist in expansion of services
 - Significant avoided disposal costs

Finance Update

- ▣ Draft Financial Assessment completed and currently subject to review by Steering Group
- ▣ Meeting with Section 151 officers 16/01/09
- ▣ Summary Agreed Financial Report to be issued following review.

Legal Update

- ▣ Contracts extended to 2010 in Shepway and Dover
- ▣ Shepway /Dover to commence Procurement process in April 2009
- ▣ Partnership Agreement – type of approach to be agreed – Joint Board v Contractual Arrangement

Timescale

- ▣ Key Dates – Chief Executives Meeting
21/01/09
- ▣ Report Deadline EKJAC 11/02/09
- ▣ EKJAC 11/03/09

Discussion Issues

- ▣ Comingled v Split Bodied Collection
- ▣ Public Consultation
- ▣ Partnership Agreement – Joint Board v Contractual Relationship
- ▣ Soft Market Test v Full Market Procurement
- ▣ Deal Breakers

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PRESENTATION FROM THE DEPUTY CHIEF EXECUTIVE

To: **Overview and Scrutiny Panel – 10 March 2009**

Main Portfolio Area: **All**

By: **Democratic Services and Scrutiny Manager**

Classification: **Unrestricted**

Summary: To receive a presentation from the Deputy Chief Executive, John Bunnett.

For Information

1.0 Introduction and Background

- 1.1 The Panel has a standing item to receive presentations from Cabinet portfolio holders. The invitation requests a presentation on 'The challenges facing Thanet District Council' under the current economic environment.
- 1.2 Occasionally Senior TDC Officers are invited to make presentations and engage Panel Members in discussion.

2.0 Corporate Implications

2.1 Financial

2.1.1 None

2.2 Legal

2.2.1 None

2.3 Corporate

2.3.1 None.

2.4 Equalities

2.4.1 None.

Contact Officer:	Glenn Back, Democratic Services & Scrutiny Manager, e.7187
Reporting to:	Miles Smith, Interim Head of Legal & Democratic Services

Annex

None	
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Background Papers

Title	Details of where to access copy
None	n/a

Corporate Consultation Undertaken

Finance	Not required
Legal	Not required

A CLIMATE CHANGE POLICY AND ACTION PLAN FOR THANET.

To: **Overview and Scrutiny Panel 10th March 2009**

By: **Sue McGonigal, Director of Finance & Corporate Services**

Classification: **Unrestricted**

Summary: To agree a Climate Change Strategy and Action Plan for Thanet.

For Decision

1.0 Introduction and Background

- 1.1 Climate change is a global issue that has been making headlines for some years. Internationally, targets and frameworks, such as the Kyoto Protocol, have been set to tackle and reduce the causes and effects of climate change and it is recognised that immediate action is required to reduce greenhouse gases to avoid an irreversible effect on the global climate. The effects of climate change are also experienced at a local level so it is important to act globally, nationally and locally on this issue.

With the rate of rising sea levels increasing rapidly as a result of global warming flooding is a real threat and research undertaken by Canterbury Christchurch University's Department of Geographical and Life Sciences suggests that Thanet could be separated from mainland Britain by as early as the middle of next century as a result of flooding due to climate change. It is predicted that over the next 80 years there will be an increase of between 2.0°C and 2.5°C in average annual temperatures in the South East of England as well as decreases in average annual rainfall of up to 10%. We can expect wetter winters and drier summers with rain increasing by 20% in winter and decreasing by 8-23% in summer. As a consequence of this we can anticipate a shifting pattern of more severe weather with floods and droughts becoming the norm.

2.0 How Local Government is responding to the threat of Climate Change.

- 2.1 The phenomenon of climate change continues to move up the local authority agenda. Local authorities clearly have a central role in leading society's response to the challenge of climate change and as a result environmental action and sustainability, for both the Council and its partners, are now pivotal to the new CAA and Use of Resources assessment.
- 2.2 In October 2000 the Nottingham Declaration on Climate Change was launched, which requires local authorities to work with the community to develop an action plan to tackle climate change at a local level. By signing the Declaration councils pledge to systematically address the causes of climate change and to prepare their community for its impacts. To date it has been signed by more than 300 English Councils, although Thanet District Council has yet to do so.

Progress made by the Council

- 2.3 Although the Council has yet to sign up it is nonetheless aware of the potential impacts of a changing climate and the need to develop adaptation responses. In May 2008, with Member backing and a commitment from the Corporate Management Team, the Going Green Group was formed to address climate change concerns and to promote education both within the Council and in the wider community. To date the group has completed a survey of several Council sites, in association with The Carbon Trust, in order to calculate the Council's carbon footprint and are currently in contact with The Energy Saving Trust to arrange a green vehicle fleet review. A Green Awareness Week was held recently at the Council offices, which was successful in recruiting Green Guardians across the whole range of service areas and raising officer awareness in what can be done to tackle the impacts of climate change. The Council employs approximately 800 staff, which is a sizable number of people who are able to feed the key messages back to the communities in which they live and work.

3.0 Moving Forward

- 3.1 To date although much has been done it has been on an ad-hoc basis, making it difficult to chart the progress. It is proposed that the Council adopts a formal Environmental Strategy, which sets out the Council's commitment to dealing with the causes of climate change and its impact and how it intends to do so. A draft Strategy is attached at annex 1 for Members' approval.
- 3.2 In order to deliver the aims that are set out within the strategy a more detailed action plan has been developed, which is shown at annex 2 for information. This is a management action plan that outlines the key steps that are needed to make the desired progress, the timelines for their completion and the officer responsible. Management will regularly monitor progress against this via the Going Green Group and as with all action plans it will be reviewed and revised (where appropriate) on a regular basis, but no less than annually.
- 3.3 Key Theme 1 - Action 6 in the Plan is "to sign up to the Nottingham Declaration", a copy of which is attached at Annex 2. Members are thereby asked to agree that the Council's commitment to dealing with Climate Change is given formally through the signing of the Nottingham Declaration.

4.0 Corporate Implications

4.1 Financial

Sustainable green solutions are often beneficial financially as well as ecologically. Solutions for reducing energy and water consumption can prove to be excellent and inexpensive 'invest to save' opportunities with the potential for saving the council reasonable sums in the near future. There is also the potential for grant funding for some initiatives. Given the current economic climate, with a reduced cash base, the Going Green Group intends to investigate fully all such opportunities and will endeavour to make progress in other areas at minimal cost.

4.2 Legal

4.2.1 There are no Legal issues specific to this report.

4.3 Corporate

4.3.1 Adopting the Climate Change Strategy and Action Plan will assist the Council in maintaining the 2008/09 Use of Resources score of Level 3. This will minimise the risk of future reputational damage in not achieving this level under the new CAA assessment for 2009/10.

4.3.2 The contents of this report are designed to improve the Council's carbon footprint and adaption to climate change and will therefore represent an improvement on its impact on the environment.

4.3.3 The Climate Change Strategy and Action plan link to the Corporate Plan through Theme 3 – Beautiful Thanet and Theme 6 – Modern Council.

4.4 Equity and Equalities

4.4.1 There are no Equity and Equality issues specific to this report.

5.0 Recommendation(s)

5.1 To approve the draft Climate Change Strategy

5.2 To note the Action plan for managers that has been developed to deliver the Climate Change Strategy.

6.0 Decision Making Process

6.1 This is a policy framework decision to go to Cabinet.

Contact Officer:	Sue McGonigal, Director of Finance & Corporate Services
Reporting to:	John Bunnett, Deputy Chief Executive

Annex List

<i>Annex 1</i>	<i>Climate Change Strategy and Action Plan for Thanet</i>
<i>Annex 2</i>	<i>The Nottingham Declaration</i>

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A Climate Change Strategy & Action Plan for Thanet for 2009 – 2011

Climate Change

The effects of climate change are an internationally recognised problem, which are also experienced at a local level. In the South East of England our climate is expected to change considerably over the next 80 years. Greater seasonal variation in climate and changes in the pattern of extreme events are expected, which would have a significant impact on an area such as Thanet whose economy relies heavily on visitor numbers. Not to mention the potential cost of flooding and hurricane force winds, which are predicted to become more frequent.

Over the course of the last ten to fifteen years a range of targets and frameworks have been set to tackle and reduce the effects of climate change. In England the Government has set a target for the reduction of greenhouse gasses of 60% by 2050 and 80% by 2100. This is expressed as carbon dioxide (CO₂) equivalent emissions, although there are many other 'greenhouse' gasses that gather in the atmosphere, affecting the world's weather patterns. Some of these, such as methane, are released from landfill waste, whereas others are emitted from vehicle exhausts.

Policy Statement

Concern for the environment is a high priority for many communities across Kent. Thanet District Council's Corporate Plan includes measures intended to protect the environment by minimising our impact on climate change and securing sustainable development in the future.

Reducing carbon emissions is key to minimising the acceleration of climate change, but this strategy covers the whole spectrum of natural resources that the Council and its employees use, including gas, electric, fuel, water and waste disposal; as well as the services which the Council provides that have an impact on local developments.

As a community leader the Council will aim to lead by example by promoting best practice within the Council's own operations to reduce its carbon emissions and demands on other natural resources. It will work with its communities and partners to promote greater awareness of the implications of climate change; and provide advice and assistance to everyone on sustainable living. By reviewing the services provided by the Council and by working with residents, businesses and visitors to the area, we hope that we can cut down the causes of climate change to bring a better quality of life to communities today and the future.

The Strategy

An approach that focuses on 8 key themes has been developed, which covers all of the significant aspects of council activity that can have an impact on climate change. Each of these is explained in terms of the impact it has, the progress that the Council has made to date, and the approach it intends to make in the future. The delivery of the overarching strategy is supported by a detailed Climate Change Action Plan, which sets out the key actions that will be taken by the Council. This covers direct action to reduce emissions and the demand on natural resources, the mechanisms that will be put in place for ongoing monitoring and review, to ensure that it continues to deliver the desired improvements, and the steps the Council will take to influence its communities and other stakeholders. Since 2007 the Council has had a 'Going Green Group', which comprises officers from a wide range of Council services who are tasked with driving forward the actions within the plan.

Responding to Climate Change – an Action Plan

Key Theme 1 – The Corporate Framework

In order to deliver its commitment to reduce its demand on natural resources and the carbon footprint of the area, the Council must lead by example and demonstrate good practices. It will also pledge to work with its partners, to influence similar levels of commitment, especially the East Kent Local Strategic Partnership to engage with the wide range of organizations across the East of Kent.

In order to drive forward its commitments to the Climate Change Strategy the Council has established the Going Green Group, who will lead the programme of activities set out in this action plan. The Group will be chaired by a member of the senior management team and will have a membership made up of officers from across all of the Council's services, and an elected member who is chosen to act as the Council's Green Champion. The core purpose of the Group will be to deliver the action plan for this key theme.

Action	Timescale	Owner
Formulate and agree a Climate Change Strategy. [EMI 1 & IA 3.1]	April 2009	Sue McGonigal
Undertake a self assessment against the AC KLoEs Reflect areas for improvement in the Climate Change Action Plan. [IA 3.3] <i>Use as supporting information for draft climate change strategy and action plan.</i>	By Dec 2008, then annually in January of each year.	Justine Swain
Gain organizational support from members and senior officers to drive forward a programme of activity to reduce the area's demand for natural resources and reduce its carbon footprint.		Sue McGonigal
Obtain relevant best practice guidance documentation to enable a technical library to be set up (see Carbon Trust report for suggested reading list).	Ongoing	Justine Swain
Consider impact of climate change and make appropriate entry in the Council's risk register. [IA 3.4]	Feb 09	Sue McGonigal
Sign up to the Nottingham Declaration. [IA 3.5]	April 2009	Sue McGonigal
Consider options for increasing resources to support delivery of the Climate Change Strategy and associated action plan (particularly staff). [IA 3.6]	Feb 2010	Sue McGonigal
Seek suggestions for use of loan funding from Carbon Trust. [IA 3.8]	April 2009	Justine Swain/Sue McGonigal

Promote the use of appropriate costing techniques to consider the sustainability impact of purchases/projects (including use of whole life costing).[IA 3.9]	Mar 2010	Sarah Martin
Revise format of decision making reports to include reference to environmental impact and consider adopting a positive discrimination policy in favour of green schemes.	April 2009	Ginny Bax/Sue McGonigal
Calculate an estimate of the TDC carbon footprint.	April 2010	Justine Swain/Karen Paton
Review emissions by future contractors. Monitor progress over the life of the contract. [IA 3.11]	Dec 2010	Sue McGonigal/ Karen Paton
Engage with partners to assist with the study of significant CO ₂ producers.	Ongoing.	Sue McGonigal/Justine Swain

Key Theme 2 – The Monitoring Framework

In order to be able to evidence progress being made on environmental improvements and measures to reduce demand on natural resources, the Government has set a number of National Indicators which have been adopted by the Council and, in a number of cases, by The Public Services Board (or Kent Partnership), featuring as part of the suite of 35 KA2 indicators. As they are new, there is currently no baseline data available for most/all of these. Therefore, processes are needed to provide a mechanism for the Council to measure its progress and provide required national performance data.

Action	Timescale	Owner
NI 185 CO ₂ reduction from Local Authority operations.	Annually reviewed.	Karen Paton / Sue McGonigal
NI 186 Per capita reduction in CO ₂ emissions in the LA area.	Annually reviewed.	Tanya Wenham
NI 187 Tackling fuel poverty % people receiving income based benefits living in homes with a low energy efficiency rating.	Annually reviewed.	Tanya Wenham
NI 188 Planning to adapt to climate change.	Annually reviewed.	Sue McGonigal / Justine Swain

Key Theme 3 – Planning and Regulation

The planning system is an ideal vehicle through which we can work to address issues relating to climate change, and as a result one of the key objectives of the Climate Change Strategy is to promote sustainable development.

The Planning and Regulatory systems implemented by the Council can make a significant contribution to climate change issues. This has been recognised by the government in a number of policy documents and related guidance aimed at the promotion of sustainable development. A “Planning and Climate Change” supplement to Planning Policy Statement No1 (Delivering Sustainable Development) was published in December 2007 and sets out how planning should contribute to reducing emissions and stabilising climate change and take into account the unavoidable consequences.

Planning is central to the delivery of the new homes that are needed in the UK; it supports the business development necessary to create jobs and prosperity; and, enables the delivery of the infrastructure which provides access for everyone to essential transport, energy and water and underpins sustainable communities. In making this contribution to a prosperous economy and to a high quality of life for all, planning has a key role in helping to tackle climate change. There is now a formal duty on Local Authorities to consider the impacts of climate change in developing their Local Development Framework (LDF).

The Council’s adopted and emerging planning policies determine the scale, location and nature of all new development within the District and these have a fundamental impact on travel patterns, total movements and modes of travel. It is government policy to reduce travel overall and to encourage the move to modes of travel other than the private motor vehicle. Designing new development to be pedestrian and cycle friendly, to increase access to and usage of public transport and reduce the reliance on private motor vehicles is fundamental to reducing CO2 emissions.

The Council prepares planning briefs to give guidance on key sites and these will be prepared in line with the latest advice and guidance to ensure the impact of such developments on climate change is minimised.

The planning system also determines the location of development in relation to other issues ensuring that areas subject to flood risk, now and predicted, are avoided (or where essential development is required to require appropriate mitigation) and that sensitive areas such as Sites of Special Scientific Interest (SSSI’s) are not harmed and that biodiversity is enhanced. The council has carried out a Strategic Flood Risk Assessment to help inform decision making.

In considering planning applications and in implementation of the Building Regulations a number of new initiatives are being developed to ensure that development is more sustainable and that its carbon footprint is minimised.

The “Code for Sustainable Homes” is a means of driving continuous improvement, greater innovation and exemplary achievement in sustainable home building. It measures the sustainability of new homes within nine categories and uses a 1-6 star rating system to communicate the overall sustainability performance of a new home. The code sets minimum standards for nine categories including energy and water use at each level. Following consultation the government made a code rating mandatory for all developments where a local authority received a building notice, initial notice or full plans application from 1st May 2008.

The Building Regulations are being progressively tightened to require major reductions in carbon emissions from new homes to get to zero carbon by 2016.

Buildings can be assessed under BREEAM (Building Research Establishment Environmental Assessment Method) and a number of organisations have minimum standards. For example The Homes and Communities Agency requires all new developments on their land to be rated Good or Excellent under BREEAM.

“Buildings for Life” is the national standard for well designed homes and neighbourhoods. Through the use of 20 criteria it promotes design excellence and celebrates best practice in the house building industry. The process of training a number of planning staff to carry out assessments has commenced. Progress on this will need to be reported in the council’s “Annual Monitoring Report” on the LDF

The Council (along with other Kent Councils) has adopted “Kent Design” as a supplementary planning document for use in determining planning applications. This comprehensive guide incorporates all the main principles of sustainable development and has a key role, alongside the policies in the Local Plan and Local Development Framework, in ensuring that new development is sustainable and makes the least possible impact on the environment. The guide encompasses many elements relating to impact on climate change including the use of SUDS (sustainable drainage systems), passive solar heating, use of landscaping and measures aimed at reducing the use of the private car.

An increase in the use of sustainable building principles can be influenced through the delivery of new affordable housing schemes. Housing associations are at the leading edge of design and quality standards, as detailed in the Homes and Communities Agency Design and Quality Strategy. In order to access funding through the National Affordable Housing Programme, Housing associations are currently required to achieve Level three of The Code for Sustainable Homes in all grant funded schemes.

These higher standards will result in reduced fuel bills and reductions in carbon emissions. There is a greater up front cost for these new homes, which is expected to be reduced over time as new technology is developed.

It is expected that Housing Associations will be required to achieve level four of the Code for Sustainable Homes by 2011.

Air quality is a major factor in assessing climate change issues and tackling some of the causes.

Thanet District Council has been monitoring air pollutants since 1993. In 1997 the Kent Air Quality Partnership – a county wide initiative to pool information, knowledge and data to aid long term planning for the county and to enable pollution trends to be monitored.

The Council has a legal obligation to undertake periodic reviews and assessments of air quality within its area. The quality of the air is judged against national air quality objectives for specified pollutants. Where necessary, Action Plans must be implemented with the aim of improving air quality.

An Air Quality Management Area has been designated along the A28 at The Square, Birchington. A detailed assessment has shown that there is a risk of exceeding air quality objectives for Nitrogen Dioxide (NO₂) and Fine Particles (PM₁₀) in this area. The main source of both of these is from road transport. Up to date information and measurement for Thanet and Kent can be viewed at www.KentAir.org.uk

Action	Timescale	Owner
Ensure compliance with the requirements to achieve the current statutory level for new homes within the Code for Sustainable Homes.	April 2009 & Ongoing	Geoff Musk
Promote the use of sustainable building principles in all new developments; and insist on the use of sustainable building principles in all new Council developments.	April 2009 & Ongoing	Simon Thomas/Amber Christou/Colin Fitt/Doug Brown
All new build affordable housing to attain level three of the Code for Sustainable Homes.	April 2009 & Ongoing	Amber Christou
20% of new build affordable housing to attain Level four of the Code for Sustainable Homes.	April 2009 & Ongoing	Amber Christou
Adhere to the principles set out in PPS1 in determining planning applications.	April 2009 & Ongoing	Simon Thomas/Doug Brown
Apply the principles set out in PPS1 in decision making on Local Development Framework policy preparation.	April 2009 & Ongoing	Colin Fitt
Have regard to the advice and guidance in "Kent Design" in all decision making on planning applications.	April 2009 & Ongoing	Simon Thomas/Doug Brown
Work with the Kent & Medway Air Quality Partnership to secure a co-ordinated approach to the monitoring and improvement of air quality in Kent.	April 2009 & Ongoing	Penny Button
Continue to monitor air pollution across the Island.	April 2009 & Ongoing	Penny Button

Key Theme 4 - Energy and Water

Using energy more carefully, or from alternative sources will reduce CO₂ equivalent emissions as well as reduce costs and as a result this theme is key to the climate change strategy.

This theme is as important to Council tenants, as much as it is to the delivery of core services. Recognising the benefits to people's health and quality of life, the Council will strive to make heating more affordable for more Council tenants and to provide warmer, more comfortable homes.

The Home Energy Conservation Act 1996 seeks a 30% improvement in energy efficiency in residential accommodation over a 10 – 15 period; to date Thanet District Council has achieved an improvement 24.7%.

Energy and water procurement is managed and contracted centrally with all energy purchased through our membership of Local Authorities South East Region Energy Buying Group (LASER), which ensures not only economies of scale, but the critical mass necessary to optimise competition from renewable sources within the market. For 2007-2008 in excess of 55% of the Council's Electricity consumption was sourced from renewable sources.

The Council has set up a working group 'The Energy Matters' Project Team which is responsible for delivering a 10% reduction in the Council's energy usage by 2010. Already significant savings in energy usage have been achieved through the replacement of the heating system within the main Cecil Street offices 2005 and cessation of kettle use with installation of centrally located hot water boilers. Further improvements will be achieved as part of an ongoing accommodation strategy. As part of this strategy the Council's office portfolio will be significantly rationalised to locate 70% of staff to the main office at Cecil Street and the opportunity to make further improvements to the efficient operation of the building include future installation of double glazing, improved roofing insulation, lux sensor low energy lighting installed throughout, introduction of waterless urinals and replacement of electrical equipment with 'A' rated energy saving devices i.e. hand driers, refrigerators etc. Energy conservation awareness is seen as critical and staff engagement is managed, co-ordinated and communicated by "green champion" volunteers within the membership of the Energy Matters project, bringing ideas and proposing initiatives i.e. IT server rationalisation, monitoring of out of hours PC usage in order to identify quick win areas where greater energy efficiencies can be achieved.

To provide communities with water a large amount of energy is used moving the water around the networks of pipe, from the source to the end user, as well as in process used to filter and purify the resulting waste. Water efficiency therefore contributes to the Climate Change strategy and the Council will consider the steps it can take to reduce water usage in its own operations, as well as promote an awareness of water conservation in the public and business communities. The Council's water consumption is managed and monitored centrally and with the ability to map trends any peaks in usage are identified early, ensuring leakage is investigated and dealt with promptly. Installation of water saving fittings in the Council's main offices will also contribute to the delivery of this action.

Action	Timetable	Owner
Research the impact of putting Hippos in all toilets [IA 3.14]	TBC – Green Champion Group	Robin Haves
Consider the benefit/cost of providing Hippos to all staff and housing tenants [IA 3.15]	April 2009	Craig George
Monitor energy usage by recording monthly meter readings. Use to learn more about energy usage (e.g. map against outdoor temperature); use to set targets. [EMI 3]	TBC – Green Champion Group	Robin Haves/Linda Taylor
Upgrade building energy management system software & hardware at Cecil Street that is used to monitor and control heating and air handling units [SSO3]	April 2009	William Neech/Robin Haves
Install a metering and electricity purchase management system at Ramsgate Inner Marina [SSO5]		Dominic Evans
Identify what items of plant are left running overnight (data indicates night time use accounts for 21% of day time energy consumption) [GO 2]	TBC – Green Champion Group	Robin Haves/William Neech

Action	Timetable	Owner
Optimise number of lights able to be individually controlled as part of accommodation strategy; and replace lights with energy saving/reduced wattage models where possible [GO3 & SSO1 & IA 3.17]	By Dec 2011	Donna Reed
Use 'Facilities Team Aware' stickers to apply to reported problems, (e.g. leaking taps).	Ongoing.	Robin Haves & Green Champion Group
Fit motion sensors where possible and where advantageous. [GO4 & SSO2 & IA 3.18];	By Dec 2011	Donna Reed
Insert a voltage power optimizer at Ramsgate Inner Marina [SSO4]	March 2010	Robin Haves/Dominic Evans
Monitor PC/monitors overnight running and regularly report on [GO 1 & IA 3.19]	Ongoing.	William Neech/Will Causton & Green Champions Group
Review the number of users using 2 screens [IA 3.20]	Sept 2009	Directors
Pilot different ways to deter staff from changing thermostat settings (e.g. 'Do not touch' sign over the dial, with contact number of who to call if there is a problem). [EMI 2 & IA 3.21]	March 2010	Robin Haves / Hayley Eversfield & Green Champions Group
Consider benefit of core hours in office buildings To reduce heating and lighting requirements [GO 2 & IA 3.22]	March 2010	Karen Paton/Robin Haves
Consider options for meeting schedule to reduce the number of evening meetings. (Impacted on by proposals to move to old town) [GO 2 & IA 3.23]	June 2009	Miles Smith
Undertake feasibility study for improving security at Leopold St car park to enable lighting in the upper floors to be turned off at night. [SSO 6]	March 2010	Robin Chantrill Smith
Improve the energy efficiency of heating systems/boilers as part of the upgrade program in council owned homes	Dec 2009	Madeline Homer
Increase the SAP rating of Council owned homes to xx	April 2016	Madeline Homer
Increase energy efficiency in private sector homes through providing advice and loans to landlords, vulnerable tenants and owner occupiers.	March 2011	Tanya Wenham

Action	Timetable	Owner
Run a promotional campaign to promote more efficient use of energy amongst our tenants – i.e. in ‘Your Say’ tenants newsletters – estate road shows	March 2010	Madeline Homer
Review options for using wind turbines to supplement /provide the Council’s energy [3.24]	Ongoing.	Karen Paton/Robin Haves/Linda Taylor & Green Champion Group
Review grant funding for energy reduction projects through the Energy Savings Trust.	Sept 2009	Karen Paton/Tanya Wenham
Produce an Annual Statement of Energy Use in Cecil St (Gas/Elec) and Inner Marina offices (Elec) in order to set targets for the future.	Ongoing.	Dominic Evans/Robin Haves/Linda Taylor & Green Champion Group

Key Theme 5 – Waste

Waste is a growing problem which has a direct impact on the production of greenhouse gases. This, and the fact that landfill sites are fast filling up means that the Council needs to act now to find new ways to deal with the waste generated within the district.

Historically, the UK has relied on landfill sites for waste disposal. However, European Directive on the Landfill of Waste (Landfill Directive) has introduced important restrictions on how the UK can dispose of its waste in the future.

Biodegradable waste (e.g. food waste, garden waste, paper and card) causes particular problems in landfill. When this material is sent to landfill it is unable to decompose properly because it is buried under other rubbish and doesn’t have access to air. Instead, methane, a powerful greenhouse gas is produced.

The Landfill Directive has set targets for the progressive reduction of biodegradable waste being sent for disposal in landfill compared with the tonnage in 1995. The targets are

- By 2010 the biodegradable waste land filled must be reduced to 75% of that of that produced in 1995.
- By 2013 the biodegradable waste land filled must be reduced to 50% of that produced in 1995.
- By 2020 the biodegradable waste land filled must be reduced to 35% of that produced in 1995.

The UK has adopted a Landfill Allowances Trading Scheme to help achieve these targets.

As well as introducing the wheeled bin recycling scheme to over 40,000 householders in the past three years, Thanet District Council actively promotes home composting as a more environmentally friendly way of dealing with food and garden waste. In addition, all garden waste collected through its collection service is taken to a centralised facility where it is shredded and composted before reuse.

- Domestic waste in Thanet fell from 673kg per household in 2006/7 to 550kg in 2007/8. It is forecast to drop to 536kg for 2008/9 with a Local Area Agreement target of 511kg by 2010/11. The current figure is already better than the countywide average LAA target of 704kg, which is in itself better than the national average.
- Recycling in Thanet has increased from 4% in 2004 to over 30% in 2008, with a target of 40% by 2011.
- Almost all of Thanet's residual waste will be going to Allington for incineration from 2009 onwards, which will already more than achieve to 2020 national target for diversion from landfill.

Action	Timetable	Owner
Continue to meet recycling, composting and landfill waste management targets.	Ongoing.	Mark Seed
Improving recycling facilities/opportunities for those living in council owned flats.	March 2016	Madeline Homer
Ensure that planning permissions for flatted developments have adequate provision for the storage of recycling waste.	April 2010	Simon Thomas/Doug Brown
Work within the Kent Waste Partnership to meet or improve on the waste minimisation and recycling targets set out in the Joint Municipal Waste Management Strategy and Action Plan for Kent and the Local Area Agreement (KA2).	March 2011	Mark Seed

Key Theme 6 – Transport

Emissions from vehicles create large volumes of CO₂ equivalent gasses. Given that there is a host of new technologies available to both reduce the level and toxicity of exhaust waste as well as providing alternatives to travel, such as new telecommunications methods, there is much that the Council can do to make a positive contribution in this theme.

To date, the Council has already made some progress in this area through its waste fleet, the majority of which use bio-fuel as part of their operation. And with a recently approved home working policy and draft mobile working policy it is actively promoting more efficient ways of working which will make a difference.

Currently the Council is drafting a staff travel plan, which will cover car fuel reimbursement rates, approaches to car sharing, and other transport related matters, which will be drawn up with consideration of the environmental impact of staff travel.

The Council will continue to work with its partners and influence the provision of road infrastructure and public transport, and will be actively promoting cycling and walking as the best way to enjoy Thanet.

Action	Timetable	Owner
Managers continue to ensure the level of travel being claimed for is kept to a minimum and encourage measures to reduce it/confirm that all travel is necessary and by most efficient route. [IA 3.30]	April 2009	Managers
Consider benefit /cost of providing a pool car/s. Investigate electric cars. [IA 3.31]	TBC by Green Champion Group	Karen Paton
Draft and agree a formal policy to record travel made to and from work by car, bus, and train, walking and cycling. [IA 3.26]	March 2010	Sophie Chadwick/Sarah Carroll
<p>Review staff home to work travelling emissions and introduce measures to reduce by –</p> <ul style="list-style-type: none"> - maximise home working - promote car sharing for commuting journeys and attendance at business meetings - promote use of public transport /cycling/walking - promote use of more fuel efficient vehicles - use technology to avoid unnecessary journeys <p>To include reviewing issuing car parking permits, fuel allowances, and incentivising / facilitating car sharing. [IA 3.25, IA 3.26, IA 3.27, IA 3.28 & IA 3.29]</p>	March 2010	Sarah Carroll / Sophie Chadwick
Review the benefits/cost of implementing tele-conference facilities.	March 2010	William Neech
Contact Energy Saving Trust for advice on developing criteria for reducing emissions/make savings from the Council's vehicle fleet.	April 2009	Justine Swain
Use the vehicle selection criteria for the replacement (by lease or purchase) of Council waste vehicles to balance whole life carbon impacts with value for money and functionality.	March 2012	Graham Gosden/ Peter Thomas

Key Theme 7 – Procurement

In addition to looking at the impact that the activities that it undertakes directly has on the environment, the Council should also consider the impact of its purchasing actions. Goods and services may all have an impact on the Council's carbon footprint and so the Council will look to purchase these in a more sustainable way through reviewing its service delivery options and the specification of contracts to favour businesses that operate green and sustainable policies.

The Council has established a Strategic Procurement Group who are reviewing the procurement arrangements of the council to deliver against this action plan which will ensure our current tendering/contracting processes are enhanced through the formalisation of a Sustainable Procurement Policy. In addition to this, as a member of Kent Buying Consortium who see sustainability as a priority, the Council is supporting the South East Improvement and Efficiency Partnership (SEIEP) project initiative which aims to assist all 74 local authorities within the region to achieve Level 1 standard identified within the government publication 'UK Government Sustainable Procurement Action Plan' March 2007. The Council is committed to implementing all of the recommendations contained within Level 1, including

- Raise awareness within the authority
- Sign-up to a Sustainable Procurement Policy
- Identify a Sustainable Procurement Champion
- Insert a standard sustainability clause into all future contracts
- Embed sustainability environmental questionnaire at ITT stage
- Lead on reviewing environmentally friendly alternatives for a selected product range

Action	Timetable	Owner
Commit to adopting sustainable procurement as the Council's main procurement strategy; to include all future specifications to include consideration of energy efficiency. [EMI 4 & IA 3.11]	2009/10	Karen Paton

Key Theme 8 – Education and Promotion

In order to make a real difference the commitment outlined within the Climate Change Strategy can't simply rest with a handful of individuals, or working groups within the Council. Information about the problem, what is needed and what is planned needs to be communicated to all of the Council and its staff, as well the wider community, visitors and partners alike.

This document is a starting point, setting out the Council's aims in reducing CO₂ emissions and how it hopes to make a difference.

Education and promotion within the Council on these issues is covered by Energy Matters and there are a number of other mechanisms that can be used to communicate 'green' messages, for example: TOM, plasma screens, screen savers, staff development sessions.

Outside the Council there are a number of groups, for example: Sustainability Actions; Thanet Coast Project; Thanet Rotters, and others. These provide an existing framework which can be used to communicate messages externally, and also as a source of expertise upon which to draw.

An Education Officer for Waste and Recycling works with all sections of the community to promote waste reduction, recycling and home composting. Activities include recycling workshops with schools, presentations to community groups, attendance with a road show at events such as the Big Event in Margate, promotion of the Love Food Hate Waste campaign and home composting. The importance of waste reduction and recycling in terms of global climate change are emphasised. In particular promotion of the Love Food Hate Waste campaign and home composting are linked to the need to reduce the amount of biodegradable material sent to landfill.

We plan on incorporating climate issues into the Community Strategy, which addresses needs, issues and priorities affecting Thanet's communities, which could extend to issues that will have an impact on the environment, or be impacted on by it.

A clear communication strategy of what the Council is doing in this area is essential, to explain the thinking behind some of its decisions, as well as to encourage more positive action within the district by others.

Action	Timetable	Owner
Develop a programme of staff awareness initiatives; to include training of staff/management on energy management. [EMI 2 & IA 3.10]	Ongoing.	Justine Swain/Karen Paton/Hayley Eversfield & Green Champion Group
Develop a programme of public awareness initiatives Especially via website. [IA 3.16]	Sept 2009	Sophie Chadwick
Publicise invest to save reserve and invite suggestions from staff. [EMI 2 & IA3.7]	April 2009	Sophie Chadwick
Publicise/promote "Buy Local" externally. Raise staff awareness and explore the feasibility of a link to the staff discount scheme.	Ongoing.	Sophie Chadwick
Publicise the new strategy and the signing of the Nottingham Declaration. [IA 3.16]	April 2009	Sophie Chadwick
Explore the possibility of Energy Saving Trust funding for promotions.	Ongoing.	Sophie Chadwick
Seek volunteers to be Green Guardians. [EMI 2]	April 2009	Justine Swain/Karen Paton/Hayley Eversfield

Add CO ₂ calculator to corporate website. [IA 3.12]	April 2209	Sophie Chadwick
Commit to report annually on the progress made on reducing emissions.	Annually	Sophie Chadwick
Use screensaver messages to make point about turning pc/printers off when not in use. [EMI 2 & GO1 & IA 3.19]	April 2009	Sophie Chadwick
Promote the Energy Savings Trust's free/funded initiatives.	Ongoing.	Sophie Chadwick/Green Champions Group.

Key Theme 9 – Management of Natural Habitats

Plans for the district's natural habitats can both assist with reducing the impact of climate change and help to reduce the level of CO₂ equivalent emissions which contribute to climate change.

By having a well thought out strategy for irrigation and water resource management, tree numbers and the density of other flora (both in terms of their role as a sponge for dangerous emissions, as well as in respect of their requirement for water). Not least a green and bountiful local environment provides a quality of life, which encourages the communities to have a greater respect for the planet's resources and makes the target of increasing levels of walking and cycling a lot more achievable.

The Council will endeavour to adapt its maintenance of public open spaces to create more areas suitable for habitats. Woodland is seen as a key element in reducing carbon levels. In particular the lack of woodland in Thanet will be supported by the provision of new woodland wherever possible and encouraging the participation of local residents. The Council will also seek in the next five years to provide one area under its control for designation as a wildlife site with the agreement of Kent Wildlife Trust.

The Council will continue to support tree planting wherever possible in private land where sufficient space exists for mature trees and also support the Kent Wildlife Trust in local initiatives such as the Wildlife Gardening Scheme which encourages individual households to adapt their private gardens to more wildlife species by reducing chemicals, encouraging refuge points and breeding opportunities for a variety of insects and mammals.

The Council will continue to monitor the local coastline and support the work of Natural England and Kent Wildlife Trust with the Thanet Coast Project. This work will continue to support careful balances between the commercial and recreational use of the coast with the need to preserve this internationally important marine habitat. This project will continue to work on educating local residents and visitors in the natural habitat and targeting young people to realize and safeguard this resource, for which they will be guardians of for future generations. Wherever possible the enhancement of the natural coastline will be encouraged by provisions such as the Thanet Coastal Path which provides better access but which will be linked with interpretation panels to provide better understanding of the wildlife and their habitat.

Action	Timetable	Owner
Plan to 'sink' more greenhouse gasses through planning for an increase in sustainable woodland in the district and the planting of trees in the urban environment.	During 2010	Paul Verrall
Increase the available woodland area for Thanet residents.	During 2010	John Hammond
Support the Dane Valley community woodland.	April 2009 – March 2012	Paul Verrall
Adapt maintenance grass cutting to create more varied habitats.	Trial during 2009	A Barnes
Continue the work of Thanet Coast Project to support the local marine environment.	Ongoing	Tony Child
Support for the Kent Wildlife Trust – Gardening for Wildlife Award Scheme.	2009	Sophie Chadwick?
Creation of a local wildlife site.	2010	Paul Verrall

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The Nottingham Declaration on Climate Change

We acknowledge that

- Evidence shows that climate change is occurring.
- Climate change will continue to have far reaching effects on the UK's people and places, economy, society and environment.

We welcome the

- Social, economic and environmental benefits which come from combating climate change.
- Emissions targets agreed by central government and the programme for delivering change, as set out in the UK Climate Change Programme.
- Opportunity for local government to lead the response at a local level, encouraging and helping local residents, local businesses and other organisations - to reduce their energy costs, to reduce congestion, to adapt to the impacts of climate change, to improve the local environment and to deal with fuel poverty in our communities.
- Endorsement of this declaration by central government.

We commit our Council from this date _____ to

- Work with central government to contribute, at a local level, to the delivery of the UK Climate Change Programme, the Kyoto Protocol and the target for carbon dioxide reduction by 2010.
- Participate in local and regional networks for support.
- Within the next two years develop plans with our partners and local communities to progressively address the causes and the impacts of climate change, according to our local priorities, securing maximum benefit for our communities.
- Publicly declare, within appropriate plans and strategies, the commitment to achieve a significant reduction of greenhouse gas emissions from our own authority's operations, especially energy sourcing and use, travel and transport, waste production and disposal and the purchasing of goods and services.
- Assess the risk associated with climate change and the implications for our services and our communities of climate change impacts and adapt accordingly.
- Encourage all sectors in our local community to take the opportunity to adapt to the impacts of climate change, to reduce their own greenhouse gas emissions and to make public their commitment to action.
- Monitor the progress of our plans against the actions needed and publish the result

Council

acknowledges the increasing impact that climate change will have on our community during the 21st century and commits to tackling the causes and effects of a changing climate on our city/county/borough/district.

			
<p>Leader of the Council</p>	<p>Chief Executive</p>	<p>Phil Woolas MP Minister of State Environment DEFRA</p>	<p>Parmjit Dhanda MP Parliamentary Under Secretary of State CLG</p>

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DRAFT DOCUMENT

THE COUNCIL'S RESPONSE TO KENT INTERNATIONAL AIRPORT'S DRAFT MASTERPLAN

To: **Airport Working Party - 27 February 2009**

Main Portfolio Area: **Economy and Culture**

By: **Director of Regeneration Services**

Classification: **Unrestricted**

Ward: **All**

Summary: This report informs Members of the details of a draft Masterplan prepared by the Operator of Kent International Airport, and published for consultation in October 2008. It considers the contents and proposals of the Masterplan in the context of National, Regional and Local Policy Guidance, and provides comments upon the proposals within the Masterplan for Member consideration.

For Decision

1.0 INTRODUCTION AND BACKGROUND

- 1.1 This report provides the Councils response to the Draft Kent International Airport Masterplan, prepared by Infratil, the airport operator and published in October 2008.
- 1.2 The report provides contextual information in the form of the history of the airports development, including the imposition of a section 106 agreement relating to its civilian operation in 2000. Summaries of the most relevant Government guidance and national, regional and local policies relating to the future of the airport are provided to enable members to assess the Draft Masterplan in the context of this policy framework.
- 1.3 The Draft Masterplan is then summarised and comments are then made upon its soundness and upon changes considered necessary to enable the document to carry more weight when considering future development proposals for the airport. The relationship of the Masterplan to the emerging Local Development Framework is also considered.
- 1.4 The report concludes by making recommending that members support the provision of a Masterplan and its general aspirations and recommends alterations and additions to the draft Masterplan, proposing that, following these changes, further consultation is carried out prior to the Council deciding the status it wishes to give the final document.

2.0 CONTEXT

Planning History

- 2.1 The airport was originally constructed as a military airport; however, it has a long history of mixed military and civilian use.
- 2.2 In 1988 (reference F/TH/88/0121), permission was granted for the erection of a passenger terminal building, new access road and car parking facilities on a site then referred to as the 'civilian enclave' to the east of the airport, south of Manston Road. This permission was the subject of a Section 106 Agreement which included night flying restrictions.
- 2.3 In 1998 the military use of the major part of the airfield ceased, and the site was sold to the Wiggins Group. Prior to the disposal, Lawful Development Certificates were issued for:
- (a) the retention of existing airfield buildings;
 - (b) the proposed use of existing airfield buildings in association with the use of the airfield for civilian purposes;
 - (c) for the proposed use of the airfield for civilian purposes;
 - (d) for the use of crown and airfield land and buildings for commercial civilian airport use.
- 2.4 Those certificates relating to the use of the airport for civilian purposes were the subject of a Judicial Review. The principal reason for the review was the lack of detail within the certificates issued relating to the type and level of use of the airfield. At both the High Court and Appeal Court, it was determined that the Lawful Development Certificates as issued were valid. This validity was, to a significant degree, based upon the proven significant level of previous civilian use, including the use of the airport for scheduled passenger services.
- 2.5 Subsequently, in 1998 (F/TH/98/1063), permission was granted for development works to enable CAA certification of the airfield comprising a visual control room, 3 no. portakabins, fire station extensions, antennae in cabins, perimeter security fencing, localised aerial met masts and a diesel fuel tank.
- 2.6 In 2000 (reference F/TH/00/0297), the first major application to facilitate the extension of use of the airport for civilian purposes was submitted. This application, granted in June 2000, permitted the replacement and upgrading of passenger aprons adjacent to the existing passenger terminal, the upgrading of the cargo apron around the existing western cargo shed, and improvements and part realignment of linking taxiways and the construction of a new hangar adjacent to the cargo apron.
- 2.7 The permitted hangar was subsequently amended in its design to provide a new cargo storage facility and customs building. The passenger apron and new taxiways have been constructed. There have been some minor improvement works to existing aprons adjacent to the cargo hangars. The provision of a new cargo apron has yet to be fully implemented.

- 2.8 In 2004 (reference F/TH/04/0463), an application was received and subsequently approved for the construction of a car park with associated roads, landscaping, security fencing, lighting and cameras. This car park was for the provision of up to 2000 parking spaces adjacent to the passenger terminal. The permission has been partially implemented. Up to approximately 1100 parking spaces can be provided, after which the full implementation of the planning permission cannot take place until a further Traffic Impact Assessment has been submitted identifying the full surface access impact of the additional parking, with proposals for the implementation of measures to address that impact.
- 2.9 The above permissions are the only major development proposals to have been implemented at the airport since it became a civilian facility. Other proposals granted permission, including a paint spraying hanger in 2001, have not been implemented, and the permission has now expired. During the period of civilian occupation there have also been a number of permissions granted for infrastructure improvements, including a surface water attenuation pond in 2001 which has been implemented, new electricity sub-station provision both to serve the airport and wider central island industrial proposals and, more recently, in 2007, for the provision of a fuel interceptor within the surface water drainage system serving the airport that drains into Pegwell Bay. This latter permission has yet to be implemented, and requires Environment Agency approval for a scheme that satisfies their discharge requirements.
- 2.10 The major applications were screened at the time to determine whether Environmental Impact Assessments were required in support of the planning applications. The applications were screened, and it was determined that there was no requirement for Environmental Impact Assessments. However, it was also considered that any further major proposals would have to be considered in the light of their accumulative impact, taking into account those works already permitted and either implemented or capable of implementation. On this basis it is considered likely that any further significant development proposals will need to be supported by an Environmental Impact Assessment.

Recent Civilian Use

- 2.11 Since its disposal for civilian use, the level of use of the airport has been relatively minor. There has been a relatively stable level of freight use, and some charter flight provision.
- 2.12 The only fairly intense period of use was from September 2004 to July 2005, when EU Jet were established and offered a range of scheduled flights to a variety of UK and European destinations. During this period, the busiest month saw over 62,000 passengers through the airport. In total, it is understood that over 400,000 passengers use the airport during the nine months of the EU Jet operation which provided 30 routes.
- 2.13 An analysis of this operation by the present Airport Operator indicates that failure was due to the use of planes that were too small to deliver efficiency on European routes, and too large for high frequency business-based routes. In addition, it was considered that insufficient marketing was carried out, that the service was unreliable and that it was attempted to provide too much capacity too quickly.

- 2.14 Members will recall considering proposals for the introduction of a major European based long-haul freight carrier at a recent Special Council meeting on 12 February. At the time of writing this report, news is awaited with regard to the potential relocation of this business to the airport.
- 2.15 Both the operation of EU Jet and the potential introduction of a long-haul freight carrier were subject to the need to permit a limited number of regular take-offs and landings during the night-time period (11 pm – 7 am). Both operations were the subject of agreement to temporary arrangements facilitating these movements. In both cases, the need to address the requirements of a Section 106 Agreement described below was made a proviso.

Section 106 Agreement

- 2.16 In 2000, a Section 106 Agreement was entered into by the new landowners and the Council as Planning Authority. Unusually, this Agreement was not associated with a planning application, although its implementation was associated with the revocation of an older Section 106 Agreement related to the 1988 grant of permission for the passenger terminal.
- 2.17 The second schedule of the Agreement established the obligations of the owner and the Council with regard to the airport, and included the following requirements:

(1) **Night-Time Flying Noise Policy**

The preparation of a Night-Time Flying Noise Policy prior to commencement of regular night flying operations, including a restriction on aircraft with a noise classification in excess of quota count 4, a process for sharing data on details of aircraft operating during night-time and embodiment of the principles of UK Best Practice at the time and the appropriateness of those principles to prevailing local conditions. The Agreement also included the provision for punitive payments for aircraft with a noise classification in excess of quota count 4 taking off or landing at night time.

(2) **General Noise Limitations**

There was a requirement for the operator to submit a 63dB LAeq (16 hour 07.00 – 23.00 hours) noise contour map for the airport based on the previous 12 months of airport operations.

(3) **Dwelling Insulation Scheme**

Within 24 months of the Agreement, the operator was to submit a detailed scheme for noise insulation for dwellings falling within the 63dB LAeq (16 hour 07.00 – 23.00 hours) contour.

(4) **Preferred Departure Route**

A requirement to adopt the use of runway 28 (westerly take-off and landings) (as the preferred departure runway), and to supply data on runway departure usage on a monthly basis.

(5) **Noise Abatement Routes**

The submission of details of noise abatement measures required from operators of large aircraft.

(6) **Noise Monitoring Terminals**

Within nine months of the Agreement, to install at least two noise monitoring terminals.

(7) **Pollution Monitoring**

The installation of pollution monitoring tubes, and to provide results of pollution monitoring to the Council.

(8) **Noise Monitoring**

The implementation of noise monitoring and agreement of maximum noise levels to achieve a year on year reduction.

(9) **Green Travel Strategy**

The submission of a Green Travel Strategy by the owner, and provision of a Green Travel Plan for each application for planning permission.

(10) **Environmental Statement**

The submission of a Masterplan and Environmental Statement for consideration by the Council.

2.18 While these requirements were addressed to a degree by the previous owners of the airport their demise and subsequent change of ownership resulted in a hiatus in activity. The new owners, Infratil are seeking to address the need to revise the section 106 agreement, which was originally intended to have a three year lifespan. The preparation of the draft Masterplan addresses one element of the section 106 requirement and is welcomed in that respect. The requirements for airport Masterplans as detailed in Department for Transport guidance, are considered in detail below.

3.0 POLICY AND GUIDANCE

3.1 As well as summarising Masterplan guidance, the following sections of the report cover the main policy and guidance applicable to the Masterplan preparation. This summary concentrates on the more directly applicable policies, but does not include reference to all the government policy statements and guidance notes that relate to the development proposed.

Guidance on the Preparation of Masterplans (2004)

- 3.2 Following the publication of the White Paper, 'The Future of Air Transport' , in December 2003, referred to later in this report, guidance was issued on the preparation of 'Airport Masterplans' in accordance with the requirements of the White Paper. The Guidance considered that airports which had aspirations to achieve annual air transport movement throughputs in excess of 20,000 movements annually by 2030, or where the future level of impact might cause concern, may wish to consider preparing Masterplans.
- 3.3 The Guidance envisages a Masterplan providing a clear statement of intent relating to the future development of the airport, which can be given due consideration in the Local and Regional Planning process. It anticipates that airport operators will take the lead in the preparation of a Masterplan but, if the aspiration is for the Masterplan to be fully integrated into a Local Development Framework, there is a need for the operator to work closely with the Local Planning Authority from an early stage.
- 3.4 The Guidance identifies the following potential benefits in preparing a Masterplan:
- (i) It provides an indication of the operator's plans for infrastructure development;
 - (ii) Informing long-term resource planning;
 - (iii) A useful tool for communicating aspirations to a wide range of stakeholders, enabling well informed investment decisions;
 - (iv) Clarity over phasing of development projects;
 - (v) Providing a vehicle against which to assess progress being made in delivering proposals;
 - (vi) Demonstrating the full range of costs and benefits of airport growth;
 - (vii) A vehicle for assessing local, social and environmental impacts, and how those impacts can be mitigated.
- 3.5 The Guidance assumed the provision of Masterplans by the end of 2005, with quinquennial review. It was recognised that the dynamic nature of the airport sector also requires flexibility to enable infrastructure proposals of operating regimes to be able to respond to market requirements.
- 3.6 The guidance states that more detail is required for proposals likely to be brought forward in the time horizon of strategic and local land use and transport plans, especially where a significant application is expected in the near term (ie: the next 5 - 10 years). For the longer term, only indicative land use plans are required.
- 3.7 It is stressed that carrying out work at an earlier stage, that will eventually be required in relation to planning applications, will assist in the early identification of potential problem areas and improve the efficiency of the planning process.

3.8 In terms of content the guidance considers that the more ground covered and the more extensive the consultation, the greater the value of the Masterplan. The following core areas are anticipated to be addressed:

- Forecasts;
- Infrastructure proposals;
- Safeguarding and land/property take;
- Surface access initiatives;
- Impact on people and the natural environment;
- Proposals to minimise and mitigate impacts.

Forecasts

3.9 An up to date breakdown of current traffic and an explanation of data in relation to historic trends and expected market developments is required.

Infrastructure Proposals

3.10 There is a need to identify where constraints are expected to arise, and to identify the factors which could affect them, eg: traffic build-up, aircraft size, scheduling, land availability, environmental and safety issues, etc. The Masterplan should include an airport's Statement of Adopted Planning Standards demonstrating how airports make the best use of existing capacity before undertaking further development. An Outline Investment Plan identifying important milestones and Capital Expenditure Plans over the next 10 years should form part of the Masterplan.

3.11 Plans are not expected to take the form of detailed drawings, but to provide sufficient information to be understood by the lay person. The plans should demonstrate how airport proposals can be integrated with adjacent land uses, particularly where the airport is located close to sensitive neighbours such as residential and, importantly, environmental areas. Maps showing safety surfaces and Public Safety Zones (PSZs) can be provided separately.

Safeguarding and Land/Property Take

3.12 One of the most important issues identified is the need to address the long-term land requirements for future airport development, and whether this requires changes to airport boundaries. These implications should be clearly identified to minimise long-term uncertainty and non-statutory blight.

Surface Access

3.13 Surface access is considered a major issue where there is a need for short and long-term strategies. The split between use of public (including heavy and light rail, coach, bus and shared taxi) and private transport is acknowledged to affect the scale of any new investment in surface access required. The potential use of appropriate transport models to analyse impact is put forward.

- 3.14 It is acknowledged that, in the initial stages of Masterplan preparation, it may be possible to do little more than adopt a simplified approach which identifies the relevant schemes in broad terms, while identifying subsequent areas of work which will need to be taken forward in the near future to establish surface access impact in more detail.

Mitigation

- 3.15 An important content of the Masterplan will be proposals for mitigation measures across the major impact areas, eg: emission controls, noise abatement measures, sound insulation, surface access schemes and traffic management, and measures to address landscape and biodiversity impacts. It is considered appropriate to consider compensation measures that may be required when the scale of impact is such that cannot be adequately mitigated.

Options

- 3.16 In some cases, where there is more than one possible approach to development of part of the airport, consultation on options is proposed, with the potential to identify a reference case outlining the preferred option against which variations can be measured.

Appraisal of Proposals

- 3.17 It is anticipated that airports should consider the following key impacts of their Major Development projects is the current and subsequent five year periods:
- Noise impacts (daytime/night noise/ground running) (EU directive 2002/49ec applies);
 - Air quality impacts – compliance with mandatory air quality values (EU directive 1999/30ec);
 - Surface access implications, including impacts on local and wider transport infrastructure;
 - Local economic, housing and employment implications;
 - The extent of property and land take.
- 3.18 The guidance states that the particular circumstances of the area will make a number of other matters potentially relevant, including biodiversity, heritage and landscape impacts, possible bird strike hazards and local concerns or constraints such as Special Areas of Conservation and Ramsar sites.

Process

- 3.19 It is stressed that the emphasis of the airport planning process is that airports do not develop in isolation, and that development proposals should incorporate safeguards to minimise their adverse impact on the local environment. It is considered advantageous for airport operators to undertake a full-scale public consultation, especially where there are proposals for major infrastructure development. It is commented that the ultimate responsibility for the final content of any plan should lie with the airport operator.
- 3.20 It is stated that the Department of Transport should be consulted alongside other stakeholders before individual Masterplans are finalised. Once publicised, the Masterplan should be published and disseminated to all relevant Authorities.

Air Transport White Paper Progress Report 2006

- 3.21 In December 2003, the Government set out a sustainable long-term strategy for the development of air travel. The strategy aims to achieve a balance between the economic benefits of airport development and the environmental implications. The strategy sought to:
- Ensure that aviation reflects the full costs of its climate change emissions;
 - Recognise that aviation brings real benefits to people and businesses;
 - Promote making much better use of existing airport capacity.
- 3.22 The Progress Report refers to the Stern Review on the economics of climate change, published in October 2006. The Stern Review recommends that the best way to tackle the complex pattern of carbon emissions is to ensure each activity which consumes carbon is priced in a way that reflects its true cost to society and the environment. The Government aims to pursue the inclusion of aviation emissions in the European Union Emissions Trading Scheme as soon as practical for all flights departing from EU airports, whatever their destination.
- 3.23 In addition, the Government has given a commitment to investigate and consult on proposals which will make it simpler for air passengers to offset carbon emissions arising from flights they take by setting out a Government Standard for how such schemes should operate.
- 3.24 In terms of impact upon the local environment within which airports operate, the White Paper establishes a number of strands:
- (1) Through the recently agreed Civil Aviation Act 2006, the introduction and measures to strengthen and clarify larger airports' powers to control noise and local airport quality, enabling airports to penalise the noisiest and most polluting aircraft.
 - (2) Addressing the noise of airline fleets.

- (3) The use by Airport Operators of Masterplans to provide a basis for ensuring that measures to address noise, air quality, impacts on biodiversity and heritage, and issues of blight are properly considered, clearly set out and taken forward transparently in consultation with the local community.
 - (4) Reference is made to the need for Airports to focus on developing public transport links and promoting effective travel planning to increase the number of passengers taking public transport to and from airports, thereby improving local air quality.
- 3.25 The White Paper recognises the economic benefits of air travel with the importance of aviation to the economy rising as a result of broader economic trends:
- (1) Growing global economic integration, leading to increased business travel and movement of international freight.
 - (2) Rising disposable incomes resulting in increased leisure travel.
 - (3) Increasing the number of foreign visitors and residents travelling to and from the UK.
 - (4) The UK's success in acting as a hub for international travel (15% of international air passengers fly to and from the UK).
- 3.26 The Progress Report comments that the first priority is to make the most of the UK's existing airport through a process of improvement and modernisation. Growth and development at Regional Airports, without the need for new runways, give people across the country improved access to air travel.
- 3.27 The paper encourages energy efficiency and the use of renewable resources in airport developments, and the introduction of offsetting schemes whereby individuals can make a financial contribution to schemes that reduce CO2 production elsewhere by an equivalent amount to the CO2 generated by that individual.
- 3.28 It is commented that typically the cost of carbon offsetting for a short haul return flight is approximately £5, for transatlantic return flights £10, and for a return flight to Australia around £30.
- 3.29 The White Paper recommends that all airports follow the example of Manchester and Luton airports and plan to become carbon neutral, and that Airport Operators should publish an Environmental Strategy alongside their Masterplans, setting targets for recycling, reducing carbon emissions and improving the energy efficiency of their business operations, with the aim of achieving carbon neutrality as quickly as possible.
- 3.30 In terms of Public Health and Safety, the White Paper reaffirms long-established Government policy that, where traffic warrants it, Public Safety Zones (PSZs) will be established at the end of runways, where the risk is greatest. Within these PSZs, development is restricted.

Civil Aviation Act 2006

- 3.31 This Act gives Aerodrome Authorities the ability to charge Aircraft Operators by reference to the omissions from an aircraft to reflect the impact of aircraft on local air quality in the vicinity of an airport where there are local air quality problems. It also provides Aerodrome Operators with new powers to make noise control schemes.
- 3.32 Aerodrome Operators remain subject to the Aerodromes (Noise Restrictions) (Rules and Procedures) Regulations 2003 which set out procedures airports should follow when considering noise related operating restrictions. A balanced approach is required where airports should not impose measures which are more restrictive than necessary to achieve noise objectives, and should not discriminate on other grounds.
- 3.33 The Regulations apply to civil airports that have more than 50,000 movements of civil subsonic jet aeroplanes in a calendar year. The Act introduces changes to the Civil Aviation Act 1982, and seeks to encourage the use of quieter aircraft and reduce inconvenience from aircraft noise, encourage the use of aircraft which produce lower emissions, control noise and atmospheric pollution in the vicinity of aerodromes and promote compliance with noise and emission limits.

The South East Plan

- 3.34 The final draft of the South East Plan, which is anticipated to replace the Kent Structure Plan early this year, includes Policy T9 on airports. This policy supports an enhanced role for Kent International Airport as an airport of regional significance. It requires that priority is given in Airport Surface Access Strategies to reduce the environmental impact of surface access, and increase modal share in favour of public transport. The policy requires that targets are set and monitored that are consistent with the aims of local development documents and local Transport Plans.
- 3.35 Reference is made to the Air Transport White Paper, which supports the production or updating of Masterplans by Airport Operators, to set out the development of airports up to 2015. The policy comments that the appropriate planning and transport bodies will need to take account of these new or revised Airport Masterplans.
- 3.36 Reference is also made to the Aviation White Paper's comment on the important role that Regional Airports can play in providing access to air services that reduce the pressure on international hub airports, particularly in the period before any new runway in the South East is built. It is noted that smaller Regional Airports such as Kent International Airport could play a valuable role in meeting the requirements for air services and contributing to regional economic development.
- 3.37 It is commented that, subject to relevant environmental considerations, the development of Regional Airports should be supported, and Regional and Local Planning Frameworks should consider policies that facilitate growth at these airports.

- 3.38 Policy EKA4 refers to Urban Renaissance of Coastal Towns. Specific reference is made to the need for the economy of Thanet to be developed and diversified with reference made to a regional role for Kent International Airport.
- 3.39 Policy EKA5 refers to Manston's importance as part of the South East Region's gateway role. Policy EKA5 refers to the growth of Kent International Airport as a Regional Airport with up to six million passengers per annum being supported, provided proposals satisfy policy criteria for the environment, transport and amenity.
- 3.40 Policy EKA6 relates to employment land allocation, stating that in Thanet there should be a concentration on allocated site development rather than identification of additional land.
- 3.41 It is commented that Kent International Airport, with its long runway, has potential for growth with significant economic benefits for the sub-region.
- 3.42 It is commented that Environmental Impacts will need to be addressed, including noise and air quality. It is noted that large land reserves are available within and adjacent to the airport for ancillary uses and related activity, but that considerable investment will be required in surface access if the envisaged level of growth is to be realised.

Kent and Medway Structure Plan

- 3.43 The Kent and Medway Structure plan presently forms part of the development plan for Thanet and contains specific reference to airport growth. It will be superseded by the South East Plan on its adoption.
- 3.44 Policy TP24 relates to Kent International (Manston) Airport. It supports the development of the airport into a Regional Airport with a capacity of up to six million passengers per annum by 2021. It requires that development need is assessed against the need for development to be directly related to airport operation (unless for an alternative use supported in the Local Development Framework):
- 3.45 No material harm on internationally or nationally designated environmental areas.
- 3.46 No significant detrimental impact on locally designated environmental areas.
- 3.47 No significant adverse impact on the amenity of local communities which cannot be satisfactorily mitigated.
- 3.48 Mitigation measures relating to noise control, air pollution, light pollution, water pollution, sewage disposal, landscape species and habitat management.
- 3.49 Service access requirements being adequately accommodated within the capacity of the existing or committed Local Transport Network. Improvement to public transport modes, including the provision of a direct rail link when the flow through the airport reaches three million passengers per annum.

- 3.50 In terms of East Kent, the Structure Plan identifies it as an area for regeneration priority, and perceives that major economic development will be concentrated in strategic locations including Sheppey, Ashford and Thanet.

Thanet Local Plan

- 3.51 The Thanet Local Plan, adopted in 2006 includes policies relating to the development of the airport. Policy EC2 supports the development, expansion and diversification of the airport, subject to:
- Compliance with the existing Section 106 Agreement and/or subsequent equivalent legislation.
 - Built development designed to minimise visual impact, particularly on the skyline.
 - Appropriate landscaping schemes as an integral part of the development.
 - Assessment of Cumulative Noise Impact and effectiveness of mitigation measures in order to minimise pollution and disturbance resulting from increased aircraft movements or engine testing.
 - An Air Quality Assessment (in compliance with policy EP5) to demonstrate development will not lead to a harmful deterioration in air quality.
 - Development within the airport complex to the south of the airside development site (policy EC4) to be limited to that necessary for the purpose of air traffic management.
 - New development generating significant surface traffic to meet the requirements for surface travel demand in compliance with policy EC3.
 - No contamination of ground water resources as a result of the development.
- 3.52 Policy EC3 requires development to be assessed in terms of surface travel demand generated. Proposals will be required to demonstrate measures to reduce car-based travel in favour of sustainable alternatives, and to provide for highway improvements/ management required to accommodate particular thresholds of development at the airport.
- 3.53 Policy EC4 identifies areas reserved for airside development only.
- 3.54 Policy EC5 identifies land for airport terminal related purposes only.
- 3.55 Policy EC6 relates to the Fire Training School/MOD complex, and supports the development of airport or airport-related uses on this site should the current use cease.
- 3.56 Policy TR4 seeks the implementation of Phases 1 and 2 of the East Kent Access, and the realignment of the A256 adjacent to EuroKent Business Park. Phase 1 of the East Kent Access and the realignment of the A256 have now been completed.

- 3.57 Policy EP5 relates to local air quality monitoring, commenting that development proposals that might lead to exceedance of National Air Quality Objectives or a significant deterioration in local air quality resulting in unacceptable effects on human health, local amenity or natural environment will require the submission of an Air Quality Assessment to address existing background levels of air quality, accumulative effect of further emissions and the feasibility of any measures of mitigation to prevent or reduce the extent of air quality deterioration.
- 3.58 Policy EP7 relates to aircraft noise, stating that applications for noise sensitive development or redevelopment on sites likely to be affected by aircraft noise will be determined in relation to the latest accepted prediction of existing and foreseeable ground noise measurement of aircraft noise.
- 3.59 Policy EP8 specifically relates to aircraft noise and residential development, stating that planning permission for residential development on any land expected to be subject to a level of aircraft noise above 57dB(A) will be subject to the provision of a specified level of insulation to achieve minimum sound attenuation levels.
- 3.60 Policy EP13 relates to ground protection where development that has the potential for contamination of ground water sources will only be permitted if adequate mitigation measures can be incorporated to prevent such contamination.
- 3.61 Policy CC2 relates to landscape character areas. Of particular reference is the central chalk plateau where development should avoid skyline intrusion and the loss or interruption of long views of the coast and the sea.
- 3.62 Policy CC3 requires development to respect local landscape features.
- 3.63 Policy NC1 relates to habitat protection requiring that development proposals which result in the loss or damage to natural habitats or features would not be permitted. Exceptionally, it comments that where specific need has been identified which overrides the necessity of retaining the site over which no suitable alternative exists, at least an equivalent area of corresponding habitat will be expected to be created.
- 3.64 Policy NC2 states that development which would materially harm or detract from an SSSI or National Nature Reserve will not be permitted. Exceptionally, it is commented that where it can be demonstrated that the need for the development is compelling and overrides the national importance of the SSSI and no suitable alternative site exists, mitigating measures should be incorporated in the development to minimise the impact of proposals.

4.0 THE DRAFT MASTERPLAN

A Summary of the Draft Masterplan

- 4.1 The Draft Masterplan was published by the airport in October 2008. The Masterplan has been prepared on the basis of advice within the Department of Transport document, 'Guidance on the Preparation of Airport Masterplans', and with reference to Government, Regional and Local Policy Guidance referred to in the above report. Whilst there is not a need to prepare a Masterplan for the airport on the basis of the present level of use, the anticipated growth of the airport would necessitate its future production. In addition, the Section 106 Agreement referred to above also required the preparation of a Masterplan for the airport.
- 4.2 The draft Masterplan considers growth at the airport up until 2018 in more detail, and also looks at potential development to 2033. DFT Guidance actually specifies the preparation of Masterplans for the periods 2015 and 2030; these dates have been amended by the airport, taking into account the 10 and 25 year time horizons that apply to this Masterplan.
- 4.3 The Masterplan sets out a strategy for "sustained and responsible growth" of the airport in line with White Paper recommendations. The key stated objectives of the Masterplan are:
- To set out prospects for air traffic growth;
 - Identify facilities required to accommodate growth (eg: passenger terminals, freight handling areas, additional taxiways and car parking facilities);
 - Identify land outside the airport boundaries to be safeguarded to enable expansion;
 - Indicate approximate phasing of provision of additional facilities;
 - Provide parameters for the control of adjacent development to the airport;
 - Identify required infrastructure improvements by both the airport and others;
 - Maintain the Civil Aviation Authority (CAA) compliance;
 - Indicate policy requirements to support the development of the airport;
 - Inform the development of the Thanet Council Local Development Framework;
 - Identify and mitigate against environmental impacts.

- 4.4 Chapter 2 of the Masterplan refers to the legal framework applicable to the airport. Reference is made to the Air Transport White Paper (2003) and the Progress Report (December 2006). In terms of planning implications, the need to adhere to National Planning Policy Guidance and Planning Policy Statements is referred to as is the need to comply with the emerging Regional Spatial Strategy for the South East, Regional Transport Strategy, Kent and Medway Structure Plan and Thanet District Local Plan Policy.
- 4.5 Also of relevance is Department for Transport Circular 1/2002, referring to the potential need for Public Safety Zones, areas of land at the end of runways within which development is restricted in order to control the number of people on the ground at risk of death or injury.
- 4.6 The Airport Security Act 1982 sets out requirements for airports. This also influences Masterplan proposals.
- 4.7 This chapter summarises the main planning issues related to the future development of the airport, which are summarised as follows:
- 4.8 Future sustainable development of the airport, balancing economic success within environmental concerns;
- 4.9 The resolution of surface transport issues through both strategic highway improvements and improved public transport and sustainable transport links, through the establishment of an Air Transport Forum and the development of an Airport Surface Access Strategy.
- 4.10 The control of aircraft omissions:
- The control of aircraft noise;
 - Consideration of public safety zones;
 - Airport security;
 - Airport Health and Safety;
 - Protection of ground water;
 - Mitigation of landscape impact;
 - Protection of wildlife and natural habitats;
 - Facilitation of economic growth.
- 4.11 Chapter three of the Masterplan sets out the present position, which is summarised below:
- Approximately 6,000 passengers per annum, principally to European holiday destinations;
 - 33,000 tonnes of freight per annum (approximately 625 freight aircraft movements per year);

4.12 Other general aviation activities, including use of the airport for crew validation flights:

- A passenger terminal that accommodates 60,000 passengers per month;
- Two aircraft maintenance hangars;
- Provision of a Category 1 Instrument Landing System (ILS) installed on Runway 28. Runway 10 is serviced by a localiser facility and non-directional beacon.
- Two aviation fuel depots – one to the north of the passenger terminal and a secondary depot to the north west of the B2190 which will require upgrading/ replacing to increase capacity should the airport develop.
- Rescue fire fighting capability as stipulated by the Civil Aviation Organisation (ICAO);
- Strategic highway access via the A299 to the M2 motorway, with single lane access to the east towards Ramsgate;
- Limited direct bus services;
- Provision of approximately 1,100 parking spaces available to both staff and passengers, with the potential for a further 1,000 spaces subject to meeting the requirements of planning permission;
- A dedicated taxi drop-off to the terminal building;
- Ramsgate Railway Station is approximately five kilometres to the east of the airport, Minster is approximately two kilometres to the south and Birchington approximately five kilometres to the north;
- No dedicated cycle routes serving the airport;
- Approximately 100 employees, 120 contracts with mainly local Companies and 75 airport business employees on land within the airport;

4.13 Chapter four provides the airport's vision for its growth. In summary, it is contended that the airport has a large catchment area, that the South East has insufficient capacity to accommodate predicted growth and that the airport will provide an increasingly attractive alternative for airlines and passengers as congestion increases.

4.14 It is further contended that predicted growth is similar to demonstrated patterns at other airports serving similar size regions, and that the EU Jet service in 2003, whilst unsuccessful, provided a valuable insight into the potential of the market for the airport.

- 4.15 The growth forecast is based upon specific achievable development in the first five years of growth (2009 – 2013) and growth rates over the medium to long term (2014 – 2033). It is anticipated that initial growth will come in steps. Initially, passenger flights will be offered, but aircraft based at other airports will be operating single daily return flights to various destinations from the airport. As the market grows, additional services will be offered, and aircraft operators will look to base aircraft and crews at the airport.
- 4.16 It is anticipated that low cost passenger airlines, operating Code C aircraft carrying between 150 and 189 passengers, will be attracted to use European routes, with Regional Turbo Prop Operators serving domestic routes with 50 – 70 seater planes.
- 4.17 The Masterplan acknowledges it is difficult to specifically forecast medium to long term growth. Therefore, a growth rate of 5% is applied in line with average rates of growth previously experienced within the UK over the past 10 years. These rates are based upon assumed continued population and GDP growth, and may require some reconsideration in the present economic circumstances.
- 4.18 In terms of passenger numbers, this would see passenger growth as follows:

YEAR	NUMBER OF ANTICIPATED PASSENGERS
2010	500,000
2011	1,200,000
2013	2,000,090
2018	2,778,000
2033	5,776,000

- 4.19 In terms of freight, the anticipated growth in tonnes is:

YEAR	TONNES
2010	107,000
2011	138,000
2013	158,000
2018	211,000
2033	507,000

- 4.20 Chapter five outlines the airport's plans to achieve such growth. In order to cater for increased passenger growth, the present terminal facility could not cope with more than around 1,000,000 passengers per annum. It is then proposed to provide a new 24,000 square metre terminal to handle 3,000,000 passengers by 2018.

- 4.21 Associated with the development of the terminal, there will also be a requirement for:
- An improved parallel taxiway;
 - Enlarged passenger aprons;
 - A bulk fuel installation;
 - The provision of approximately 1,400 parking spaces per 1,000,000 passengers (4,200 spaces to serve 3,000,000 passengers);
 - The provision of a dedicated area for ground based services.
 - Beyond 2018, and assuming growth towards approximately 6,000,000 passengers and 500,000 tonnes of freight in 2033, there would be a need to extend the passenger terminal to 48,000 square metres, plus the following additional improvements:
 - A runway extension;
 - A fuel facility development;
 - Further extension of parking;
 - Additional freight aprons;
 - Provision of general aviation/fixed base Operators' operations to the south of the passenger terminal.
- 4.22 There is recognition that such growth in access provision will need to be delivered in a way that encourages passengers, staff and visitors to adopt sustainable travel habits, whilst also recognising that the car will play a continuing role.
- 4.23 It is recognised that, in order to achieve this, a **Surface Access Strategy** would be required to detail short and long-term targets for increasing the proportion of sustainable journeys associated with the airport. It is anticipated that this will be developed by an **Airport Transport Forum** comprising representatives from the airport, Local Authorities, transport providers and local business and community representatives.
- 4.24 Reference is made to travel mode share experienced at other airports around the UK, using information from the Civil Aviation Authority Passenger Surveys Report in 2006.

4.25 The percentage mode share information from a number of airports identified in that survey was as follows:

MODE OF TRANSPORT	PERCENTAGE
Private Car	59%
Hire Car	3%
Taxi/Minicab	18%
Rail	11%
Bus/Coach	8%
Other	1%

4.26 In terms of vehicle movement, it is assessed that 1,000,000 passengers will generate 1,800 movements per day, 3,000,000 passengers 5,400 movements per day and 6,000,000 passengers 10,800 movements per day. With each step change, it is anticipated that local highway upgrades will be required. It is acknowledged that there will be a need for a detailed analysis of traffic generation and impact relating to applications for proposed development.

4.27 The need for the expansion of car parking areas to the east of the terminal, and a requirement for new taxi and bus drop-off zones as the development proceeds is acknowledged, as is the need for improved bus services to serve the areas where people want to travel to in as direct a route as possible.

4.28 It is recognised that it will be necessary to invest further in rail services to maximise the potential for passengers and staff to commute to the airport using rail, with options considered as follows:

- Provision of a dedicated bus link to existing railway stations;
- Bus link to a new railway station;
- New dedicated rail spur line to the airport.

4.29 It is anticipated that a dedicated bus link or new rail spur may result in a 20% modal share shift.

4.30 The Masterplan supports the provision of a cycle network, particularly for staff use. It is acknowledged that small businesses at the airport are important to its development. Demand for these services will grow, eg: freight facilities, and flexibility is sought to enable the northern grass to be developed for these purposes.

4.31 Chapter six considers managing the impacts of growth. It is recognised that any expansion may bring major benefits to the economy, but also needs to address the need for sustainability in terms of:

- Sustainable consumption and production;
- Climate change and energy;
- Protecting natural resources and enhancing the environment;
- Creating sustainable communities.

- 4.32 The Masterplan makes the assumption that the impacts of the airport cannot increase in proportion to airport growth. The Masterplan states a commitment to:
- Managing carbon dioxide emissions;
 - Investigating opportunities for renewal of energy generation;
 - Minimising noise levels;
 - Regular air quality testing;
 - Working towards a 50% recycling rate;
 - Upholding compliance to discharge consents and improving water quality;
 - Monitoring waste consumption;
 - Ensuring all new buildings are neutral consumers of portable water;
 - Implementation of regular ecological surveys;
 - Ensuring developments have a neutral and positive impact on biodiversity;
 - Maintaining an open dialogue with the local community to ensure mitigation of negative impacts of the airport.
- 4.33 In terms of energy and climate change, the Masterplan states that the Airport Operator will seek to achieve carbon neutrality through:
- Reducing energy usage;
 - Buying green energy;
 - Developing on-site renewable resources;
 - Investigating in certified schemes that, through offsetting, will capture the equivalent amount of CO₂ that would be generated from the site.
- 4.34 They also state that they will seek to ensure that passengers are made aware of the opportunity to offset the carbon footprint of their flights via operator websites and notices in the terminal building.
- 4.35 They will also seek to explore opportunities to establish shared energy generation and distribution systems with other site developers.
- 4.36 They also intend to promote training and awareness to ensure staff conserve energy, and monitoring and reporting of air quality and greenhouse gas emissions.
- 4.37 There is a commitment to developing a Green Travel Plan, and encouraging green fuel use for on-site vehicle fleets.

- 4.38 In terms of noise emanation, reference is made to the existing Airport Consultative Committee which meets quarterly and considers noise reporting, air quality reporting and other airport activity.
- 4.39 Reference is made to noise monitors installed at either end of the runway, interfaced with a flight movement database recording of aircraft-type data. This information is passed to the Consultative Committee in graphical form.
- 4.40 Air noise modeling is included in the Masterplan for the current baseline for the year 2009, and future activity in 2018, based upon a combination of forecast schedule movements, and 2006 and 2007 airfield movement logs.
- 4.41 It is acknowledged that the contour produced indicates the potential requirement for some properties to be noise insulated as the airport develops, which will require the preparation of a Noise Insulation Scheme in due course. Members will recall this requirement as part of the Section 106 Agreement.
- 4.42 There is also a commitment to work with airlines to ensure ground noise levels are minimised as the airport develops, with restrictions placed on the use of auxiliary power units.
- 4.43 In terms of traffic noise, there is a stated intention to restrict traffic noise through Manston village by restricting traffic to airport and emergency vehicles only once the 3,000,000 passengers per annum terminal is constructed. Any construction proposals will be subject to assessment of construction noise and necessary mitigation.
- 4.44 In terms of emissions to air, it is noted that there is no requirement for designation of an Air Quality Management area within the locality of the airport. It is acknowledged that emissions from large airports can have a detrimental impact on air quality due to increased aircraft and aircraft support activities. Increased road traffic is also acknowledged as a main source of emissions.
- 4.45 The Masterplan assumes an approximately 40% increase in aircraft movements over the next 10 years, and approximately 81% over the next 25 years. It is, however, contended that aircraft are becoming more efficient with fuel emissions, and that it is unlikely there will be breaches of air quality strategy objectives.
- 4.46 It is acknowledged that the infrastructure improvements and behaviour change approaches to ground access will be required, with a need to improve public transport services and encourage sustainable alternatives to the car for passengers and staff.
- 4.47 Proposals are put forward in terms of waste management to increase reuse of materials and recycling.
- 4.48 In terms of protection of water quality, the proximity of Pegwell Bay Nature Reserve and SSSI 500 metres to the south of the airport is acknowledged. Reference is made to a project under way to ensure airport surface water collected from areas of hardstanding is controlled for at least the airport to prevent contamination to both the aquifer that lies beneath the airport and Pegwell Bay.

- 4.49 There is a commitment to regular monitoring and compliance with future water discharge consents, and to ensuring that fuel spills, etc. are reported and emergency action taken to prevent pollution of the water supply. There is also a commitment to controlling and minimising the volume of run-off drainage from future airport developments into local water courses where feasible, through the use of sustainable urban drainage systems. Proposals are also being put in place to manage the use of water resources.
- 4.50 The airport has undertaken a survey of the ecological quality of the airport property using the standard Phase 1 methodology, and notable features and habitats were reported.
- 4.51 It is acknowledged that the airport is in close proximity to designated European Nature Conservation Sites, and that there is a need for consultation to be carried out with Natural England regarding potential operational impacts.
- 4.52 There is a commitment to undertake further surveys to identify species of principle conservation importance, and a commitment to sensitive stewardship of airport land. It is, however, acknowledged that these measures have to be undertaken without compromising aircraft safety through the attraction of birds to the airport.
- 4.53 It is contended that, in terms of landscape and visual impact, the development options set out in the draft Masterplan are in line with the characteristics of the existing airport complex landscape character, and that no landscape features will be lost as a result of the potential developments.
- 4.54 It is indicated that a Land Quality Survey has identified low levels of contamination which does not pose a risk to groundwater. However, it also comments that further surveys will be undertaken so that levels of contamination can be monitored and contained.
- 4.55 The archaeological potential of the site is acknowledged, and these implications will be considered in the location and construction of future development.
- 4.56 With regard to community benefits, it is acknowledged that East Kent is an area of priority for regeneration, with high levels of unemployment and pockets of deprivation evident. It is contended that increasing activity at the airport will work towards addressing these problems by providing both direct and indirect employment opportunities and stimulating the local economy.
- 4.57 A commitment is given to consult with the community in relation to the impact of the airport to ensure that nuisance issues do not occur as a result of expansion. The Airport Consultative Committee is put forward as a way of keeping local community groups informed.
- 4.58 In terms of procurement, a commitment is given to sourcing local contractors for future developments in the interests of sustainability and development of the regional economy.

- 4.59 Chapter 7 concludes the Masterplan, noting the positive factors in support of growth:
- A positive planning framework;
 - Capacity for growth at the airport;
 - Access to airport infrastructure;
 - Potential contribution to the local economy;
 - Potential regeneration benefits;
 - Demand for enhanced airport facilities.
- 4.60 Reference is made to Government support for maximising the use of existing airport infrastructure, and there is support at Regional and Local Plan level. It is contended that the airport is not heavily constrained by environmental features, and that the local highway network has sufficient capacity to increase surface transport vehicle movements, subject to appropriate improvements and the implementation of Travel Plan measures to encourage more sustainable use of alternative methods of transport.
- 4.61 Reference is made to the airport's available land for a suitable range of employment uses for aviation and non-aviation related businesses to come up for the rental or capital land values at or around other major South East airports.
- 4.62 It is also contended that access to low cost air transport infrastructure and service routes will promote the development of sub-regional and local tourism. It is perceived that the growth of the airport will contribute to the National, Regional and Local economy, and that the development of new businesses will increase local employment levels. The growth of local employment and resultant demand for housing and improved facilities is perceived to act as a catalyst for regeneration of communities near to the airport.
- 4.63 Reference is made to passenger airline operators interested in establishing regular scheduled flights from the airport to a number of UK and European destinations.
- 4.64 Reference is made to the potential strengthening of freight activities to alleviate freight congestion at other South East airports.
- 4.65 In terms of next steps, it is stated that the intention is to publish a final Masterplan early in 2009 after consideration of consultation responses, and to subsequently submit an initial phase of planning applications to make more efficient use of land within the existing airport boundary.

4.66 In addition, further surveys are to be undertaken to assess:

- Landscape impacts of proposals;
- Geological and ground condition impacts;
- Economic impacts;
- Health impacts;
- Noise impacts;
- Water environment impacts;
- Cultural Heritage impacts;
- Surface access impacts;
- Local biodiversity and ecology impacts;
- Sustainability.

4.67 It is proposed to continue stakeholder involvement through the Airport Consultative Committee, and as part of the planning application process.

5.0 COMMENTS ON THE MASTERPLAN

General Comments of the Soundness of the Plan in Relation to Masterplan Guidance

5.1 In general, the Masterplan covers the issues provided in Government Guidance, however the Guidance is itself very general in nature.

5.2 The airport is not required to provide a Masterplan to comply with Government Guidance. However, its aspirations for growth and the requirements of the Section 106 Agreement require its provision.

5.3 There is a strong policy context in support of the growth of the airport as a Regional Airport whose existing infrastructure should be utilised, subject to appropriate environmental parameters.

5.4 Masterplan Guidance requires Airport Operators to provide a clear statement of intent and to lead in the preparation of the Masterplan, but also requires close liaison with the LPA if the Masterplan is to form part of the LDF. At present the Masterplan has not been through that process, and must therefore be seen as an aspirational document to be referred to rather than a policy document.

5.5 The Masterplan aids the communication process and outlines infrastructure development requirements in a broad fashion. It does not, however, give detail relating to phasing of works or details of their implications.

5.6 In terms of assessing the Masterplan against Government advice, it is considered that it falls within the category of providing 'a more general statement on operational issues with little underpinning analysis' (paragraph 10). There is, however, an expressed intent to carry out further analysis to clarify the impact of development proposals which will assist in identifying the implications of growth and required mitigation.

- 5.7 There is an acknowledgement in the Guidance that the dynamic nature of the Aviation sector requires flexibility to be built into the planning process. However, the Masterplan process enables a degree of certainty to be built into the process, and the building-in of five year reviews will need to form an element of that process.
- 5.8 The Masterplan provides broad forecasts based upon an explained rationale, but the approach taken is rather generic and needs to focus more upon the particular circumstances of the site and location. Officers will be working with Airport Management, offering guidance on how this can be achieved.
- 5.9 Infrastructure requirements are again broadly identified, but there is the need for significantly more detailed investigation to ascertain the level of change, responsibility for provision and environmental impacts of growth. In this respect the Masterplan needs more clarity in terms of what studies are to be carried out, how they will connect to each other and when they are to be carried out. Costs and benefits of their provision should also be included. Paragraph 25 of the guidance comments that, 'it would be helpful to include more detail on the appraisal of environmental impacts' and 'options for reducing and mitigating those impacts'; this process will give the Masterplan more weight as a tool to influence policy development.
- 5.10 Paragraph 25 refers to the benefit of 'an outline investment plan identifying important milestones and capital expenditure plans over the next ten years'. This must be provided.
- 5.11 The Masterplan refers to PSZ's. It is considered to be worth exploring their extent and potential impact, to influence Development Control decisions as part of the process of identifying other potential land take to facilitate expansion, which is identified.
- 5.12 The proposed preparation of a Surface Access Strategy through the establishment of an Air Transport Forum is considered an essential element of the Masterplan process, which should be commenced before the airport generates significant traffic. This will help shape travel plans and infrastructure provision to improve sustainability. Forecasts of modal split are presently considered generic and possibly conservative, based upon the increasing move toward the use of sustainable modes of transport. The development of a transport model to inform this process is likely to be required as part of the planning application process, and should be considered at this stage.
- 5.13 The Masterplan presently identifies one proposed expansion scheme. It may be worthwhile treating this as a 'reference case' against which to consider options, a possible measure that would be needed for consideration of airport proposals as part of the LDF process.
- 5.14 In terms of appraising proposals, chapter six of the Masterplan provides a high level overview of how the Airport Operator intends to address the main issues raised as a result of airport expansion and the need to address Government Guidance and Regional and Local Policy.

- 5.15 There is a lack of specific commitment within this section which at present provides details of the airport's aspirations, rather than a commitment to address the impacts of development. For example it would be preferable for the Masterplan to set targets for carbon neutrality and emission controls and to establish a review process to amend those targets based upon technological advances that continue to reduce emissions. More specific targets on air quality would be welcome.
- 5.16 It would also be beneficial in due course if the Masterplan is accompanied by an Environmental Statement that more fully identifies the impacts of expansion proposals and mitigation measures. It is recommended that the Operator liaises closely with Natural England and the Environment Agency in particular to commence this process and identify whether and when there may be a need to consider the possible need for an appropriate assessment in accordance with the Habitat Regulations and the potential need for a Strategic Environmental Assessment. The Environmental Statement provision will be an essential accompaniment to a planning application seeking to gain consent for expansion of the airport.
- 5.17 The Masterplan has been the subject of public consultation. The nature of the consultation process, those consulted and responses received should be published as part of the preparation of a revised draft. It is suggested that this could be the subject of a further round of consultation prior to finalising the document, to enable the Operator to identify comments received and explain the changes made. Reconsultation should be with all statutory planning consultees as well as other stakeholders. The Department for Transport should form part of this process in line with its Guidance.
- 5.18 It is considered that taking the above steps would enable the Council, as Planning Authority, to give more weight to the document as a tool to be used for Development Control purposes.
- 5.19 In general terms, the Masterplan remains a stand-alone document that the Council can acknowledge, support and refer to when making decisions on the development of the airport. As stated in paragraph 8, 'if the Masterplan is to be fully integrated into a Local Development Framework, likely to be in the form of an Area Action Plan, the Airport Authority should work with the Local Planning Authority from an early stage, as the latter body will take ownership of the process and take it through the appropriate stages'. It is considered that at present the Masterplan comprises a separate document, but that members may wish to give a commitment to integrating proposals into the LDF process as described above.

Detailed Issues

- 5.20 As explained above, present Government Guidance does not require the provision of a Masterplan for the airport. In this case the existing Section 106 Agreement and the aspirations of the operator have resulted in the development of a draft Masterplan.
- 5.21 The Masterplan has identified numerous environmental and community issues that need to be addressed satisfactorily before much of the airport's expansion proposals can be pursued.

- 5.22 As was pointed out within the Planning History section of the report, any significant planning application for further development at the airport will need to be accompanied by an Environmental Impact Assessment (EIA).
- 5.23 Screening opinions upon previously permitted proposals have indicated that the cumulative impact of these developments and any new development will result in such a requirement.
- 5.24 Once the need for an EIA has been definitively established, the airport will also need to request that the Council, as Planning Authority, undertakes a Scoping Opinion in conjunction with statutory consultees, including the Highways Authority, Natural England and the Environment Agency, to establish the information required in support of any Environmental Impact Assessment. Rather than waiting to submit a planning application, it is considered that there are considerable benefits in carrying out studies to assist in identifying both the scope of any Environmental Impact Assessment and issues arising from analysis of environmental impacts of airport growth.
- 5.25 The Masterplan presently comprises a relatively high level aspirational stand-alone document prepared by the airport. In line with guidance on the preparation of Masterplans, it is considered more appropriate to consider the document outside of the formal LDF process, with the Council commenting on its proposals with a view to agreeing the airport's document following further consultation. Following adoption of the LDF core strategy, the Council, as Planning Authority, would then be able to liaise with the airport in the production of a supplementary planning document.
- 5.26 The Masterplan should include specific reference in terms of how proposals will address the all requirements of the existing section 106 agreement listed above in the report. Cross referencing within the Masterplan will assist in ensuring compliance.
- 5.27 More specific reference should be made to a commitment to established arrival and departure routes and improvements in monitoring facilities. A commitment to the use of continuous decent approach in the interests of fuel efficiency and noise abatement should be included
- 5.28 One factual issue that requires looking at in relation to the document concerns references on page 21 of the draft Masterplan to the airport's entitlement to undertake various forms of permitted development relating to its operations in accordance with the Town and Country Planning (General Permitted Development) Order 1995, Article 2 and Schedule 2 – Part 18.
- 5.29 The airport does not have the benefit of planning permission, and therefore cannot be considered to be 'operation land' in Planning Law. The airport operates legally as a commercial airport as a result of a grant of Lawful Development Certificates, which do not have the same status as a planning permission.
- 5.30 Because no planning permission exists, the airport has more limited permitted development rights compared to those airports with planning permissions whose land can be defined as operational land. This fact needs to be reflected in the airport Masterplan.

- 5.31 It is considered that compliance with the Human Rights Act 1998 should be a consideration of the Masterplan process.

Local Plan Policy Issues

- 5.32 In terms of the general proposals within the draft Masterplan, there are a number of areas where it goes beyond the parameters of existing policy. Specifically, these areas are:

Surface Access and Parking

- 5.33 Future Development Plans identify potential road improvements, and parking and aircraft facilities beyond the boundary of the existing airport, as defined within the Thanet Local Plan. It would not be appropriate to give full support to these elements of the airport's aspirations outside of the formal Development Plan or Development Control process. It is these areas that will require urgent attention through the development of the Local Development Framework in order to ensure that uncertainty and short-term blight referred to within the guidance on the preparation of airport Masterplans is avoided.

Infrastructure Provision

- 5.34 There is a need to demonstrate that there is sufficient capacity in terms of water supply, foul drainage, surface water drainage, gas and electricity to service the expansion of the airport. The method and phasing of such provision needs to be outlined within the Masterplan, with reference made to consents required to achieve that provision, particularly relating to surface water.

The Northern Grass

- 5.35 The Masterplan proposes releasing an area of the northern grass for general employment use. This proposal does not accord with the present Local Plan allocation for the site, and would need to be considered through the LDF process to determine whether general employment use is required on the site and to assess its suitability. The Council, as Planning Authority, is undertaking an Employment Land Review, and this site will be considered in the context of that review. The Working Party has noted that significant employment sites are characteristic of other Regional Airports. Therefore it is quite possible that, following review, the Northern Grass could be reallocated as general employment land.
- 5.36 A related issue to any proposals to change the use of this area is the need to demonstrate that sufficient land remains within the retained airport to provide for site surfaces. This needs to be demonstrated on a plan, as well as in the text of a document, and present proposals need to be expanded to clarify the position.

Public Safety Zones

- 5.37 As referred to above, there would be benefit in identifying the potential need for Public Safety Zones to cater for potential airport expansion, and to ensure that the possibility of development within such areas is carefully considered within the LDF process and in Development Control decisions.

- 5.38 The provision of additional information in the form of a commitment to the establishment of an Environmental Statement and the establishment of an Air Transport Forum to develop a Surface Access Strategy should be highlighted more within the document, with details of how and when these strategies are to emerge being provided.

6.0 OPTIONS

- 6.1 Members have the option to agree the recommendations of the report. Alternatively, they may wish to add further provisos based upon the information provided.
- 6.2 Members also have the option to merely acknowledge the Airport Operator's production of the report, but resolve to treat the report as a 'stand-alone' document which will not be treated as part of the emerging Council Planning Process.

7.0 CORPORATE IMPLICATIONS

7.1 Financial Implications

- 7.1.1 There are no financial implications relating to this decision.

7.2 Legal

- 7.2.1 It is not considered that there are any legal implications, should the Council resolve to acknowledge the Masterplan as the Airport Operator's document. Liaison with the Airport Operator subsequently to develop Masterplan proposals within the context of the LDF process will be subject to the legal requirements of that process.

7.3 Corporate

- 7.3.1 Part one of the Corporate Plan relates to Thanet's economy. A major project relating to attracting employment opportunities to Thanet is the support to the aviation sector, including receiving and approving the Masterplan for Kent International Airport.

7.4 Equality and Diversity

- 7.4.1 In the opinion of the writer, there are no Equality or Diversity implications with regard to this report or its recommendations.

8.0 RECOMMENDATIONS

- 8.1 That members agree in principle to the aspirations of the Draft Masterplan as it broadly aligns with Government guidance and Regional and Local Planning Policy and guidance and complies with the requirements of the existing Section 106 agreement on the airport.
- 8.2 That the airport be requested to publish the results of its consultation on the Draft Masterplan and proposed amendments for further comment prior to finalising the Masterplan, consultation to also be undertaken with statutory Planning Consultees including GOSE, SEERA, The Highways Agency and SEEDA.

8.3 That proposed amendments include the following alterations/additions to the Masterplan:

- (1) More specific measurable targets with regard to;
 - Sustainability;
 - Carbon neutrality;
 - Emission control (including proposals relating to airline offsetting measures)
- (2) More specific details are provided with regard to the establishment of an Air Transport Forum and the development of a Surface Access Strategy to cope with predicted growth. The forum remit would include the provision of Realistic revisions to forecasting of surface access issues based upon an aspiration for greater use of public transport and alternative means of transport to the private car.
- (3) Reference to the impact of the present economic conditions on predictions for short-term development
- (4) The inclusion of more specific proposals for the phasing of development proposals and associated infrastructure provision required as a result of those proposals for the period up to 2018, with details of approximate costs at today's prices. This analysis should confirm that measures proposed will ensure there is sufficient infrastructure capacity to cater for the growth of the airport in the context of other development aspirations for the area.
- (5) That more specific proposals, with timescale details are put forward for the implementation of environmental studies to assess the implications of phased growth and preparation of mitigation proposals where required. These studies to take place in consultation with the Environment Agency and Natural England and to result in the production of an Environmental Statement to accompany the Masterplan. This process must comply with the requirements of relevant EU Environmental Law.
- (6) That the status of proposals in the Masterplan that do not accord with the present extant policy documents, (ie: the Northern Grass, potential offsite highway improvements and parking proposals) are clearly identified as such in the Masterplan. The Masterplan should make it clear that these proposals are aspirations to be pursued through the LDF process.
- (7) That the Masterplan clearly defines how it meets the requirements of the Section 106 agreement.
- (8) That the Masterplan be amended with reference to the permitted development rights available to the airport.
- (9) That more specific reference is made to the implications of the introduction of Public Safety Zones at either end of the runway.

- 8.4 This report, subject to Member comment, will proceed to Overview and Scrutiny, and then Cabinet and, ultimately, Council on 23 April. After Council has decided its response, Officers will work with Airport Management towards further consultation and amendment of the draft Masterplan such that a final version of the document is produced.

REPORT OF THE SUSTAINABLE COMMUNITY STRATEGY

To: **Overview and Scrutiny Panel – 10 March 2009**

Main Portfolio Area: **All**

By: **Corporate Improvement Manager**

Classification: **Unrestricted**

Summary: To receive a verbal presentation from the Sustainable Community Strategy Working Party.

For Information

1.0 Introduction and Background

1.1 The Panel has a standing item to receive presentations from active formal and informal working parties on activities that fall under their respective Terms of Reference.

1.2 The Sustainable Community Strategy Working Party was tasked by the OSP to critically look at the proposed East Kent Sustainable Community Strategy and develop an initial response to the proposal which would be later confirmed by the Panel.

2.0 Corporate Implications

2.1 Financial

2.1.1 None

2.2 Legal

2.2.1 None

2.3 Corporate

2.3.1 None.

2.4 Equalities

2.4.1 None.

Contact Officer:	Sophie Chadwick, Corporate Improvement Manager, ex 7180
Reporting to:	Donna Reed, Director of Customer Services and Business Transformation

Annex

None	
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Background Papers

Title	Details of where to access copy
None	n/a

Corporate Consultation Undertaken

Finance	Not required
Legal	Not required

REPORT OF THE EQUALITIES WORKING PARTY

To: **Overview and Scrutiny Panel – 10 March 2009**

Main Portfolio Area: **All**

By: **Corporate Improvement Manager**

Classification: **Unrestricted**

Summary: To receive a verbal progress report from the Equalities Working Party.

For Information

1.0 Introduction and Background

1.1 The Panel has a standing item to receive presentations from active formal and informal working parties on activities that fall under their respective Terms of Reference.

1.2 The Equalities Working Party is in the process of reviewing the Council's progress against its stated objectives of meeting the 'Achievement' level of the ESLG.

2.0 Corporate Implications

2.1 Financial

2.1.1 None

2.2 Legal

2.2.1 None

2.3 Corporate

2.3.1 None.

2.4 Equalities

2.4.1 None.

Contact Officer:	Sophie Chadwick, Corporate Improvement Manager, ex 7180
Reporting to:	Donna Reed, Director for Customer Services and Business Transformation

Annex

None	
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Background Papers

Title	Details of where to access copy
None	n/a

Corporate Consultation Undertaken

Finance	Not required
Legal	Not required

PROGRESS REPORT ON BROADCASTING COUNCIL MEETINGS

To: **Overview and Scrutiny Panel – 10 March 2009**

Main Portfolio Area: **All**

By: **Director for Customer Services and Business Transformation**

Classification: **Unrestricted**

Summary: To receive a verbal report from the Director for Customer Services and Business Transformation, Donna Reed.

For Information

1.0 Introduction and Background

- 1.1 The public attended an Extra Ordinary Council meeting on 09 October 2008 and watched the proceedings of the meeting on closed circuit tele-broadcasting in the over-spill room (the Austen Room)
- 1.2 A technical problem affected the internal broadcasting which led to distorted voice projections and affected the general quality of the internal broadcasting service
- 1.3 A feasibility study is now being undertaken by the Director of Customer Services and Business Transformation to look at the possibilities of upgrading the broadcasting service of Council meetings to meet the growing demand for a quality service by the Thanet residents.

2.0 Corporate Implications

2.1 Financial

- 2.1.1 No direct financial implications out of this report.

2.2 Legal

- 2.2.1 None

2.3 Corporate

- 2.3.1 None.

2.4 Equalities

- 2.4.1 None.

Contact Officer:	Carolyn Knight, Business Support Manager, ex.7203
Reporting to:	Donna Reed, Director for Customer Services and Business Transformation

Annex

None	
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Background Papers

Title	Details of where to access copy
None	n/a

Corporate Consultation Undertaken

Finance	Not required
Legal	Not required

REVIEW OF WORK PROGRAMME FOR 2008/09

To: **Overview and Scrutiny Panel – 10 March 2009**

Main Portfolio Area: **All Portfolios**

By: **Democratic Services & Scrutiny Manager**

Classification: **Unrestricted**

Ward: **All**

Summary: This report reviews the 2008/09 work programme

For Decision

1.0 Introduction and Background

- 1.1 This paper allows the Panel to review the Overview and Scrutiny Panel work programme agreed at the meeting on 27 January 2009. Table 1 below summarises the latest position.
- 1.2 The table is sub-divided in order to illustrate the suggested nature of the work involved:
- a) **Formal Working Party** – a formal sub-committee which will report its findings back to the Panel for recommendation onto the executive.
 - b) **Involvement in policy development** – this entails the relevant Members being involved by officers in the review/development of policies by the executive. That work will be reported back to the Panel prior to recommendations being passed to the executive.
 - c) **Presentations** – these are presentations to the Panel that will allow the Panel to consider whether any further work should be undertaken and a specific item included in the Panel's work programme.
 - d) **Status to be determined** – possible additions to the work programme. The Panel will need to decide whether to undertake work on them, and if so, how that work will be organised.

Table 1

Issue	Composition/ Members	Lead Officer	Comment	Status
Formal Working Parties				
08/09.1 Corporate Improvement and Budget Working Party ¹	Bayford Roberts Lawson Day Harrison Johnston D Green	Sophie Chadwick/Sue McGonigal	The Group has incorporated feedback regarding the Thanet Vision into the updated draft version which is now out for consultation	Ongoing
08/09.2 Asset Management Working Party	Bayford Hayton Rogers Harrison Johnston	Brian White	---	Ongoing
08/09.3 Manston Airport Working Party	Bruce Mrs Roberts Harrison Nottingham Watkins	Brian White	---	Ongoing
Involvement in policy development				
08/09.6 Museums Working Party	Mrs Roberts Scobie	Mark Seed	Working Party is still awaiting the resolution of the Kent Maritime Trust issue TDC is undertaking some feasibility studies and working party will be involved	Ongoing
08/09.8 Recycling in Thanet	Bruce Nottingham	Mark Seed	Initial meeting held with the Chairman of the W/P and consideration of some specific areas for scrutiny is being undertaken	Ongoing
08/09.9 Allotments Working Party	Mrs Rogers xx	Brian White and Mark Seed	W/P is still to meet	Ongoing
08/09.10 Tivoli Brook Working Party	Bruce Watkins	Brian White	...	Ongoing
08/09.11 Ramsgate Sports	Day Campbell	Mark Seed	W/P activities are on hold until funds are	Ongoing

¹ Includes review of TDC leaseholder charges as agreed by the Panel on 22 July 2008.

Issue	Composition/ Members	Lead Officer	Comment	Status
Centre Swimming Pool			made available for the construction of the swimming pool	
08/09.13 Thanet Works Working Party	Mrs Roberts Mrs Johnston	Colin Maclean	Full presentation / discussion done at OSP on 27/01/09 Group meeting on either 27/02/09 or 03/03/09	Ongoing
08/09.12 Equalities Working Party	Jarvis Scobie	Sophie Chadwick	Group Meeting set for 20 Feb 09 was postponed to date still to be set CMT needs more time to consider options for the Corporate Equality Plan	Ongoing
08/09.14 Landlord Services Working Party	Bayford Harrison Mrs Johnston Mrs Rogers Crotty	Brendan Ryan	Group had first meeting on 09/02/09 Group to meet on 30/03/09 to consider draft paper going to EKJAC in early Apr 09	Ongoing
08/09.15 Sustainable Community Strategy Working Party	Bayford Harrison	Sophie Chadwick	Group still to meet Consultation to end 13 March 2009	Ongoing
Presentations				
08/09.5 Presentations by Portfolio Holders and Directors	N/A	All Portfolio Holders and Directors	Each meeting of OSP receives a presentation from a Cabinet Portfolio Holder and Director	Ongoing
08/09	All Working Parties	All Directors	Each meeting of the OSP receives verbal reports (informal reports) from members of working groups	Ongoing
Status to be determined				
None at present				

2.0 Corporate Implications

2.1 Financial

2.1.1 None directly from this report but elements of the suggested work programme may have financial and resource implications.

2.2 Legal

2.2.1 None

2.3 Corporate

2.3.1 The work programme should help to deliver the Modern Council theme of the Corporate Plan by focusing on the best use of people, technology, buildings and assets in order to deliver high quality and efficient services. An active Scrutiny programme is part of good governance and will, ultimately underpin the Council's use of resources assessment.

2.4 Equalities

2.4.1 None directly but the Council needs to retain a strong focus and understanding on issues of diversity amongst the local community and ensure service delivery matches these.

3.0 Recommendations

3.1 The Panel is asked to consider any changes to the work programme it may wish to make.

4.0 Decision Making Process

4.1 This is a scrutiny decision and therefore not subject to call in.

Contact Officer:	Glenn Back, Democratic Services and Scrutiny Manager, Ext: 7187
Reporting To:	Miles Smith, Interim Head of Legal & Democratic Services (& Monitoring Officer)

Background Papers

<i>Title</i>	<i>Details of where to access copy</i>
None	

Annexes

None	
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Corporate Consultation Undertaken

Finance	Sarah Martin, Financial Services Manager
Legal	Miles Smith, Interim Head of Legal & Democratic Services

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FORWARD PLAN

To: **Overview and Scrutiny Panel – 10 March 2009**

Main Portfolio Area: **All**

By: **Democratic Services and Scrutiny Manager**

Classification: **Unrestricted**

Summary: To update Panel Members on the revised Forward Plan of key decisions and allow the Panel to consider whether it wishes to be consulted upon any of the items

For Decision

1.0 Introduction and Background

- 1.1 The law requires that the Council regularly publish a Forward Plan of Key Decisions. Thanet's Forward Plan is updated monthly and published on the Council's internet site www.thanet.gov.uk/council_democracy/cllrs_democracy_elections/forward_plan.aspx and on the Members' portal.
- 1.2 The aim of the Forward Plan is to allow the general public and Council Members to see what decisions are coming up over the next few months and how they will be handled i.e. whether a decision will be taken by Cabinet or Council, and whether there will be input from Overview & Scrutiny during the process.
- 1.3 Overview & Scrutiny receives an updated copy of the Forward Plan at each Panel meeting. The Panel can identify any item on the Forward Plan to be added to the Overview and Scrutiny work programme in order to be scrutinised further. A copy of the latest version of the Plan is attached at Annex 1 to this report.

2.0 Corporate Implications

2.1 Financial

- 2.1.1 None

2.2 Legal

- 2.2.1 None

2.3 Corporate

- 2.3.1 The development of a Scrutiny and Overview Forward Plan will help to deliver the Modern Council theme of the Corporate Plan, by focusing on transparent and accountable decision making.

2.4 Equalities

- 2.4.1 None.

3.0 Recommendations

3.1 Members' instructions are invited.

Contact Officer:	Glenn Back, Democratic Services & Scrutiny Manager, ext.7187
Reporting to:	Miles Smith, Interim Head of Legal & Democratic Services

Annex

Annex 1	Forward Plan
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Background Papers

Title	Details of where to access copy
None	n/a

Corporate Consultation Undertaken

Finance	Not applicable
Legal	Not applicable



FORWARD PLAN

1 MARCH 2009 TO 1 SEPTEMBER 2009

The Local Government Act 2000 requires the Council to publish, once a month, a Forward Plan of Key Decisions to be taken over the coming months. A key decision is an executive decision (taken by Cabinet or by officers on Cabinet's behalf) that is likely:

- a) To result in the Council spending or saving significantly against the Council's budget; or
- b) To be significant in terms of the effect on communities living or working in the district, in an area comprising two or more wards. However, decisions that impact on communities living or working in one ward will be treated as "key" if the impact is likely to be very significant

To help clarify what should be included in the Forward Plan, Thanet District Council has set the following thresholds:

Type of Decision	Threshold	Key Decision?
(a) Decisions involving expenditure within relevant budget approved by Council.	None.	No, unless significant effect on communities (i.e. it affects two or more wards or has a major impact within one ward)
(b) Decisions involving expenditure in excess of relevant budget approved by Council.	Any excess which exceeds the FPR virement rules.	Yes, if above threshold. If at or below threshold, a key decision if significant effect on communities (as above).
(c) Decisions on cash flow, investments and borrowings.	None.	No, unless significant effect on communities (as above).
(d) Decisions to make savings.	None.	No, unless significant effect on communities (as above).
(e) Policy framework items.	N/A	No - but included in Forward Plan
(f) Budget setting.	N/A	No - but included in Forward Plan

The Forward Plan represents a snapshot of decisions in the system as at the date of publication. It is updated every month. For more information, please contact Charles Hungwe at the Council Offices, Cecil Street, Margate on Thanet 577186 or by e-mail at charles.hungwe@thanet.gov.uk.



The Cabinet comprises the following Members who have responsibility for the portfolio areas shown:

Councillor Sandy Ezekiel (Leader):	Cabinet Co-ordination
Councillor Roger Latchford:	Regeneration and Economic Development
Councillor John Kirby	Regulatory Services and Ramsgate Marina
Councillor Shirley Tomlinson:	Environmental Services
Councillor Jo Gideon:	Customer Services and Business Transformation
Councillor Zita Wiltshire	Community Services
Councillor Martin Wise:	Finance and Corporate Services

Where any person wishes to make representations about a matter where the Cabinet is listed as the decision maker letters should be sent to the Council's offices at Cecil Street, Margate addressed to the Senior Democratic Services Officer. In all other cases letters should be sent to the same address, addressed to the named decision maker listed below.

Part I: Forward Plan of Decisions 1 March 2009 to 1 September 2009

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Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
Budget 2009/10 & Medium Term Financial Strategy	Will give draft budget figures, the draft Annual Treasury and Investment Strategy, the draft Medium Term financial plan and will present the proposed fees and charges for 2009/10	1. Cabinet / Council 2. Director of Financial & Corporate Services, Sue McGonigal x577617	Cllr Martin Wise	26 Feb 2009	16 Feb 2009	Public Consultation and Corporate Improvement & Budget Working Party	Public – November 7 December 2008	Budget Build Working Papers	Theme 6

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
To approve the Annual refresh of the Corporate Plan	The refreshed Corporate Plan will form the basis for performance monitoring over the next financial year.	1. Cabinet/ Council 2. Corporate Improvement Manager, Sophie Chadwick x577180	Cllr Martin Wise	26 Feb 2009	16 Feb 2009	N/A	N/A	Corporate Plan Refresh Report	Theme 6
To agree the review undertaken of the Local Code of Governance and Governance Framework		1. Cabinet / Council 2. Director of Finance & Corporate Services, Sue McGonigal x577617	Cllr Martin Wise	12 March 2009	02 March 2009	Governance Group / Governance & Audit Committee	Covering report detailing documents to be approved	Covering report with new Governance Framework and Local Code of Governance attached	Theme 6
To agree the annual review of the Business Continuity Management Policy		1. Cabinet / Council 2. Director of Finance & Corporate Services, Sue McGonigal x577617	Cllr Martin Wise	12 March 2009	02 March 2009	Governance Group / Governance & Audit Committee	Covering report detailing documents to be approved	Covering report with Business Continuity Management Policy attached	Theme 6
To agree the Council's response to the consultation draft of the East Kent Sustainable Community Strategy	That the Council agrees to work with partners to achieve the vision outlined within the Strategy.	1. Cabinet/ Council 2. Corporate Improvement Manager, Sophie Chadwick x577180	Cllr Sandy Ezekiel	12 March 2009	02 March 2009	Members, TDC staff, Local residents, public sector bodies, businesses, community and voluntary organisations	Various	Draft EK Sustainable Community Strategy	Theme 6

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
Asset Management Plan Agreement of Potential Disposals for 2009/2010.	Approval of asset disposals is essential to the Corporate Plan and Capital Programme because disposals generate funding.	1. Cabinet. 2. Director of Economic Development & Regeneration, Brian White x 577007	Cllr Roger Latchford	09 April 2009	30 March 2009	Members, and residents via agreed consultation process Overview & Scrutiny Panel	Public Briefings; Thanet Matters	Schedule of Potential Disposal Sites.	Themes 1 & 6
Housing Strategy Update	A new updated housing strategy adopted for the district	1. Cabinet/ Council 2. Strategic Housing Manager, Amber Christou x577220	Cllr Zita Wiltshire	09 April 2009	30 March 2009	Stakeholders including Thanet residents, Sub-Regional Homeless Forum, local community groups / residents association, landlords, developers, voluntary sector, internal, Overview & Scrutiny Panel	Focus Groups Thanet Matters Questionnaires Meetings Workshops	Draft Strategy	Themes 4 & 5
To consider the future support by TDC of museum provision in Thanet	Creating a sustainable future for Thanet's public museums that reflects the level of funding that can be assigned to these services	1. Cabinet/ Council 2 Director of Environmental Services, Mark Seed x 577742	Cllr Shirley Tomlinson	09 April 2009	30 March 2009	Successor body to East Kent Maritime Trust, Dickens House Committee Overview & Scrutiny Panel	Negotiation	Options Report	Themes 1 & 5

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
Response to Airport Master Plan –Kent International Airport (KIA)	Enabling the Council to respond to the draft Kent International Airport Masterplan, which will dictate future planning applications regarding airport expansion	1. Cabinet / Council 2. Director of Economic Development & Regeneration, Brian White x 577007	Cllr Roger Latchford	09 April 2009	30 March 2009	Public Business Neighbouring Councils Overview & Scrutiny Panel	Information, Meetings and the Manston Airport Working Party	Iterative from April 08 onwards	Theme 1
To consider the Cliftonville Development Plan Document for public consultation and submission to the Secretary of State	Introduces planning policies to help rebalance the community in Cliftonville West	1.Cabinet / Council 2.Strategic Planning Manager, Colin Fitt x577154	Cllr Roger Latchford	09 April 2009	30 March 2009	Residents and community groups in Cliftonville West, Statutory Consultees, those who responded to previous consultations	Circulation of document for comment with standard response form as set out by Government	Draft Cliftonville Development Plan Document & Summary of previous consultations	Themes 1,2,3, 4 & 5
To Approve a Going Green Policy for Thanet District Council	An agreed approach to environmental matters	1. Cabinet 2. Director of Finance & Corporate Services, Sue McGonigal x577617	Cllr Shirley Tomlinson	09 April 2009	30 March 2009	Officers & Members Overview & Scrutiny Panel	Going Green Group	Covering report with draft policy and strategic action plan	Themes 3 & 6

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
Action plan for Olympics 2012 preparation	Give support to the specific areas of activity required over the next 4 years agreed between stakeholders in Thanet. The primary purpose will be to take advantage of the Olympics on sports, culture, tourism and social regeneration.	1. Cabinet / Council 2. Director of Environmental Services, Mark Seed x 577742	Cllr Shirley Tomlinson	09 April 2009	30 March 2009	Kent Olympics Group Thanet based leisure and cultural stakeholders	Options consideration meetings Thanet stakeholder meeting	Options Report	Theme 1
Sports, active recreation and facilities plans, sports strategy	Laying out a programme of actions for the Council and its sports partners based upon objective estimates of need. The primary aim is to encourage participation for social and health purposes.	1. Cabinet/ Council 2. Director of Environmental Services, Mark Seed x 577742	Cllr Shirley Tomlinson	09 April 2009	30 March 2009	Sport England Thanet Sports Network	Circulation of action plans for comment	Options Report	Theme 5
Draft Updated ICT Strategy	ICT Action Plan updated to reflect ICT investment and technical developments required to support business activity.	1. Cabinet 2. Computer Services Manager William Neech x 577779	Cllr Martin Wise	09 April 2009	30 March 2009	Corporate Directors	Internal to Council	Cabinet Report	Theme 6

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
Information Management Strategy – Updated to reflect current Work Programme	Information Management Action Plan updated to support ongoing work around document imaging, back-scanning & accommodation rationalisation.	1. Cabinet 2. Corporate Information Officer, Alan Martin x577173	Cllr Martin Wise	09 April 2009	30 March 2009	Key stakeholders inc Corporate Directors, Legal, Finance, Democratic Services, IT, Communications, Facilities Management – Representations to be received by October 2008	Internal to Council	Cabinet Report	Theme 6
East Kent Payroll and Human Resources Service	Each participating Council to agree in principle (a) to an East Kent Shared Service project for the provision of Payroll and Human Resources; (b) to support delegation of Payroll & Human Resources to Kent County Council and Dover District Council, respectively; and (c) to formally delegate responsibility for discharging related executive and non-executive functions to East Kent Joint Arrangements Committee (EKJAC).	1. Cabinet/ Council 2. HR & Organisational Development Manager, Sarah Carroll x577188	Cllr Sandy Ezekiel	09 April 2009	30 March 2009	Chief Executives, Corporate Management Teams, Project Team and HR & Payroll Staff	Workshop held on 5 November 2008 and ongoing communication through project sub groups	Report to the East Kent Joint Arrangements Committee – 1 December 2008 Feasibility Study	Theme 6

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
Landlord Services – Joint Working Proposals	Cabinet – 12 Feb 2009: To recommend to Council the creation of a joint service with other authorities to manage council housing in East Kent	1. East Kent Shared Services Committee/ Cabinet/ Council 2. Director of Community Services, Brendan Ryan x577123	Cllr Zita Wiltshire	09 April 2009	30 March 2009	Tenants and leaseholders of TDC and other east Kent councils. Staff of TDC and Unison Overview & Scrutiny Panel	Newsletters/ meetings	Options Report	Theme 4
Alignment of Waste and Collection Services across East Kent districts and with Kent County Council	Working towards standard methods of waste and recycling collection in East Kent by 2013. This includes the potential introduction of food waste and glass collection at the kerbside.	1. East Kent Joint Arrangements Committee/ Cabinet/ Council 2. Deputy Chief Executive, John Bunnett X577009	Cllr Shirley Tomlinson	09 April 2009 (Cabinet)	30 March 2009	East Kent Joint Scrutiny Committee	By Report and Site Visits	Financial and risk analysis of options	Theme 3
To approve a Vision for Thanet District Council	Staff, Members and residents will know what is the Council's vision for Thanet	1. Cabinet/ Council 2. Chief Executive, Richard Samuel x 577001	Cllr Sandy Ezekiel	June 2009		Overview & Scrutiny Panel	To be confirmed	Final Vision document and supporting documents	Theme 6

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
To adopt the East Kent Sustainable Community Strategy	That the Council agrees to work with partners to achieve the vision outlined within the Strategy.	1. Cabinet/ Council 2. Corporate Improvement Manager, Sophie Chadwick x577180	Cllr Sandy Ezekiel	June 2009		Members, TDC staff, Local residents, public sector bodies, businesses, community and voluntary organisations	Various	EK Sustainable Community Strategy	Theme 6
To approve the Housing Revenue Account (HRA) Business Plan	The Council will approve the 30 year business plan governing the management and improvement of its Council housing.	1.Cabinet 2.Director of Community Services, Brendan Ryan x577123	Cllr Zita Wiltshire	June 2009		Internal Stakeholders/Tenant & Leaseholders Forum by Dec 08 Overview & Scrutiny Panel	Circulation/ Meeting	Business Plan	Theme 4
An Updated Lettings Policy	A new lettings policy for affordable housing adopted for the Thanet District, which includes local lettings plans for specific sites, including tower blocks.	1. Cabinet/ Council 2. Strategic Housing Manager Amber Christou x577220	Cllr Zita Wiltshire	June 2009		Stakeholders including Thanet residents, Sub-Regional Homeless Forum, local community groups / residents association, landlords, developers, voluntary sector, internal	"Stakeholder Day", focus groups, tenants, residents' newsletters and Thanet District Council website	Draft Policy	Themes 2, 4 & 5
Revise Financial Assistance Policy for Private Sector Housing	The updated Financial Assistance Policy for Private Sector Housing will be endorsed	1. Cabinet/ Council 2. Housing Renewal Manager, Carla Wenham-Jones x577792	Cllr Zita Wiltshire	August 2009		Internal Stakeholders	Meetings	Draft Policy	Theme 4

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	For decision by	Date Final Report Available	Consultees and Consultation end date	Means of Consultation	Documents submitted to the Decision Maker	Corporate Plan Theme? *
Empty Property Strategy	The approval of an updated Empty Property Strategy, including good practice guidance	1.Cabinet/ Council 2. Housing Renewal Manager, Carla Wenham-Jones x577792	Cllr Zita Wiltshire	August 2009		Internal and external stakeholders: Thanet District Council/Kent County Council. Private Sector Landlords/Management Agents/Community/Margate Renewal Partnership/ Registered Social Landlords	Focus Groups/ Meetings/ circulation	Strategy post-circulation	Theme 4
Housing Strategy Update	A new updated housing strategy adopted for the district	1. Cabinet/ Council 2. Strategic Housing Manager, Amber Christou x577220	Cllr Zita Wiltshire	August 2009		Stakeholders including Thanet residents, Sub-Regional Homeless Forum, local community groups / residents association, landlords, developers, voluntary sector, internal, Overview & Scrutiny Panel	Focus Groups Thanet Matters Questionnaires Meetings Workshops	Draft Strategy	Themes 4 & 5

Part II: LIKELY FUTURE DECISIONS WITH MEETING DATES NOT YET FINALISED

Key Decision to be Considered	What the Decision will mean	1. Decision Path/ 2. Lead Officer	Lead Cabinet Member	Likely date	Planned Consultees	Planned Means of Consultation	Documents to be submitted to the Decision Maker	Corporate Plan Theme? *
Supplementary Planning Guidance	To give advice on and to prioritise developer contributions from planning applications	1. Cabinet/ Council 2. Principal Planner (Local Plans), Steve Moore x577147	Cllr Roger Latchford	Spring/ Summer 2009	Public and Developers	Planning procedures	Supplementary Planning Guidance (Developer Contributions)	Theme 1

Key:

Reference	Corporate Plan Theme Areas
Theme 1	Improving Thanet's Economic Prosperity (includes Culture and Tourism)
Theme 2	Safe Neighbourhoods
Theme 3	Keeping Thanet Beautiful
Theme 4	Decent Quality Housing
Theme 5	Supporting Healthy and Cohesive Communities (including sport and leisure)
Theme 6	A Modern Council

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To: **Overview and Scrutiny – 10 March 2009**
Main Portfolio Area **Improvement and Performance**

By: **Sophie Chadwick, Corporate Improvement Manager**

Classification: **Unrestricted**

Summary: **To update Members on the Council's performance so far this year.**

For information

1.0 Introduction and Background

One of the 2007-11 corporate priorities is to “make the best use of our resources to provide residents with high quality, consistent and efficient services”. In order to achieve this, the Council has committed to report on its performance quarterly to Cabinet.

This report is designed to inform Members of the Council's performance against the Corporate Plan. Its purpose is to explain the Council's progress in delivering outcomes for the residents of Thanet.

2.0 Progress against the Corporate Plan

2.1 This is the third quarterly performance report for 2008/09, which shows continued good performance against the corporate plan projects. 67 projects are on track (shown as green faces), 17 projects are showing minor slippage (represented by orange faces) with only four projects showing major slippage (represented by red faces). There are 11 projects that are not due any milestones at this stage (shown as white faces).

2.2 Some key highlights include:

- The percentage of planning applications processed on time is over 91%;
- The Domestic Abuse Strategy was launched in November;
- Street cleanliness levels remain on target;
- A successful Green Awareness Week was undertaken in December;
- The number of households in temporary accommodation is well within target having fallen to only 33 households;
- 124 properties occupied by vulnerable persons have been made decent so far this year;
- The Sustainable Community Strategy for East Kent is now available for consultation;
- The council's accommodation programme is well on track with 70% of staff now located in the main building.

2.3 The following areas of concern are being addressed:

- London Array Limited have indicated that their current plans do not include an alongside quay at the port of Ramsgate.

- The project to achieve two green flags is being affected by funding issues.
- Rent collection levels remain below target.
- The percentage of non-domestic rates collected is 2.5% worse than target.
- Sickness has fallen below target and is no longer in top quartile.
- The percentage of complaints responded to on time fell over the last three months.

2.4 A number of indicators were introduced this year (e.g. new crime indicators) and it is not possible yet to indicate a direction of travel for these as there is no historical data to compare against.

3.0 Corporate Implications

3.1 Financial

There are no financial implications.

3.2 Legal

There are no direct legal implications

3.3 Corporate

One of the 2007-11 corporate priorities is to “make the best use of our resources to provide residents with high quality, consistent and efficient services”.

4.0 Recommendation

4.1 Overview and Scrutiny notes the content of this report and works with colleagues/officers to maintain a strong focus on performance for the rest of the Council year – particularly in the priority and high-impact areas.

5.0 Decision Making Process

5.1 This is not a key decision

Annexes

Annex 1 Quarter 3 Performance Pack

Annex 2 Summary Report on Performance to the end of the Third Quarter

Contact Officer:

Adrian Halse

Corporate Projects and Improvement

adrian.halse@thanet.gov.uk

Corporate Performance Report 2008-09

Third Quarter: October to December 2008



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1. Introduction

This performance report captures the following information:

1. Performance indicators against the 6 corporate plan 2007-2011 themes
2. Project progress against corporate plan theme
3. Corporate financial monitoring
4. Corporate monitoring of human resources and complaints

2. Executive Summary

Performance overview

Key highlights: Good performance

- The percentage of planning applications processed on time is over 91% for all types of application.
- The Domestic Abuse Strategy was launched in November.
- The number of households in temporary accommodation is well within target having fallen to only 33 households.
- 124 properties occupied by vulnerable persons have been made decent since April 2008.
- The Sustainable Community Strategy for East Kent has been published for consultation.

Key highlights: Areas of concern

- London Array Limited have indicated that their current plans do not include an alongside quay at the port of Ramsgate.
- The project to achieve two green flags is being affected by funding issues.
- Rent collection levels remain off target.
- The percentage of non-domestic rates collected is 2.5% worse than target.
- Sickness has fallen below target and is no longer in top quartile.
- The percentage of complaints responded to on time has fallen over the last three months.

Finance

The latest budget monitoring information shows an anticipated underspend of £59k for the General Fund for 2008/09. Any overspends arising between now and the end of the year will be contained within existing budgets.

Theme 1: Thanet's Economy

Why it is a priority?

Unemployment levels in Thanet are nearly double the South East as a whole (3.5% vs 1.6%) and the percentage of job seekers allowance claimants in Thanet is nearly double that in the South East as a whole; The fast rail service to/from London, starting in 2009, will make Thanet more accessible to/from London and therefore more attractive as a business (and residential) location; Turner Contemporary and the Olympics 2012 will be a strong catalyst for economic growth and inward investment – especially for cultural, creative and tourism industries; It is important for the Council to maximise the potential of Manston and EuroKent Business Parks to create employment opportunities; Thanet is one of only two districts in the South East with Assisted Area Status to promote the economic development of certain disadvantaged areas.






Key: Target not yet set/progress against target to be confirmed

Those greyed out are reported quarterly

Corporate Performance Monitoring








PI Ref.	Description	Service Area	Owner	2008-09 Year-end Target	2007-08 Actual	Oct-08	Nov-08	Dec-08	Target to date	YTD Actual	PI Status
National Indicators											
NI157a	Percentage of major applications decided within 13 weeks	Development Services	Simon Thomas	85.00%	81.58%	100.00%	100.00%	91.84%	85.00%	94.29%	
NI157b	Percentage of minor applications decided within 8 weeks	Development Services	Simon Thomas	89.00%	85.69%	92.86%	89.47%	86.36%	89.00%	91.00%	
NI157c	Percentage of other applications decided within 8 weeks	Development Services	Simon Thomas	96.00%	93.88%	92.86%	97.44%	95.21%	96.00%	95.06%	
Local Indicators											
BC005	Asset Management - Occupancy (TBC)	Development Services	Geoff Musk	TBC	New indicator			Under review			
BC007	Asset Management - Income (TBC)	Development Services	Geoff Musk	TBC	New indicator			Under review			
BC008	Average time taken to process building regulations applications	Development Services	Geoff Musk	10.00	New indicator	4.53	3.91	5.96	10.00	6.49	
TE001	Percentage of working aged people who are unemployed	Improvement and Performance	Louise Bibby	2.90%	3.00%	3.60%	4.00%	Available end of January	2.90%	4.00%	

Theme 1: Thanet's Economy

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
1.1	Attract quality employment opportunities to Thanet development sites through:					
1a)	Inward investment through Thanet's Business Parks including EuroKent and Manston Business Park	Apr-08	Mar-12	John Bunnett	Eurokent BP completed mid Jan; first two occupants going through legal transfer process.	
1b)	supporting the aviation sector including receiving and approving master plan for Kent International Airport	Apr-08	Mar 10	Brian White	Airport WP visits to Prestwick, Southend, Norwich, Bristol and Bournemouth now completed. Report being drafted for Overview & Scrutiny Committee.	
1c)	supporting indigenous growth and new start-ups through the Kent Innovation Centre, Margate Media Centre, Marlowe Academy and SEEDA Development	Apr-08	31 Mar 12	Louise Bibby	Eurokent Business Park is due for completion early 2009. A launch event will be held. Eurokent provide move-on accommodation for businesses from the KIC.	
1.2	Deliver our contribution to the employability agenda as a cross cutting issue by utilising the Neighbourhood Working Fund with partners	Apr-08	31 Mar 12	Louise Bibby	The Board and Leadership group have been set up for the Thanet Works programme and the funding appraisal process is being developed	
1.3	Support the creative, cultural and tourism economy by:	Apr-08	Mar-12	To be decided		
1.3a)	delivering an annual Thanet Festival programme	Apr-08	Mar-12	Gill Shepherd	2008 Tourism Marketing Plan in place with strengthened activity for the Thanet programme of events.	

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
1.3b)	supporting at least 20 public events per year to include the Ramsgate Maritime Event, Broadstairs Folk Week and the Margate Big Event	Apr-08	Mar-12	Gill Shepherd	Please see project 1.3a	
1.3c)	developing a beaches and bays improvement programme, encompassing sustaining the districts blue flag status, innovative and traditional chalet provision, new information signage and improved access	Apr-08	Mar-11	Joe McCarthy	Awards applied for although results of applications not announced until May 09. Developers identified for innovative chalet design project and Planning Applications being processed.	☹️
1.3d)	spending £1.5 million on improvements to the quality of the historic Townscape within the Ramsgate Townscape Heritage and deliver a series of educational programmes	Apr-08	Mar-12	Nick Dermott	Six grants paid/still being paid; 9 offers made and currently making offers on 3. High level of negotiation on 3 sites, early negotiation on 5 sites.	😊
1.3e)	delivering the actions from the Cultural Strategy and Visitor Economy Framework and Action Plans and use technology to promote Thanet as a destination	Apr-08	Mar-11	Mark Seed	First year of 4 year strategy resulted in 44.4% fully completed or on target. 31.5% in progress and 24.1% not achieved or behind schedule/deferred due to change in Council priorities/funding.	😊
1.3f)	working in partnership with Kent County Council and other Kent Districts and agencies to maximise the tourism, cultural and sporting benefits arising from the 2012 Olympics	Apr-08	Mar-11	Mark Seed	Nature of project changed and stakeholder event held 24/9 to develop a 4 year action plan. Kent Stakeholders identified to decide on an action plan.	☹️
1.4	Develop a series of area action plans for Thanet's towns and key economic areas to support implementation of the Thanet Vision and Local Development Framework	Apr-08	Mar-11	Doug Brown	See details below in CP1.4 a, b, c and d.	😊
1.4a)	Westwood and EuroKent	Apr-08	Mar-09	Doug Brown	Masterplan work has commenced on Westwood and Eurokent sites, identifying major access issues and key sites.	😊
1.4b)	Manston Business Park and Airport	Apr-09	Mar-10	Brian White	China Gateway S106 in final draft. Action Plan to be programmed.	😊

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
1.4c)	Ramsgate	Apr-09	Mar-10	Doug Brown	Proposals have been prepared in draft for the Ramsgate port and seafront sites, a port site is going through the asset disposal process.	☺
1.4d)	Broadstairs	Apr-10	Mar-11	Doug Brown	Planning work on Broadstairs to improve Albion St Car Park, Vere Road Car Park and Viking Bay site has started. Albion St and Viking bay are going through the asset disposal process. A planning application is being prepared for Vere Road based upon Broads	☺
1.5	Diversify the Port of Ramsgate by:	Apr-08	Mar-11	Dominic Evans		
1.5a)	achieving a change in the governance arrangements for the Port of Ramsgate to enable commercial diversification and capital investment	Apr-08	Mar-09	Louise Bibby	Discussions taking place with a second ferry operator.	☺
1.5b)	achieving a technical design and funding source for an alongside quay	Apr-08	Mar-09	Dominic Evans	The latest discussion with London Array Limited, they indicated that their current plans did not include an alongside quay at the Port of Ramsgate.	☹
1.5c)	achieving commercial agreements for the use of the Port of Ramsgate for offshore wind farm developments	Apr-08	Mar-09	John Bunnett	Commercial agreements have been signed with Thanet Offshore Windfarms (TOW) for the warehouse. TOW has now been taken over by Vattenfall and the project should commence construction in March 2009	☹
1.5d)	achieving signed agreements for the operation and maintenance base for wind farms	Apr-08	Mar-09	Dominic Evans	Commercial agreements have been signed with TOW for the warehouse. Ongoing discussions with London Array Limited.	☹
1.5e)	developing funding programmes for the Port of Ramsgate to include the provision of fish landing facilities to enable market and restaurant facilities in Ramsgate	Apr-08	Mar-09	Dominic Evans	Awaiting guidance on the possibility of European funding to improve facilities for the inshore fishing fleet based at the Port of Ramsgate.	☺
1.6	Regenerate Margate in conjunction with the Margate Renewal Partnership through developing an area action plan to include:	Apr-08	Mar-12	John Bunnett		

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
1.6a)	preparing for the opening of Turner Contemporary through working with Kent County Council on the development process and with joint promotion	Apr-09	Mar-12	Doug Brown	Turner is scheduled for completion in 2010, opening early 2011. Work continues on complementary proposals for the Rendezvous site with KCC.	
1.6b)	working with development partners to redevelop the former M&S site into a mixed use scheme for offices, retail and residential	Apr-08	Mar-11	Doug Brown	Proposals for redevt of M&S on hold due to Market conditions, Turner Gallery interim use, looking at options for subsequent interim proposals following Turner Gallery opening.	
1.6c)	Supporting the Theatre Royal Trust to develop a vision and strategy to underpin bids for a large-scale capital programme	Apr-09	Mar-11	Nick Dermott	Draft lease offered to the Trust to enable it to draw in grants. Target for signing of final version March 09.	
1.6d)	working with the owners of Dreamland and Arlington Square and developers deliver viable and deliverable development briefs, for the sites	Apr-08	Mar-10	Doug Brown	Draft schemes prepared by developers for both sites pre application advice continuing.	
1.6e)	developing Queens Arms Yard, a key Old Town site for residential and ground floor "affordable" artists studio space including a pedestrian route through the site	Apr-08	Mar-09	Sam Thomas	Orbit letter received stating they wish to enter into Development Agreement. Further legal advice obtained on Stopping Up Order.	
1.6f)	enhancing and developing Margate seafront's sites	Apr-08	Mar-12	Doug Brown	Seafront sites - KCC are designing a scheme to enable the closure of the seafront leg of Station roundabout, work will cost approx £1 million, funding has to be identified. This land is adjacent to the beach asset disposal site.	
1.7	Maximise the benefits from the new high-speed rail link to London by utilising local partnerships in relation to travel infrastructure and car parking		Mar 11	Louise Bibby	The EKLSP have a working group looking at the advantages to be gained across East Kent.	

Theme 2: Safe Neighbourhoods

Why it is a priority?

Thanet has amongst the highest rate of crime in Kent and the MORI Survey revealed that 'low level of crime' was the top priority for the residents of Thanet; 56% of residents feel that a low level of crime would help to make Thanet a good place to live; Reducing the fear of crime in Thanet is an essential area to focus on, particularly in the evenings/night-time when residents feel significantly less safe in comparison with other Kent districts; Crime levels related to the night time economy are higher in Thanet than anywhere else in Kent; Fear of crime is particularly high in Thanet when going out at night

Key: Target not yet set/progress against target to be confirmed

Those greyed out are reported quarterly

Corporate Performance Monitoring

PI Ref.	Description	Service Area	Owner	2008-09 Year-end Target	2007-08 Actual	Oct-08	Nov-08	Dec-08	Target to date	YTD Actual	PI Status
National Indicators											
NI015	Serious violent crime rate	Community Services	Mark Richardson	TBC	New PI	0.10	0.20	Available end January		1.1	<input type="checkbox"/>
NI016	Serious acquisitive crime rate	Community Services	Mark Richardson	TBC	New PI	1.00	2.00	Available end January		10.8	<input type="checkbox"/>
NI020	Assault with injury crime rate	Community Services	Mark Richardson	TBC	New PI	0.80	1.50	Available end January		8.6	<input type="checkbox"/>
NI032	Repeat incidents of domestic violence	Community Services	Mark Richardson	TBC	New PI			Available end January		659	<input type="checkbox"/>

Theme 2: Safe Neighbourhoods

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
2.1	Reduce violent crime and fear of crime related to the night time economy by 4% year on year to 2011 by:	Apr-08	Mar-12	Mark Richardson		
2.1a)	Using licensing powers to control establishments associated with night time anti social behaviour	Apr-08	Mar-12	Mark Richardson	Continued police and TDC licensing checks on worst premises.	😊
2.1b)	extending CCTV coverage and monitoring during night time periods	Apr-09	Mar-12	Mark Richardson	Additional CCTV operators employed on weekends over the summer months in Marine Terrace	😊
2.1c)	carrying out targeted partnership operations as directed by the Thanet Community Safety Partnership Tactical Group	Apr-08	Mar-12	Mark Richardson	Partnership operations continuing in Newington for ASB, Cliftonville in Athlestone, Clifton and Ethelbert gardens and also in Dane Valley.	😊
2.2	Understand and raise awareness of domestic abuse initially by increasing reporting by 2.5% year on year to 2011 by:	Apr-08	Mar-12	Mark Richardson		
2.2a)	promoting and improving coordination of partnership agencies through a comprehensive Domestic Abuse Strategy	Apr-08	Mar-09	Mark Richardson	Strategy has been launched in November 08	😊
2.2b)	providing outreach to support the four wards in the district that suffer from the highest levels of domestic abuse	Apr-08	Mar-12	Mark Richardson	Outreach worker employed and working for Oasis.	😊
2.2c)	delivering an awareness campaign to encourage reporting and contact with services	Apr-08	Mar-12	Sara Thompson	Campaign delivered over Xmas. Will be repeated for Valentines day.	😊
2.3	Reduce levels of criminal damage in Thanet by 4% year on year by 2011 by:	Apr-08	Mar-12	Mark Richardson		

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
2.3a)	producing a Graffiti Strategy with strands to tackle or improve: removal, enforcement and prevention	Apr-08	Mar-09	Mark Richardson	Graffiti strategy being implemented with enforcement operations completed and diversionary activities underway	😊
2.3b)	working in partnership with Kent Police to successfully prosecute graffiti taggers	Apr-08	Mar-12	Mark Richardson	Three operations completed	😊
2.4	Robustly tackle anti-social behaviour by:	Apr-08	Mar-12	Brendan Ryan		
2.4a)	signing up to and complying with the Respect housing management standard	Apr-08	Mar-09	Madeline Homer	Introduction of the Civica process supporting Anti-Social Behaviour to be finalised by the end of February.	😊
2.4b)	using and applying the wide range of tools available including Anti Social Behaviour Orders, Acceptable Behaviour Agreements and Dispersal Areas	Apr-08	Mar-12	Mark Richardson	ASBO case for Newington hill massive in court in Jan 09. Also 3 dispersal areas and a crack house closure implemented.	😊

Theme 3: Beautiful Thanet

Why it is a priority?

The MORI Survey revealed that 'clean streets' was the second highest priority for residents of Thanet and that residents felt clean streets would help make Thanet a good place to live; The top five services important to the residents of Thanet are all related to establishing a cleaner greener Thanet - refuse collection - maintain cleanliness standards for the beaches and coastline of Thanet - improve and maintain excellent street cleaning - improve recycling services - maintain cleanliness standards for the parks and open spaces of Thanet; Climate change is high on the national agenda and here in Thanet it is important to have a positive impact on the environment. We recognise the importance of the natural environment and the need to maintain the biodiversity of the area.

Key: Target not yet set/progress against target to be confirmed

Those greyed out are reported quarterly










Corporate Performance Monitoring


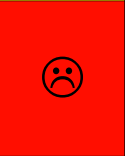
PI Ref.	Description	Service Area	Owner	2008-09 Year-end Target	2007-08 Actual	Oct-08	Nov-08	Dec-08	Target to date	YTD Actual	PI Status
National Indicators											
NI192	Percentage of Household waste sent for reuse, recycling and composting	Commercial Services	Graham Gosden	30.00%	26.49%			Awaiting data from KCC	29.00%	27.78%	☹️
NI195a	Percentage of relevent land and highways that is assessed as having deposits of litter that fall below acceptable levels	Commercial Services	Peter Thomas	10.00%	Not comparable			8.00%	10.00%	8.00%	😊
NI195b	Percentage of relevent land and highways that is assessed as having deposits of detritus that fall below acceptable levels	Commercial Services	Peter Thomas	10.00%	Not comparable			8.00%	10.00%	8.00%	😊
NI195c	Percentage of relevent land and highways where unacceptable levels of graffiti are visible	Commercial Services	Peter Thomas	4.00%	Not comparable			4.00%	4.00%	4.00%	😊
NI195d	Percentage of relevent land and highways where unacceptable levels of fly posting are visible	Commercial Services	Peter Thomas	1.00%	Not comparable			0.00%	1.00%	1.00%	😊

Local Indicators											
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PI Ref.	Description	Service Area	Owner	2008-09 Year-end Target	2007-08 Actual	Oct-08	Nov-08	Dec-08	Target to date	YTD Actual	PI Status
BV091a	Percentage of population served by a kerbside collection of recyclables	Commercial Services	Graham Gosden	87.50%	81.40%			100.00%	87.50%	100.00%	😊
BV091b	Percentage of population served by a kerbside collection of at least two recyclables	Commercial Services	Graham Gosden	87.50%	81.40%			91.00%	87.50%	91.00%	😊
CS001	Number of FPN issued for Littering and dog fouling	Community Services	Mark Richardson	300	320	46	35	32	225	259	😊
EH001	Number of enforcement notices to abate waste and rubbish on private land	Community Services	Penny Button	220	226			22	165	36	😞

Theme 3: Beautiful Thanet

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
3.1 3.2	Increase domestic recycling levels to 40% by 2011	Apr-08	Mar-11	Graham Gosden	Project on track with start of new service on 3 November 2008	
3.3	Achieve year-on-year improvements in cleaning standards to be in the top 25% of councils nationally by 2011	Apr-08	Mar-11	Peter Thomas	Achieved top quartile in 2007-08	
3.4	Increase enforcement action (including fines) for litter, dog-fouling and rubbish dumping to a minimum of 200 in Year 1, 300 per year thereafter – especially in problem areas	Apr-08	Mar-12	Brendan Ryan	on track	
3.5	Minimise Thanet's impact on the environment by:	Apr-08	Mar-12	Sue McGonigal		
3.5a)	reducing the Council's energy consumption by 10% by 2010	Apr-08	Mar-09	Karen Paton	Successful Green Awareness Week undertaken inc a marketplace event for staff/members. Enrolled new Green Champions to Energy Matters project in Jan/Feb & finalise action plan. Rationalisation of office accommodation on schedule	
3.5b)	consulting with the community on proposed new 'green' policies for Thanet	Apr-09	Mar-12	Sara Thompson	Options paper going to Cabinet in order to agree a policy position prior to external consultation.	
3.5 c)	extending and improving existing walk and cycle routes in Thanet	Apr-09	Mar-10	Stuart Smith	Turner to Dickens Walking Route virtually complete.	
3.5 d)	providing secure cycle parking at all railway stations and town centres	Apr-09	Mar-12	Stuart Smith	Completed as far as possible.	
3.5 e)	promoting best environmental practice in the construction of new buildings, together with the quality of design and materials used	Apr-08	Mar-12	Geoff Musk	Collating evidence of best practice.	
3.5 f)	refresh the Staff Travel Plan	Apr-08	Mar-12	Sarah Carroll	Proposals included in options paper described above.	

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
3.6	Contribute to the development of a Gold Flag standard working with the LGA, and Encams, and seek accreditation for key locations by 2010.	Apr-08	Mar-10	Mark Seed	Further progress on this action awaits the outcome of national trial being run by the LGA, ENCAMS and National Environment Officers Network, and the development of a national implementation programme.	
3.7	Secure two Green Flags for our parks/open spaces	Apr-08	Mar-11	Paul Verrall	Green Flags not achieved for 2008. Capital Programme issues affected funding of improvements	

Theme 4: Quality Housing

Why it is a priority?

Although house prices are lower than elsewhere in the South East, the low level of household incomes in Thanet means that the affordability gap is as great as the rest of the region; The large number of households on low incomes or benefits in Thanet means that the demand for affordable / social housing is high and there are over 4,000 people or families on the Council housing register; Over 23,000 homes in the private sector fail the government's Decent Housing Standard. Over half of these are occupied by people considered as vulnerable; In Kent, 8% of homes are in the private rented sector; in Cliftonville West, the figure is 59%

Key: Target not yet set/progress against target to be confirmed










Those greyed out are reported quarterly

Corporate Performance Monitoring

PI Ref.	Description	Service Area	Owner	2008-09 Year-end Target	2007-08 Actual	Oct-08	Nov-08	Dec-08	Target to date	YTD Actual	PI Status
National Indicators											
NI156	Number of households living in Temporary Accommodation	Community Services	Victoria Harley	50	50			33	50	33	
Local Indicators											
BV066a	Proportion of rent due that was collected	Financial Services	Sarah Hills	99.00%	98.83%	95.55%	95.94%	95.72%	98.21%	95.72%	
RC004	Number of tenants evicted	Financial Services	Sarah Hills	15	New indicator	0	3	4		11	<input type="checkbox"/>

Theme 4: Quality Housing

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
4.1	Meet the future housing needs of the District by:	Apr-08	Mar-10	Brian White		
4.1a)	delivering 200 new, affordable homes through developer contributions in the planning system	Apr-09	Mar-10	Brian White	52 units since April 08.	☺
4.1b)	providing specialist accommodation for the frail elderly and other vulnerable groups – 80 additional units by 2010	Apr-08	Mar-10	Amber Christou	On Target: All units currently under construction.	☺
4.1c)	preparing a schedule of derelict sites for redevelopment as quality homes	Apr-08	Mar-09	Brian White	Linkage to urban capacity study and contaminated land study.	☺
	Through the Local Development Framework, introduce planning policies and guidance to:	Apr-08	Mar-11	Colin Fitt	Background work is continuing eg Strategic Housing, Land Availability Assessment, Strategic Flood Risk Assessment, Housing Market Assessment, Employment Land Review, Housing Land Study, etc.	
4.2a)	safeguard family homes and the character and amenity of residential areas	Apr-08	Mar-11	Colin Fitt	Ongoing through LDF process. New LDS approved by Cabinet Dec 08	☺
4.2b)	deliver the homes required to achieve a more balanced community, urban renaissance and economic regeneration	Apr-08	Mar-11	Colin Fitt	Ongoing through LDF process. New LDS approved by Cabinet Dec 09	☺
4.3	Improve the quality of housing in the private sector by:	Apr-08	Mar-12	Carla Wenham		
4.3a)	reducing the number of vulnerable people living in non decent accommodation with 100 private sector homes being made decent each year through the Council's intervention	Apr-08	Mar-12	Carla Wenham	124 properties occupied by vulnerable persons made decent since April 2008.	☺
4.3b)	promoting initiatives and investment to tackle fuel poverty for people on low incomes and living in poor quality housing	Apr-08	Mar-12	Carla Wenham	Managing Agent appointed, commencing programme of activity Jan 09.	☺
4.3c)	establishing a landlord accreditation scheme in Thanet to encourage good and responsible landlords	Apr-08	Mar-10	Carla Wenham	Swale Borough Council leading on Kent-wide approach. Advised Dec 08 that a majority of Kent LAUTHs have agreed to sign up to a London Landlord Accreditation Scheme. Meetings to finalise taking place Jan/Feb 09.	☺

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
4.4	Make the most of opportunities arising from the Council's own housing stock by:	Apr-08	Mar-12	Madeline Homer		
4.4a)	exploring efficiencies and service improvements through joint working with neighbouring stock-owning councils	Apr-08	Mar-12	Madeline Homer	Meeting with tenant representatives of local authorities involved in SSV in December, action points being followed through.	
4.4b)	maximising opportunities from the Housing Revenue Account (HRA) land bank to provide new, affordable housing	Apr-08	Mar-12	Madeline Homer	Work on the local housing company is being identified as a specific project area as part of the SSV	
4.4c)	agreeing with the Council's tenants and leaseholders a new 30-year business plan for the HRA	Apr-09	Mar-10	Madeline Homer	Drafting of business plan commenced; selection of company to undertake stock condition survey to occur mid Jan; Final meeting with consultant arranged for March 2009. Slippage due to decision to wait for stock condition data.	
4.5	Reduce homelessness and improve the letting of social housing in Thanet by:	Apr-08	Mar-12	Amber Christou		
4.5a)	reducing the number of households in temporary accommodation to less than 55	Apr-10	Apr-11	Amber Christou	Target Achieved: 33 in temporary accommodation at 31.12.08	
4.5b)	preventing 70 incidents of homelessness each year through the Council's intervention	Apr-08	Mar-12	Amber Christou	Target Achieved.	
4.5c)	reviewing the allocations policy to give priority to local people and discourage the inward migration of vulnerable households into the area	Apr-08	Mar-12	Amber Christou	New Lettings Policy in Development	
4.5d)	introducing choice-based lettings by 2010 for the allocation of Council and Registered Social Landlord homes	Apr-08	Mar-12	Amber Christou	Target achieved July 2008	
4.6	Continue to improve housing conditions in Cliftonville West and Margate Central by:	Apr-08	Mar-12	Carla Wenham		
4.6a)	reducing the number of houses in multiple occupation by 15 by 2011	Apr-08	Mar-11	Carla Wenham	2 further HMOs removed since September 2008. Total number of HMOs removed to date 9.	
4.6b)	reducing the level of private rented accommodation in the renewal area from 59% to 54%	Apr-08	Mar-12	Carla Wenham	On-going.	

Theme 5: Healthy Communities











Why this is a priority:










The MORI survey in 2005 revealed that 'health services' was the third most important priority to Thanet residents and 37% of residents felt that good health services would help to make Thanet a good place to live; 'Healthy Societies' is a national priority, specifically focusing on levels of obesity, smoking related diseases and healthy living; Thanet's level of obesity in adults is 23.7% and the proportion of adults in Thanet that smoke is almost 30%. Of the thirteen districts in Kent, Thanet has the highest mortality rate for lung cancer; Only 20% of Thanet residents feel they can influence decisions in their local area (Best Value Survey 2006/07).


Corporate Performance Monitoring

All performance indicators aligned to this theme are measured on an annual or biennial basis and therefore do not feature in the quarterly performance reports.

Theme 5: Healthy Communities

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
5.1	Increase opportunities for exercise and play by:	Apr-08	Mar-11	Mark Seed		
5.1a)	completing the Marlowe Athletics Track	Apr-08	Mar-09	Chris Tull	Completed.	
5.1b)	developing and improving play areas in Margate and Ramsgate	Apr-08	Mar-11	Chris Tull	Dane Park completed and Cliftonville work nearing completion and due to open February 09.	
5.1c)	improving our swimming pools and associated leisure facilities	Apr-08	Mar-11	Mark Seed	Agreement to land swap with KCC approved and progressing. Report agreed at 18/9 Cabinet to reflect housing market downturn and potential of Government's Free Swimming Programme.	
5.1d)	seeking further funding for clubs and facilities which promote sport for all ages and abilities	Apr-08	Mar-09	Chris Tull	Project impacted by changes in Sport England. Report being prepared for Cabinet early 2009 supported by Facility Development Strategy.	
5.2	Understand and respond to the needs and priorities of our community by:	Apr-08	Mar-12	Brendan Ryan		
5.2a)	supporting our partners to deliver the Youth Strategy	Apr-08	Mar-12	Brendan Ryan	Completed	
5.2b)	consulting on and delivering an Older People's Strategy	Apr-08	Mar-10	Carol Cook	Fact sheets and data currently being compiled - research meetings on emerging themes commenced	
5.2c)	developing and embedding the Thanet Knowledge Hub			Sophie Chadwick	Completed.	
5.3	Support the establishment of community space in Broadstairs and Ramsgate	Nov-07	Mar-11	John Bunnett	Parish Councils have been contacted to gauge interest in transferring assets. This will be followed up in the coming months.	
5.4	Promote healthy lifestyles through:	Apr-08	Mar-12	Brendan Ryan		
5.4a)	running at least two campaigns per year with the Primary Care Trust for health-related issues	Apr-08	Mar-12	Sara Thompson	One campaign delivered earlier this year, focusing on health issues of young people.	
5.4b)	b) enforcing the no smoking ban in public places			Paul Martin	Complete	

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
5.4c)	increasing the percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	Apr-08	Mar-09	Paul Morgan	Complete.	
5.4d)	improving facilities and security at allotment sites to achieve full occupancy rates	Mar-08	Mar-11	Paul Verrall	Fencing Programme on track but may be affected by Capital Funding issues. All allotment sites now have waiting lists in place.	
5.5	Fund the provision of out-of-school activities for children and young people at Easter and in the summer holidays	Jul-07	Mar-11	Chris Tull	Completed. Successful programme delivered.	
5.6	Increase opportunities for local decision-making and participation by:	Apr-08	Mar-12	Miles Smith		
5.6a)	supporting the setting up of Ramsgate Parish Council	Apr-09	Mar-10	Glenn Back	Election will take place on the 4th June.	
5.6b)	encouraging voting in District-wide elections	Apr-08	Mar-12	Glenn Back	Relates to elections due in June 2009.	
5.6c)	providing visible multi-agency presence in Cliftonville West to support Thanet's most vulnerable groups	Apr-08	Mar-12	Richard Samuel	Under development with Kent County Council and the Primary Care Trust	
5.6d)	developing a programme of community forums to include faith groups, Parish Councils, farming groups and the voluntary sector	Apr-08	Mar-12	Sophie Chadwick	Progressing well. Interfaith Council and Equality Forum set up. Migrant forum being developed.	
5.6e)	implementing the Thanet Compact	Apr-08	Mar-12	Sarah Phippin	Compact Awareness Event in October was successful. 2009 Thanet Compact Implementation Plan is being drafted. There will be a presentation on the Thanet Compact at the January Members Briefing.	
5.7	Promote a sense of belonging for all communities in Thanet by:	Apr-08	Mar-12	Brendan Ryan		
5.7a)	developing an action plan to monitor and improve our approach to community cohesion in Thanet	Apr-08	Mar-12	Brendan Ryan	delayed	
5.7b)	responding to findings of the Best Value survey through targeted community development activity	Apr-08	Mar-12	To be decided		

Ref	Description	Target dates		Resource requirements	Activity to date	Project status
		Start	Finish	Lead Officer		
5.7c)	working to achieve the Council's ambition of an inclusive community by achieving Level 3 of the Equality Standard	Apr-08	Oct-09	Ian Driver	Member Equality Training Delivered in November. Equality Impact Assessment training delivered in December. Further training to be rolled out over February to March on recruitment, selection,	

Theme 6: Modern Council


Why it is a priority?

The Council is under constant pressure to review its cost-base in order to keep Council Tax low; Government efficiency targets and reduced levels of Revenue Support Grant are only likely to increase the budget gap emerging over the life of the Medium Term Financial Strategy 2007/11; Residents' expectations of Councils are increasing and must be shaped by developments and improvements across the service sector.

Key: Target not yet set/progress against target to be confirmed

Those greyed out are reported quarterly

Corporate Performance Monitoring

PI Ref.	Description	Service Area	Owner	2008-09 Year-end Target	2007-08 Actual	Oct-08	Nov-08	Dec-08	Target to date	YTD Actual	PI Status
National Indicators											
NI014	Avoidable contact: The average number, of customer contacts per received customer request	Customer Services	Donna Reed	TBC	New Indicator	Data will be reported at year end	Data will be reported at year end	Data will be reported at year end			
NI180	Changes in Housing Benefit/ Council Tax Benefit entitlements within the year	Customer Services	John Lewis	N/A	New Indicator	962.00	1154.00	1484.00		17913.00	<input type="checkbox"/>
NI181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Customer Services	John Lewis	TBC	New Indicator	13.57	14.00	13.00		12.00	<input type="checkbox"/>
Local Indicators											
AC005	Percentage of orders raised which were retrospective	Financial Services	Zoe Harrison	15.00%	17.50%	12.32%	13.20%	16.25%	15.00%	16.78%	

PI Ref.	Description	Service Area	Owner	2008-09 Year-end Target	2007-08 Actual	Oct-08	Nov-08	Dec-08	Target to date	YTD Actual	PI Status
BS001	Percentage of staff located in the main building	Customer Services	Karen Paton	60.00%	58.00%	52.99%	52.99%	70.50%	60.00%	70.50%	
BV008	Percentage of invoices paid within 30 days	Financial Services	Michaela Hitch	98.00%	94.90%	98.31%	99.24%	98.83%	98.00%	98.99%	
BV009	Percentage of Ctax due which was collected	Financial Services	Sharon Harvey	97.00%	96.93%	9.55%	9.07%	9.18%	75.50%	74.53%	
BV010	The percentage of non-domestic rates due which were collected	Financial Services	Andy Howard	99.50%	97.50%	9.34%	9.85%	8.36%	85.00%	82.49%	
BV012	The average number of working days per employee lost due to sickness absence	Improvement and Performance	Sarah Carroll	7.90	7.42	0.80	0.71	0.75	5.93	6.41	
BV175	Percentage racial of incidents which resulted in further action.	Improvement and Performance	Ian Driver	100.00%	100.00%	No incidents to date	No incidents to date	No incidents to date			
CT002	Percentage of Council Tax payers paying by DD	Financial Services	Sharon Harvey	47.50%	46.94%	48.32%	48.16%	48.07%	47.50%	48.16%	
CU001	Number of ombudsman complaints	Customer Services	Donna Reed	100	105	2	3	0	75	27	
CU002	Percentage of complaints answered within the required time scale (whole council)	Customer Services	Donna Reed	1.00	0.72	86.79%	87.88%	83.33%	100.00%	88.45%	
CU003	Percentage of corporate calls which were lost	Customer Services	Donna Reed	0.08	0.10	6.62%	6.60%	12.87%	8.00%	9.85%	
CU004	Percentage of calls answered within 4 rings	Customer Services	Donna Reed	85.00%	Available June	88.69%	87.02%	86.80%	85.00%	84.94%	

Theme 6: Modern Council

Ref	Description	Target dates		Resource requirements	This months activity	Project status
		Start	Finish	Lead Officer		
6.1	Develop a vision for Thanet	Apr-08	Mar-09	Richard Samuel	Vision now going to Cabinet in Feb 09 to enable further consultation with members and residents.	😊
6.2	Be the 'Employer of Choice' in Thanet by:	Apr-08	Mar-11	Sarah Carroll		
6.2a)	improving the working environment for staff	Apr-08	Dec-10	Karen Paton	Please refer to project 5b	
6.2b)	renewing the staff package – improve image recruitment and retention	Aug-07	Apr-09	Sarah Carroll	Asperity (Staff Discount Scheme) Launched.	😊
6.2c)	reinvigorating the Council's values – Service, Teamwork, Economics, and Pride (STEP)	Apr-08	Mar-11	Sarah Carroll	On-going. Staff Charter incorporates principals of STEP. Approved by CMT. Additional comments received will be fed back to the Workforce Forum before launching.	😊
6.3	Extend customer contact facilities across Thanet by extending Council services to Ramsgate using new library to provide Council services	Apr-08	Mar-09	Donna Reed	Discussions are underway to progress this.	😊
6.4	Improve the quality of services through external validation	Apr-08	Mar-12	To be decided		
6.5	Reduce the overall amount of accommodation used by the Council by:	Apr-08	Mar-09	Karen Paton		
6.5a)	reducing the storage of paper by 50%	Apr-08	Mar-09	Karen Paton	Reduction in desk top devices now in excess of 20 & usage restricted to business critical only. Joint Print/Coms branding/formatting workshope to be scheduled to maximise efficiency/quality of print	😊
6.5b)	relocating 70% of office staff into main building	Apr-07	Dec-10	Karen Paton	Phase 3 complete, Phase 4 Underway to project schedule. Key milestone to be reached Jan/Feb with handback of lease for Area A/B Mill Lane realising substantial savings.	😊
6.6	Achieve 3% cash savings year-on-year in order to sustain budgetary growth for service improvements	Apr-08	Mar-09	Sue McGonigal	We anticipate achieving the targeted level of efficiency savings and this is being monitored regularly.	😊

Ref	Description	Target dates		Resource requirements	This months activity	Project status
		Start	Finish	Lead Officer		
6.7	Implement the Asset Management Strategy	Apr-08	Mar-12	Brian White	2008/09 disposals to Cabinet February 2009.	☺
6.8	Ensure Thanet is fully represented in East Kent by:	Apr-08	Mar-12	Richard Samuel		
6.8a)	contributing to the new East Kent Local Strategic Partnership	Apr-08	Mar-12	Sophie Chadwick	The Consultation Draft of the Sustainable Community Strategy is now out for consultation. Consultation period ends on 26th March.	☺
6.8b)	representing Thanet's priorities in the Sustainable Community Strategy	Apr-08	Mar-09	Sophie Chadwick	As above	☺
6.8c)	developing joint committee arrangements	Apr-08	Mar-09	Glenn Back	More projects are currently being routed through the framework - ie joint housing management, joint HR. We are due to host the EKJAC from May.	☺
6.8d)	continuing to explore efficiencies and service improvements in partnership with neighbouring authorities	Apr-08	Mar-12	John Bunnett	Significant progress being made in relation to joint Waste, Landlord Services, HR and Building Control. Decisions on combining Waste and Landlord services are scheduled to be taken in March 2009.	☺
6.9	Develop comprehensive information management system to support delivery of Corporate Plan to include:	Apr-08	Mar-10	Sophie Chadwick		
6.9a)	Develop a consistent framework of plans and strategies to underpin the delivery of the Corporate Plan	Apr-08	Mar-09	Sophie Chadwick	The publication scheme is due to go live in January and the new process will be rolled out following this.	☺
6.9b)	Set up document management/retrieval and storage system	Apr-08	Mar-09	Roz Edridge	New publication scheme will be launched in January 2009, meeting Information Commissioner statutory timescales.	☺
6.10	Implement a complaints logging and response system including Freedom of Information and Member enquiries	Apr-08	Mar-10	Donna Reed	FOI review complete and will be presented to Director of Customer Services and Business Transformation and Acting Head of Legal Services in January.	☺

Corporate Monitoring: Financial

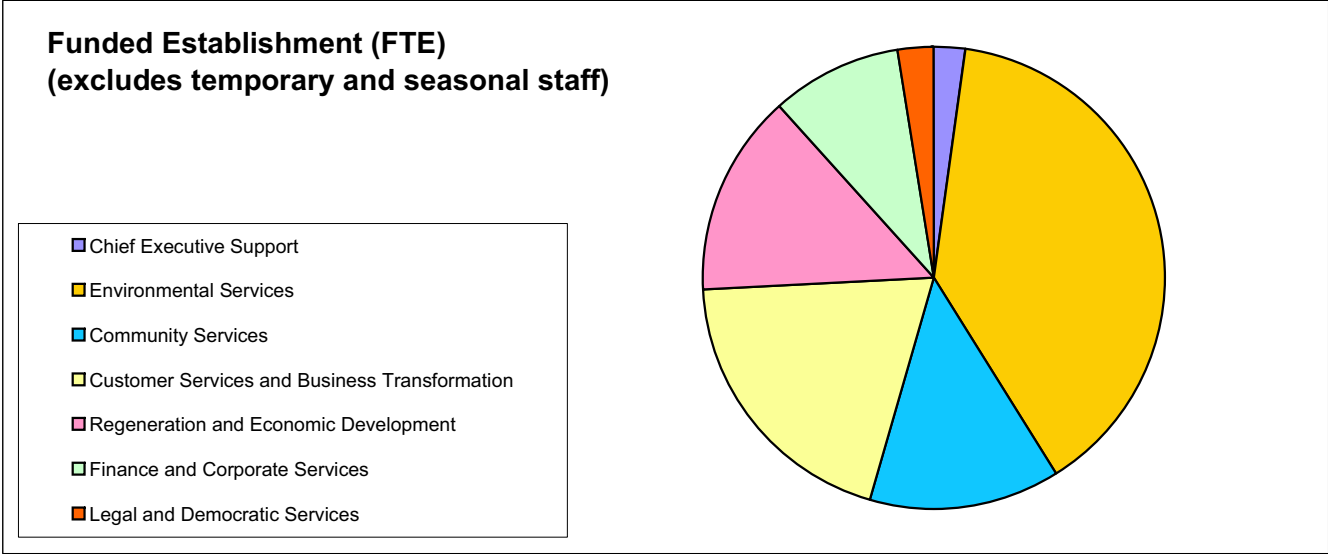
Invoice Payments

	Total invoices paid (YTD)	Total paid late (YTD)	Percentage paid on time
Chief Executive	456	9	98.0%
Environmental Services	3149	12	99.6%
Community Services	1308	20	98.5%
Customer Services and Business Transformation	489	16	96.7%
Regeneration and Economic Development	1902	43	97.7%
Finance and Corporate Services	3883	11	99.7%
Legal and Democratic Services	99	3	97.0%
Whole Council	11286	114	99.0%

Corporate Monitoring: Human Resources

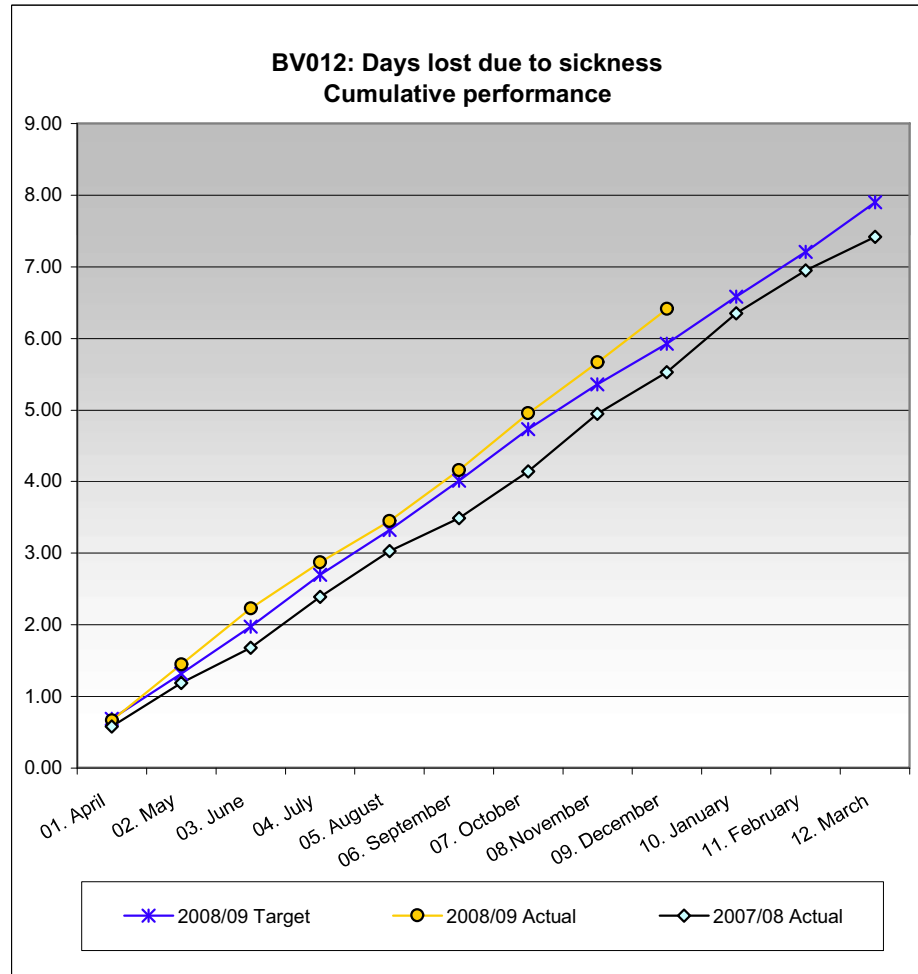
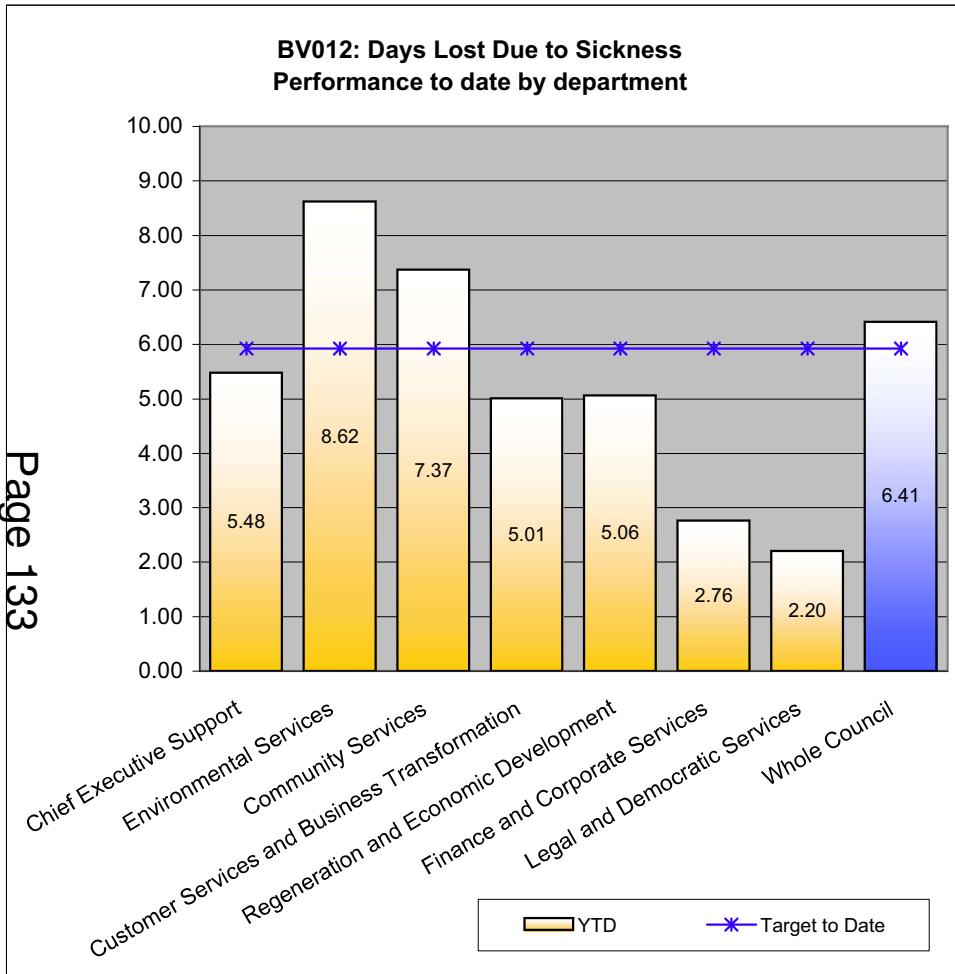
Establishment

Service	Funded Establishment (FTE)			Staff in post head count		
	Filled posts	Vacancies	% Posts filled	Total	Full-time	Part-time
Chief Executive Support	15.35	0	100%	15.35	14	2
Environmental Services	267.15	19.24	93%	286.39	257	17
Community Services	94.3	3.3	97%	97.6	77	28
Customer Services and Business Transformation	138.59	6.5	96%	145.09	123	29
Regeneration and Economic Development	102.21	3.72	96%	105.93	98	8
Finance and Corporate Services	59.43	8	88%	67.43	55	31
Legal and Democratic Services	13.5	4	77%	17.5	13	1
TOTAL (not inc Seasonal and Temp Staff)	690.53	44.76	94%	735.29	637	116



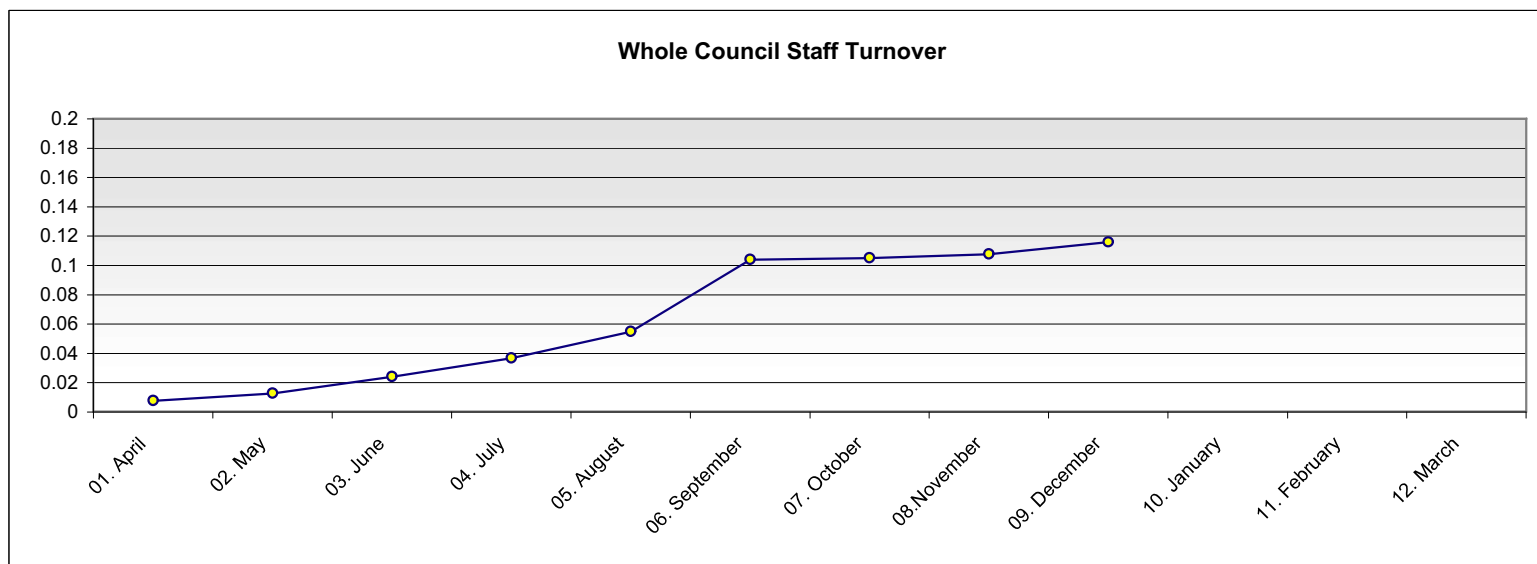
Chief Executive Support Service	Temporary and Seasonal Staff (FTE)			Staff in post head count		
	Filled posts	Vacancies	% Posts filled	Total	Full-time	Part-time
Chief Executive Support	2	0	100%	2	2	0
Environmental Services	8	28	22%	36	0	8
Community Services	1	0	100%	1	1	0
Customer Services and Business Transformation	1	0	100%	1	1	0
Regeneration and Economic Development	1	8	11%	9	1	0
Finance and Corporate Services	2	0	100%	2	0	2
Legal and Democratic Services	0	2	0%	2	0	0
TOTAL	15	38	28%	53	5	10

Sickness absence



Turnover (inc Seasonal + Temp)

	Head count at start of year	Head count at end of period	Starters	Leavers	> than one years service	Turnover
Chief Executive Support	15	18	2	2	16	11.11%
Environmental Services	257	282	49	48	269	17.02%
Community Services	132	107	4	8	102	7.48%
Customer Services and Business Transformation	164	152	8	6	141	3.95%
Regeneration and Economic Development	64	107	16	11	98	10.28%
Finance and Corporate Services	58	88	6	12	78	13.64%
Improvement and Performance	47	0	0	0	0	
Legal and Democratic Services	0	14	1	2	13	14.29%
Maritime Services	34	0	0	0	0	
Whole Council	771	768	86	89	717	11.59%



Staff Turnover is calculated as:

$$\frac{\text{Total number of leavers over period}}{\text{Average total number employed over period}}$$

The national public sector average is 13.7% over a year.
 The average UK figure for public and private sector is 18.1%

Interim Appraisals

Service	No of appraisals due	No of appraisals completed	% of appraisals completed
Chief Executive Support	14	2	14.3%
Commercial Services	90	74	82.2%
Community Services	104	98	94.2%
Customer Services	165	160	97.0%
Development Services	69	49	71.0%
Financial Services	56	48	85.7%
Improvement and Performance	33	11	33.3%
Legal & Democratic	11	5	45.5%
Maritime Services	33	4	12.1%
TOTAL	542	449	82.8%

Old service areas are used here as the appraisals were due a number of months before the recent restructuring.

Complaints handling

Responding to complaints within the required timescale

	Responses made	Responses which were late	Percentage responded to on time
Chief Executive Support	2	1	50.0%
Commercial Services	224	13	94.2%
Community Services	86	19	77.9%
Customer Services	92	5	94.6%
Development Services	50	10	80.0%
Financial Services	67	3	95.5%
Improvement & Performance	8	5	37.5%
Legal and Democratic	2	1	50.0%
Maritime Services	6	5	16.7%
Whole Council	537	62	88.5%

Summary Report on Performance to the end of the Third Quarter

The following table lists all projects and PIs which were highlighted as either Amber or Red over the last three quarters. Further detail can be found within the Quarter 3 performance report.

	Project or PI	Alert colour		
		Q1	Q2	Q3
Theme 1				
NI157a - Percentage of major applications decided within 13 weeks	PI	Amber	Green	Green
NI157c – Percentage of other planning applications decided within 8 weeks	PI	Green	Amber	Amber
TE001 - Percentage of working aged people who are unemployed	PI	Green	Red	Red
1.3c) Developing a beaches and bays improvement programme	Project	Green	Green	Amber
1.3f) Maximising the benefits from the 2012 Olympics	Project	Green	Red	Red
1.4a) Action Plan for Westwood and EuroKent	Project	Amber	Amber	Green
1.5a) Changing governance arrangements at the Port of Ramsgate	Project	Amber	Amber	Green
1.5b) Alongside Quay	Project	Amber	Red	Red
1.5c) Use of Port of Ramsgate for offshore windfarm developments	Project	Green	Amber	Amber
1.5e) Developing funding programmes for the Port of Ramsgate	Project	Amber	Amber	Amber
1.6b) Working with partners to redevelop the former M&S site	Project	Amber	Amber	Amber
1.6c) Supporting the Theatre Royal Trust to develop a strategy		Not reported	Not reported	Amber
1.6e) Develop the Queens Arms Yard	Project	Amber	Amber	Amber
Theme 2				
All projects on track				
Theme 3				
NI192 Percentage of Household waste sent for reuse, recycling and composting	PI	Amber	Amber	Amber
BV091b Percentage of population served by a kerbside collection of at least two recyclables	PI	Red	Red	Green
CS001 Number of FPN issued for Littering and dog fouling	PI	Red	Red	Green
EH001 Number of enforcement notices to abate waste and rubbish on private land	PI	Red	Red	Red
3.5b) consulting with the community on proposed new 'green' policies for Thanet	Project	Amber	Amber	Amber
3.6 Development of a Gold Flag standard	Project	Green	Amber	Amber
3.7 Secure two Green Flags	Project	Green	Red	Red
Theme 4				
BV066a Proportion of rent due that was collected	PI	Red	Red	Red
4.1a) delivering 200 new, affordable homes through developer contributions in the planning system	Project	Green	Amber	Green
4.4c) Agree 30 year business plan for the HRA	Project	White	Green	Amber
4.6b) Reduce the level of private rented accommodation	Project	Green	Green	Amber

Theme 5				
5.1b) developing and improving play areas in Margate and Ramsgate	Project	Amber	Amber	Amber
5.1c) improving our swimming pools and leisure facilities	Project	Green	Amber	Amber
5.1d) further funding for clubs and facilities which promote sport	Project	Green	Amber	Amber
5.2b) consulting on and delivering an Older People's Strategy	Project	Red	Green	Green
5.3 Establishment of community space in Broadstairs and Ramsgate	Project	White	Amber	Amber
5.4a) running at least two campaigns per year with the Primary Care Trust for health-related issues	Project	White	Amber	Amber
5.4d) improving facilities and security at allotment sites	Project	Green	Amber	Green
5.6a) supporting the setting up of Ramsgate Parish Council	Project	Amber	Amber	Green
5.6b) encouraging voting in District-wide elections	Project	Amber	Amber	Amber
5.6c) providing visible multi-agency presence in Cliftonville West to support Thanet's most vulnerable groups	Project	White	Green	Amber
5.7a) developing an action plan for community cohesion in Thanet	Project	White	Red	Red
5.7b) responding to findings of the Best Value survey through targeted community development activity	Project	Red	Green	Not reported
Theme 6				
AC005 Percentage of orders raised which were retrospective	PI	Red	Red	Red
BS001 Percentage of staff located in the main building	PI	Green	Red	Green
BV009 Percentage of Ctax due which was collected	PI	Amber	Red	Amber
BV010 The percentage of non-domestic rates due which were collected	PI	Green	Red	Red
BV012 The average number of working days per employee lost due to sickness absence	PI	Red	Amber	Red
CU002 Percentage of complaints answered within the required time scale (whole council)	PI	Red	Red	Red
CU004 Percentage of calls answered within 4 rings	PI	Amber	Amber	Amber

Some key tips on how to use performance reports...

What to watch out for	Why is this an issue	Other possible reasons	What to do
A performance indicator is reported as red or amber	This could imply that we will struggle to hit the target by year-end.	The monthly target for the indicator may not have been set appropriately (e.g. the number of complaints relating to grounds maintenance tends to go up in the summer time so the target for the number of complaints should be "profiled" accordingly.	Decide whether the indicator is important enough to warrant further investigation. If so, ask to speak to the Manager responsible for the PI for further information.
Projects are reported as red or amber	This could imply that we will struggle to meet the project on time and/or within budget.	The manager may have highlighted that the project is amber or red because it will fail to reach its original target date which has now been changed. The project may be behind schedule now but the manager may have clear	Decide whether the project is important enough to warrant further investigation. If so, ask to speak to the Manager responsible for further information.

		plans to enable the budget/deadline to still be met.	
A project is reported as green but the activity to date comment contains no tangible milestones.	This could imply that the project is not being tracked properly and there is a risk that it will not be delivered.	The project plan may not have many milestones identified. There may be legitimate reasons why key milestones are spread over a longer period of time than would usually be expected.	Decide whether the project/comment is significant enough to warrant further discussion. If so, ask to speak to the Manager responsible for further information.
A project is reported as white but the project was supposed to have started a while ago.	This could imply that the project is not being tracked properly and there is a risk that it will not be delivered.	There may be a legitimate reason why no milestones are yet due.	Decide whether the project is important enough to warrant further investigation. If so, ask to speak to the Manager responsible for further information.
Project Progress for a Theme is mostly green whilst performance indicators are mostly red.	Performance indicators are designed to measure whether we are achieving our objectives. Projects are designed to help us achieve our objectives. If projects are green but performance is red then it could imply that our projects are not contributing to achieving our objectives.	The performance indicators we are measuring may be inappropriate (i.e. not really measure our objectives). The projects may only be designed to have an impact in the medium-long term. Managers are being unrealistic in terms of their assessment of project progress – projects reported as green are actually slipping.	Ask for the lead officer for the Theme to provide an explanation and recommend what action should be taken.
Comments contain unfamiliar and unexplained acronyms	This makes it difficult for officers, members and the public to understand project progress and therefore makes it difficult to assess performance effectively.		Request that the manager explains the acronym and does not use acronyms in future.

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THANET DISTRICT COUNCIL DECLARATION OF INTEREST FORM

Do I have a personal interest?

You have a **personal interest** in any business of your authority where it relates to or is likely to affect:

- a) An interest you must **register**.
- b) An interest that is not on your register, but where the well-being or financial position or you, members of your family (spouse; partner; parents; in laws; step/children; nieces and nephews), or people with whom you have a close association (friends; colleagues; business associates and social contacts that can be friendly and unfriendly) is likely to be affected by the business of your authority more than it would affect the majority of:
 - Inhabitants of the ward or electoral division affected by the decision (in the case of the authorities with electoral divisions or wards.)
 - Inhabitants of the authority's area (in all other cases)

These two categories of personal interests are explained in this section. If you declare a personal interest you can remain in the meeting, speak and vote on the matter, unless your personal interest is also a prejudicial interest.

Effect of having a personal interest in a matter

You must declare that you have a personal interest, **and the nature of that interest**, before the matter is discussed or as soon as it becomes apparent to you except in limited circumstances. Even if your interest is on the register of interests, you must declare it in the meetings where matters relating to that interest are discussed, unless an exemption applies.

When an exemption may be applied

An exemption applies where your interest arises solely from your Membership of, or position of control or management on:

1. Any other body to which you were appointed or nominated by the authority.
2. Any other body exercising functions of a public nature (e.g. another local authority)

Is my personal interest also a prejudicial interest?

Your personal interest will also be a **prejudicial interest** in a matter if all of the following conditions are met:

- a) The matter does not fall within one of the **exempt categories** of decisions
- b) The matter affects **your financial interests** or relates to a **licensing or regulatory matter**.
- c) A member of public, who knows the relevant facts, would **reasonably think your personal interest is so significant** that it is likely to prejudice your judgement of the public interest.

What action do I take if I have a prejudicial interest?

- a) If you have a **prejudicial interest** in a matter being discussed at a meeting, you must declare that you have a prejudicial interest as the nature of that interest becomes apparent to you.
- b) You should then leave the room, **unless members of the public are allowed to make representations, give evidence or answer questions about the matter**, by statutory right or otherwise. If that is case, you can also attend the meeting for that purpose.
- c) However, you must immediately leave the room once you have finished or when the meeting decides that you have finished (if that is earlier). You cannot remain in the public gallery to observe the vote on the matter.

d) In addition you must not seek to **improperly influence** a decision in which you have a prejudicial interest.

This rule is similar to your general obligation not to use your position as a Member improperly to your or someone else's advantage or disadvantage.

What if I am unsure?

If you are in any doubt, Members are strongly advised to seek advice from the Monitoring Officer or the Democratic Services Manager well in advance of the meeting.

DECLARATION OF PERSONAL AND, PERSONAL AND PREJUDICIAL INTERESTS

MEETING

DATE..... **AGENDA ITEM**

IS YOUR INTEREST:

PERSONAL

PERSONAL AND PREJUDICIAL

NATURE OF INTEREST:

.....
.....
.....

NAME (PRINT):

SIGNATURE:

Please detach and hand this form to the Committee Clerk when you are asked to declare any interests.