

# Public Document Pack



Date: **07 June 2010**  
Our ref: **Cabinet/Agenda**  
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## CABINET

**17 JUNE 2010**

A meeting of the Cabinet will be held at **7.00 pm on Thursday, 17 June 2010** in the Council Chamber, Cecil Street, Margate, Kent.

### Membership:

Councillor ; Bayford (Chairman)  
Councillors: Wise, Latchford, Moores, Wells

## A G E N D A

Item  
No

Subject

1. **APOLOGIES FOR ABSENCE**

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 OF PREVIOUS MEETING** (Pages 1 - 2)

To approve the summary of recommendations and decisions of the Cabinet meeting held on 20 May 2010, copy attached.

4. **CHIEF EXECUTIVE'S RESPONSE: "THE COALITION: OUR PROGRAMME FOR GOVERNMENT"**

5. **CORPORATE PLAN REFRESH** (Pages 3 - 18)

6. **COMMENTS UPON KENT INTERNATIONAL AIRPORT'S MASTER PLAN** (Pages 19 - 26)

7. **A STRATEGY TO TACKLE ANTI-SOCIAL BEHAVIOUR 2010-11** (Pages 27 - 50)

8. **EUROKENT BUSINESS PARK** (Pages 51 - 56)

9. **COMMUNITY PARTNERSHIPS** (Pages 57 - 68)

Item  
No

Subject

10. **PROPOSALS FOR THE REFORM OF HOUSING REVENUE ACCOUNT SUBSIDY SYSTEM** (Pages 69 - 86)
11. **THANET LOCAL DEVELOPMENT FRAMEWORK** (Pages 87 - 90)
12. **ANNUAL PERFORMANCE REPORTING 2009-10** (Pages 91 - 130)
13. **EDF ENERGY EASEMENT AND SUB-STATION: LONDON ARRAY SITE, PORT OF RAMSGATE** (Pages 131 - 134)
14. **EXCLUSION OF PUBLIC AND PRESS** (Pages 135 - 136)
15. **EAST KENT JOINT WASTE PROJECT** (Pages 137 - 158)

**Declaration of Interest form - back of agenda**

# Public Document Pack Agenda Item 3

## CABINET

**Minutes of the meeting held on 20 May 2010 at 3.05 pm in Council Chamber, Council Offices, Cecil Street, Margate, Kent.**

**Present:** Councillor Robert W Bayford (Chairman); Councillors Moores, Wells and Wise

**In Attendance:** D Green, Ms Green and C Hart

### 12. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Latchford and Donna Reed, Director of Business Transformation and Customer Services.

### 13. DECLARATIONS OF INTEREST

There were no declarations of interest.

### 14. MINUTES OF PREVIOUS MEETING

Minutes of the previous meeting were Agreed and signed by the Chairman.

### 15. NOTICE OF MOTION SUBMITTED BY COUNCILLOR C. HART IN RELATION TO MINIMUM SIZE OF FLATS IN NEW DEVELOPMENT

Speaking under 24.1 Councillor Clive Hart said that he outlined the detrimental effects of small sized for residential accommodation at Council in April this year. He cited Shelter who reported that one in ten children have been failed in life because of cramped living. Councillor Hart said that there a likelihood that children living in such conditions would contract meningitis and that although the Council had indicated that they would review room sizes for new developments this would be in April 2011 but there was already slippage in time.

Councillor Wells, the Cabinet Portfolio Holder for Community Services acknowledged the issues raised by Councillor Hart and said that Thanet District Council had adopted the Cliftonville local development framework which should help address those planning issues. He said that the issue of room sizes had to be considered carefully.

Councillor Wells then moved recommendation 5.1  
Councillor Wise seconded

Cabinet Agreed to recommendation 5.1 which is as detailed below:

“That Cabinet note the report and confirm the SPD will be prepared following completion of the Core Strategy.”

### 16. RECEIPT OF PETITION-ALBION HOUSE

Brian White, Director for Regeneration said that all the necessary legal checks and procedures had been done and that there were no other legal impediments to the disposal of Albion House.

Speaking under 24.1, Councillor David Green said that the petition represents the feelings of the people of Ramsgate. He said this was a substantial petition which was raised over a short space of time. Ramsgate needed such facilities at its town centre.

Councillor Green said that Ramsgate Town Council had made an offer to Thanet District Council to share the maintenance of the building or buy the property but the Council had turned down the suggestions. He suggested that the Council re-opens talks with Ramsgate Town Council on the issue.

Brian White said that there was a need to take the property back through the public consultation process.

The Chairman moved recommendation 5.1  
Councillor Wise seconded

Cabinet Agreed to recommendation 5.1 which is as detailed below:

“That Mr. Landi be thanked for submitting the petition, but informed that because the Council has acted correctly regarding its legal obligations, and its agreed Asset Management Strategy 2007-11, no action is required.”

Meeting concluded : 3.20 pm

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## Annual Refresh of the Corporate Plan 2007-11

To: **Cabinet 17 June 2010**

Main Portfolio Area: **Finance and Corporate Services**

By: **Director of Finance and Corporate Services**

Classification: **Unrestricted**

Ward: **N/A**

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**Summary:** **This report sets out the final year of the Corporate Plan for 2007-11.**

### For Decision

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#### **1.0 Introduction and Background**

- 1.1 The council's current Corporate Plan covers the period from 2007 to 2011. Every year the Corporate Plan undergoes a refresh to ensure that the plan is up to date and effectively linked to the council's operations.
- 1.2 A great deal has already been achieved through the Corporate Plan, details are provided in the separate Annual Performance Report to this Cabinet.
- 1.3 As this is the final year of the Corporate Plan we are now entering a transitional period where the current plan draws to a close and a new plan is developed. Work is soon to commence on the development of a new Corporate Plan for 2011 onwards.

#### **2.0 The refreshed Corporate Plan for 2007-11**

- 2.1 In the context of this period of transition and the progress that has already been made, the final refresh of the Corporate Plan is predominantly focussed on what will be achieved by the end of March 2011.
- 2.2 The proposed refreshed Corporate Plan is provided in **annex 1**.
- 2.3 All changes have been summarised here:
  - Minor updates to the wording of the sections on "what does this mean" and "why is this important";
  - The list of projects has been revised to ensure that focus is maintained to March 2011;
  - In this final year the progress of individual projects will be closely monitored and reported to Cabinet on a quarterly basis, consequently the section on "measures of success" has not been included. Consideration will be given to how we measure success in the long term as part of the development of the new Corporate Plan;
  - Items which represent important day to day activity or opportunities for partnership working have been captured as "key commitments" within the plan.
- 2.4 The refreshed Corporate Plan will be updated on the Internet following approval by Council.

### 3.0 Projects to be considered for carrying forward into the new Corporate Plan

3.1 A number of key projects were suggested for inclusion in the refresh but have been omitted. The main reason is that whilst work will be carried out in this financial year, it is likely to continue into future years and these projects are therefore not due for delivery by March 2011. These projects have been captured in the table below and will be considered for inclusion in the new Corporate Plan for 2011 onwards.

Project Name	Partnership Connections
Support the Margate Renewal Programme through the delivery of key developments in central Margate and Cliftonville: <ul style="list-style-type: none"><li>• Dreamland</li><li>• Arlington</li></ul>	SEEDA KCC Homes and Communities Agency GOSE English Heritage Art Council England
Secure funding for further regeneration of historic buildings and areas	English Heritage, Heritage Lottery, Big Lottery
Work with partners to carry out a feasibility study for a Manston Parkway Station	Kent County Council, Airport Consultative Committee
Replace the swimming pool in Ramsgate	Thanet Leisure Force, Thanet Swimming Clubs, Amateur Swimming Association

### 4.0 Options

4.1 To recommend the refreshed version of the Corporate Plan 07-11 to Council.

4.2 To recommend the refreshed version of the Corporate Plan 07-11 to Council subject to any amendment.

4.3 To reject the refreshed version of the Corporate Plan.

### 5.0 Corporate Implications

#### 5.1 Financial

5.1.1 Financial implications have been considered throughout the refresh process. The refreshed Corporate Plan will require no additional funding to that already allocated within the 2010-11 budget.

#### 5.2 Legal

5.2.1 None

#### 5.3 Corporate

5.3.1 Developing a Corporate Plan is good business practice. Having the Plan keeps a focus on the council's strategic direction and allows the Council to prioritise outcomes and strategies in support of this strategic direction.

#### 5.4 Equity and Equalities

5.4.1 For each Corporate Plan project, equality implications are covered as part of the project planning process.

**6.0 Recommendation**

6.1 To recommend the proposed content of the refreshed Corporate Plan 2007-11 to Council.

**7.0 Decision Making Process**

7.1 This is a policy framework decision to go to Council.

7.2 This report will be considered at a subsequent meeting of Council on 15 July 2010.

Contact Officer:	Adrian Halse, Business Improvement Officer, 01843 577209
Reporting to:	Sarah Carroll, Corporate Resources Manager

**Annex List**

Annex 1	Refreshed Corporate Plan
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## Refreshed Corporate Plan

### Theme 1: Thanet's Economy

#### What does this mean?

<b>Thriving coastal towns with unique identities:</b>	Focussing regeneration efforts to build on the strengths, unique identities and visitor economy of Thanet's towns.
<b>An integrated transport hub:</b>	Improved transport links within Thanet and across Kent, the south east and Europe, maximising opportunities created by the port and the airport.
<b>Available employment opportunities:</b>	Increase the number of employment opportunities through supporting existing and new employers.
<b>Employable workforce:</b>	Work with our partners to enable people in Thanet to be "work ready" and have the skills necessary to be able to access job opportunities.

#### Why is this important?

- Thanet is one of the most economically deprived districts in the south east;
- Unemployment levels in Thanet are nearly twice those of the south east as a whole (5.8% vs 3%);
- Average wage levels remain below the south east average;
- People in Thanet are generally not as well qualified as people across the rest of the south east;
- Job prospects are ranked as a high priority by Thanet residents.

## What are we going to do?

### Key projects

Project Title	Partnership connections	Start Date	Finish Date
Support the Margate Renewal Programme through the delivery of key developments in central Margate and Cliftonville: <ul style="list-style-type: none"> <li>• Turner Contemporary;</li> <li>• Neighbourhood Plan.</li> </ul>	SEEDA, KCC, Homes and Communities Agency, GOSE, English Heritage, Arts Council England	Apr 2007	March 2011
Complete the Pathway to Turner Project delivering improvements to the Margate approaches and nearby infrastructure.		Apr 2010	Mar 2011
Produce a response to the Airport Master Plan.	Kent County Council, Airport Consultative Committee	Oct 2008	August 2010
Complete Ramsgate Marina dredging and clean up programme and repairs to yacht basin pontoons.		Apr 2010	Mar 2011
Develop a Business Plan setting out the future for Ramsgate Port (and Harbour) to enable the port and marina in Ramsgate to be successful.	SEEDA (SE Ports Group) KCC	Mar 2008	Mar 2011
Deliver the Thanet Work and Skills Plan with partners, helping local people find employment.	Kent County Council Job Centre Plus Learning and Skill Council Connexions	Apr 2008	Mar 2011

### Key commitments

The Council is committed to...	...and will...
Supporting inward investment at Eurokent and Manston Business parks.	<ul style="list-style-type: none"> <li>• Continue to ensure that Thanet's interests are represented on the East Kent Opportunities Board.</li> </ul>
The improvement of transport links within Thanet.	<ul style="list-style-type: none"> <li>• Continue to lobby strongly for further improved rail journey times to and from London;</li> <li>• Continue to lobby the Kent highways agency to improve the local road infrastructure.</li> </ul>

## Theme 2: Safe Neighbourhoods

### What does this mean?

**Violence in the night-time economy:** Reducing actual violent crime and the fear of crime at night.

**Domestic abuse:** Reducing domestic abuse, particularly the number of repeat incidents.

**Anti-social behaviour:** Reducing levels of anti-social behaviour so that it has less impact on the lives of local residents.

**Fear of crime:** Giving local people confidence that the Council and Police are tackling crime and anti-social behaviour.

### Why is this important?

- Crime and anti-social behaviour helps define an area and impacts directly on residents quality of life;
- Residents in Thanet feel less safe at night than residents in other Kent districts;
- Thanet has the highest level of domestic abuse in Kent. This impacts on other services including housing, social services and education;
- Local residents say that tackling anti-social behaviour in the area they live is a high priority;
- Crime in Thanet has fallen compared to the previous year but still ranks as the highest in the county;
- Over the last nine months there has been twice the level of recorded robberies in Thanet compared to any other Kent district;
- Violent crime has fallen by 8.9% on last year but Thanet still has the highest levels of violent crime in the county;
- When compared to the rest of Kent a high proportion of Thanet residents feel that drunk/rowdy behaviour is a big problem locally.

## What are we going to do?

### Key projects

Project Title	Partnership connections	Start Date	Finish Date
Approve a new business plan for CCTV, exploring options for sharing investment and operating costs with neighbouring authorities.	Kent Police, Housing and Parking Services	May 09	Nov 2011
Set up and run the SOS bus – mobile police station and A&E centre, to remove vulnerability from the night-time economy.		Nov 2009	Sep 2010
Extend KCAP (Kent Community Alcohol Partnership) to Margate and Cliftonville to tackle the availability of alcohol to young people.		Apr 2010	Mar 2011
Establish the specialist domestic abuse court to improve conviction rates.		Nov 2009	Jan 2011
Establish the Domestic Abuse Perpetrator Programme to reduce repeat incidents.		Apr 2010	Mar 2011
Introduce an anti-social behaviour car where police and council officers go out on patrol together, to cover out of hours incidents.		Nov 09	Mar 2011
Implement a support programme for witnesses of anti-social behaviour.		Jan 2010	Mar 2011
Run regular community safety campaigns to improve people's perceptions of safety.		Apr 2010	Mar 2011
Run Thanet Community Safety Partnership open forums in Margate, Broadstairs and Ramsgate.		Apr 2010	Mar 2011

### Key commitments

The Council is committed to...	...and will...
Using every opportunity to tackle anti social behaviour.	<ul style="list-style-type: none"> <li>Continue to increase the use of measures such as Anti-Social Behaviour Orders, Acceptable Behaviour Agreements and Dispersal Areas.</li> </ul>
Providing assurance to local people that justice is being done.	<ul style="list-style-type: none"> <li>Maximise the opportunities associated with the community payback scheme.</li> </ul>

# Theme 3: Beautiful Thanet

## What does this mean?

<b>Local environmental quality:</b>	Working with partners to maintain the appearance of streets and public areas across the district and improve public perception.
<b>Quality open spaces:</b>	Maintaining our beaches, foreshores, parks and other open spaces to a high standard, whilst encouraging local people to take an active role in preserving the natural environment.
<b>Waste reduction:</b>	Reducing the amount of waste produced and ensuring that high proportions are reused or recycled.

## Why is this important?

- Studies have shown that improving the local environment supports regeneration;
- Clean beaches, parks and streets help attract visitors to the area;
- The council's street cleansing and waste and recycling services are seen by local people as some of the most important services that the council provides;
- Litter on the streets pulls down the feel of any public space and adversely affects people and their sense of well-being. In the worst cases this can have links with anti-social behaviour, vandalism and violence;
- There is a gap between the level of service provided in relation to street cleaning and local people's perceptions of street cleanliness;
- The sandy beaches of Thanet are recognised as a fantastic natural asset which requires a high level of care.

## What are we going to do?

### Key projects

Project Title	Partnership connections	Start Date	Finish Date
Deliver the top 10 Environmental Action Projects: <ol style="list-style-type: none"> <li>1. Welcome signs at entry points to Thanet;</li> <li>2. Locate red port hand navigation buoy to side of carriageway at upper Ramsgate Port roundabout;</li> <li>3. Locate 2nd EAP navigation buoy at Margate Station Green roundabout, or other location if first choice not appropriate;</li> <li>4. Paint Margate Harbour lighthouse (colours to be decided) after appropriate consultation with public;</li> <li>5. Remove bricked planters in Margate High Street and replace with hanging baskets;</li> <li>6. Replace kerbside fixed waste bins in prominent locations - starting Ramsgate;</li> <li>7. Andrews Passage Margate - project with KCC.</li> <li>8. Margate Old Town Lighting Project;</li> <li>9. Nayland Rock derelict land improvements for the 2010 summer season;</li> <li>10. Routine maintenance to street furniture in all towns.</li> </ol>	KCC, Pipeline, Probation Service	Apr 2009	Mar 2011
Improve the public perception of the cleanliness of Thanet by: <ul style="list-style-type: none"> <li>• Adjustments to collection regimes and working practices, together with tougher and more focused enforcement;</li> <li>• A targeted campaign to change public attitudes towards littering, dog fouling, graffiti and vandalism.</li> </ul>	Residents groups, Cleansweep, Kent Waste Partnership, PACTs, Police	May 2010	Mar 2011
Improve waste containment through a variety of means including wheeled bins, seagull proof bags and education reinforced by enforcement activity.	Kent Waste Partnership, Changing Attitude and Behaviours Group,	Apr 2008	Mar 2011
Develop cost effective works services as a contribution to the East Kent joint waste project, including reengineering the street cleansing service to improve public perceptions.	East Kent Districts, Kent County Council, Kent Waste Partnership	Apr 2008	Apr 2013

### Key commitments

The Council is committed to...	...and will...
The preservation of Thanet's beautiful coastline.	<ul style="list-style-type: none"> <li>• Continue to support the Thanet Coast Project in managing Thanet's North East Kent European marine sites.</li> </ul>
Improving the quality and community use of parks and open spaces.	<ul style="list-style-type: none"> <li>• Encourage community and voluntary groups to take on the management and improvement of open spaces.</li> </ul>

## Theme 4: Quality Housing

### What does this mean?

<b>Balanced housing markets:</b>	Reducing the amount of private rented accommodation in Cliftonville.
<b>Housing for all:</b>	Ensuring that housing supply meets local demand, particularly affordable housing, helping to reduce levels of homelessness.
<b>Safe and secure homes:</b>	Improving the quality of homes across the district, ensuring they meet the needs of their households and reducing fuel poverty.
<b>A quality landlord:</b>	Delivering a quality service as landlord to council housing tenants.

### Why is this important?

- The imbalance in Thanet's housing markets is particularly bad in certain wards where in excess of 59% of properties are privately rented;
- There are over 4,500 people on the housing register, but under 800 lettings annually;
- 450 households applied to the council as homeless between April and September 2009;
- Around 43% of private homes in Thanet are failing to meet the decent homes standard. Many have poor heating and insulation, potentially leading to increased deaths over the winter;
- There is a huge demand for Disabled Facilities Grants in Thanet with approximately 240 referrals made each year;
- The council is responsible for the management of around 3,000 council homes, with the majority located in some of the most deprived wards in Thanet.
- There were 2,739 empty properties in the district as of March 2010 including 1550 that have been empty for more than 6 months.

## What are we going to do?

### Key projects

Project Title	Partnership Connections	Start Date	Finish Date
Support the Margate Renewal Programme by developing a programme to change the nature of the housing market in Cliftonville, reducing the number of HMOs and increasing levels of home ownership.	KCC, Homes and Communities Agency, Registered Social Landlords	Apr 2009	Mar 2012
Deliver 280 new affordable homes between 2008 and 2011.	Homes and Communities Agency, RSLs, Planning Officers	Apr 2008	Mar 2011
Review the allocations policy to ensure priority is given to local people, discouraging the inward migration of vulnerable households into the area.	Supporting People	Apr 2009	Mar 2011
Establish a vehicle for the joint management of council housing in East Kent.	East Kent Local Authorities, Tenants	Apr 2008	Apr 2011

### Key commitments

The Council is committed to...	...and will...
The improvement of housing conditions and reduction of fuel poverty for vulnerable households.	<ul style="list-style-type: none"> <li>Continue to use enforcement and loans to improve poor quality accommodation.</li> </ul>



# Theme 5: Healthy Communities

## What does this mean?

<b>Healthy living:</b>	Encouraging and enabling people across all sections of the community to make healthier lifestyle choices in relation to sport, leisure, recreation, travel and work.
<b>Active citizenship:</b>	Making sure local people have the opportunity to get involved in the development of their local communities and the district as a whole.
<b>Sustainable neighbourhoods:</b>	Ensuring that people take pride in their local neighbourhoods and get along with people from different backgrounds.
<b>Reducing health inequalities:</b>	Ensuring that all local people can enjoy the same high standard of health and well-being, regardless of the area in which they live.

## Why is this important?

- The health of people in Thanet is worse than other districts in the south east and varies significantly between wards: life expectancy in Birchington is 9 years more than in Cliftonville West;
- Adult participation in sport in Thanet is lower than the Kent average;
- The population of Thanet is becoming more diverse with an increased number of people from minority ethnic groups settled in the area.
- Satisfaction with the area as a place to live is low compared to other parts of the country;
- A high proportion (66% in 08/09 Place Survey) of local people are dissatisfied with their opportunities to get involved in local decision making;
- A low proportion of local people think that people from different backgrounds get on well together.
- 55% of local people feel no strong sense of belonging to the area

## What are we going to do?

### Key projects

Project Title	Partnership connections	Start Date	Finish Date
Develop a targeted programme for improving play facilities and events across the district.	Big Lottery Fund	Apr 2008	Mar 2011
Support the Margate Renewal Programme by implementing the Margate Task Force, overseen by a Cabinet Committee, to join up public services in Margate and Cliftonville.	Primary Care Trust Kent County Council	Apr 2007	Dec 2010

### Key commitments

The Council is committed to...	...and will...
The reduction of health inequalities within the District.	<ul style="list-style-type: none"><li>Continue to support the PCT's triple aim initiative in Cliftonville and make a positive contribution to the work of the multi-agency Health and Well-Being Group, including active involvement in projects to reduce smoking levels and teenage pregnancy in Thanet.</li></ul>

# Theme 6: Modern Council

## What does this mean?

- Managing finance:** Ensuring that we are achieving good value for money as financial resources become more stretched from year to year.
- Governing the business:** Ensuring that the processes and information we use to manage our business enable us to deliver our services properly whilst fulfilling our legal and statutory duties.
- Managing resources:** Managing staff, assets and natural resources to ensure that we deliver the best possible value for money for our residents.
- Involving people:** Ensuring that we involve and include customers, community groups, other public services, local businesses and our own staff in making decisions and delivering services.
- Managing performance:** Ensuring that we have chosen the right priorities and are able to deliver them.

## Why is this important?

This theme is important because it supports the delivery of all the services the council provides. Failing to address the matters raised above would result in significant risks to the council. The Modern Council theme focuses on the role of support services such as IT, Human Resources, Financial Services and Communications without which the council would not be able to operate.

## What are we going to do?

### Key Projects

Project Title	Partnership connections	Start Date	Finish Date
Develop the Council's finance system and processes to streamline the purchase to pay cycle to improve efficiency.		April 2010	September 2010
Review face to face service delivery across Thanet.	KCC, NHS, Police, Pas de Calais and all Kent authorities	Dec 2008	Mar 2012
Deliver the first tranche of shared services within the East Kent Shared Service Programme.	Other East Kent District Authorities	Apr 2010	Mar 2011
Implement the Accommodation Strategy reducing the number of buildings used to house staff.		Sep 2007	Dec 2010
Implement the Climate Change Strategy and action plan in line with the national carbon agenda.		Sep 2008	Apr 2011
Develop a communications strategy to improve communication methods with our members, residents and staff.		Jan 2009	Mar 2011
Develop the council's priorities for 2011 onwards in the context of new government initiatives and financial restrictions following the 2010 general election.		Apr 2010	Mar 2011

### Key commitments

The Council is committed to...	...and will...
Consulting with and involving residents in its activities in accordance with the duty to involve.	<ul style="list-style-type: none"> <li>• Ensure that the Residents' Panel continues to be an effective mechanism for eliciting the views of local people;</li> <li>• Make maximum use of the web for consultation including more interaction, better usability and innovative use of banners to encourage more people to respond;</li> <li>• Deliver major consultations for the council e.g. asset management.</li> </ul>

## COMMENTS UPON KENT INTERNATIONAL AIRPORT'S MASTERPLAN

To: **Cabinet 17 June 2010**

Main Portfolio Area: **Economy and Culture**

By: **Director of Regeneration Services**

Classification: **Unrestricted**

Ward: **All**

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**Summary:** **Following consideration by the Airport Working Party of the main changes between the draft and final Masterplan prepared by the Operator of Kent International Airport, this report provides the Working Party's response to the final Masterplan.**

### **For Decision**

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#### **1.0 INTRODUCTION AND BACKGROUND**

- 1.1 The Airport Working Party has been considering a Masterplan, developed by the airport operator. The document was received in draft and discussed at considerable length. Consultation took place with the Airport Consultative Committee in public, and at a public meeting at St. Lawrence Parish Hall. Recommendations from the Working Party, endorsed by Overview and Scrutiny resulted in considerable changes, especially on environmental information, to the final document.
- 1.2 The final version Master Plan has been received by the Working Party and Overview and Scrutiny Panel, this report recommends referral of the report to Council.

#### **2.0 THE AIRPORT MASTERPLAN**

- 2.1 The Airport Masterplan, prepared by Infratil, the airport operator was published in November 2009. The final Masterplan has been amended in response to public and statutory consultation responses and to relate to comments made by the Council in response to consultation on the Draft Masterplan published in October 2008.
- 2.2 Both the revised Masterplan and the schedule of comments and responses are available to members on request.
- 2.3 The Masterplan has been discussed at the last two working parties. The Airport Chief Executive attended last the Working Party meeting, giving Members the opportunity to discuss the Masterplan, and its response to the Councils requested amendments in more depth.

### **3.0 Masterplan Changes in Response to Comments Received**

3.1 In responding to comments made by the Council and other consultees the airport operator has;

- confirmed that the present Masterplan is a predictive document
- reduced growth predictions
- retained original prediction techniques, based upon industry forecasts, market analysis and historic trends
- confirmed that detailed assessment of the environmental impacts of expansion proposals will be considered through planning applications
- acknowledged that the Masterplan is a stand alone document
- expressed a wish that it will form the basis for the preparation of a Supplementary Planning Document (SPD) to the Local Development Framework at the appropriate time.

It is also pointed out that the Masterplan will be the subject of 5 year reviews, the first proposed for 2013, enabling it to be updated to relate to changing legislation, up to date growth predictions and developments in aviation technology. The Masterplan should not therefore be seen as a static document.

3.2 The main changes to the Masterplan are detailed below, with references made to the page within the document to which they relate.

- Growth predictions to 2033 are revised down to 4.7 million passengers (previously 6 million), 400,000 tonnes of freight (500,000 tonnes) and 6,000 jobs created (7,500). (Foreword)
- Reference is added to relevant legislation and guidance omitted from the initial masterplan, including the Emissions Trading Scheme and European Noise Directive. (p 13)
- The policy section of the Masterplan is amended to reflect the changing Planning policy framework since publication of the draft Masterplan. (p 13)
- The present annual passenger numbers have been revised down to 10,000 in 2009 (p 30)
- The immediate catchment population has been revised down from 1.5 million to 1.3 million. (p45)
- The forecast period for initial growth has been amended to an initial 8 year period to 2018. (p49)
- Scheduled services are predicted by 2014, this process has commenced with the introduction of a scheduled service to Edinburgh in May 2010. (p 49)
- Table 3 on page 51 and tables 4-6 on page 52 identify reductions in estimated passenger growth, freight tonnage and aircraft movements.
- Plans on pages 58 and 59 show minor amendments to development proposals, simplifying designations.
- Table 8 on page 61 revises predicted parking provision which, for example, reduces from 3920 spaces to 3200 spaces for 2018.
- Table 9 on page 62 provides details of triggers for infrastructure provision, associated applications required and costs/square metre at present rates for infrastructure provision
- A new expanded 'Connectivity' section considers the contribution of the airport to the growth of the local economy (p 73)

- The document has been amended to include a section on 'Environmental Controls', with specific reference to the issues covered within the existing section 106 agreement. (p 84).
  - Table 15 on page 90 provides indicative thresholds for assessment of identified environmental issues.
- 3.3 The above list is by no means exhaustive; the document has also been changed to relate to other detailed issues as identified in the schedule of comments and responses.

#### **4.0 Response to Amendments Requested by the Council**

- 4.1 Revisions requested by the Council and the airport operators responses are detailed below, with comments made where appropriate. The operator also specifically responded to issues raised within the report to Council, details of these responses can be read in the consultation response document, item 90.
- 4.2 **Council Request:** More specific measurable targets with regard to, sustainability, carbon neutrality and emission controls (including proposals relating to airline offsetting measures).

**Operator Response:** Table 14 includes sustainability commitment targets.

**Comment:** It is considered that this table forms the basis for more detailed consideration through the planning application process and the preparation of a supplementary planning document as part of the Local Development Framework that can look in more detail at issues such as airline offsetting measures

- 4.3 **Council Request:** More specific details are requested with regard to the establishment of an Air Transport Forum and the development of a Surface Access Strategy to cope with predicted growth.

**Operator Response:** The operator agrees the establishment of an Air Transport Forum when 1000 air traffic movements (ATM's) per annum are achieved. It also confirms that a transport model would be prepared at planning application stage.

**Comment:** The operators agreement is welcomed. Clarification will be sought relating ATM's, the figure refers to passenger flights, in which case, according to table 5, page 52, the forum would need to be established in 2013 based upon Masterplan predictions. This is relevant as parking and highway issues will require careful consideration.

- 4.4 **Council Request;** Reference should be made to the impact of the present economic conditions on predictions for short-term development.

**Operator Response:** All predictions have been amended to reduce estimated growth to reflect current economic conditions.

- 4.5 **Council Request:** The inclusion of more specific proposals for the phasing of development 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.

**Operator Response:** Table 9 of the report provides details of development proposals related to growth thresholds, with associated infrastructure costs and required environmental studies.

**Comment:** Bearing in mind the high level nature of the Masterplan it is considered that the table provides sufficient information against which to assess the implications of infrastructure development. These issues can be considered in more depth through both the planning application process and the development of a Supplementary Planning Document.

- 4.6 **Council Request:** That more specific proposals are put forward for the implementation of environmental studies to assess the implications of phased growth and preparation of mitigation proposals where required.

**Operator Response:** Table 15 of the report provides details of environmental assessment proposals related to growth thresholds.

**Comment:** Bearing in mind the high level nature of the Masterplan it is considered that the table provides sufficient information. These issues can be considered in more depth through both the planning application process and the development of a Supplementary Planning Document.

- 4.7 **Council Request:** 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.

**Operator Response:** The Masterplan acknowledges that some proposals are outside the airport boundary and the operator comments that it will promote these proposals through the LDF process (p76). With regard to the change of use of the Northern Grass reference is made on page 75 to the intention to lobby for change of use through the LDF process.

**Comment:** These issues are being considered through the Core Strategy, where the airport has been identified to be of strategic importance.

- 4.8 **Council Request:** That the Masterplan defines how it aims to meet all the requirements of the Section 106 agreement.

**Operator Response:** The operator has revised the document to include a section relating to the section 106 (p 84).

**Comment:** It is considered that the Masterplan relates better to the existing section 106 document. The issue of night flying is addressed; the submission of a night flying proposal by the operator is enabling consideration of elements of the section 106 agreement at present.

- 4.9 **Council Request:** That the Masterplan be amended with reference to the permitted development rights available to the airport.

**Operator Response:** The potentially misleading paragraph relating to PD rights has been omitted from the Masterplan.



- 4.10 **Council Request:** That more specific reference is made to the implications of the introduction of Public Safety Zones (PSZ's) at either end of the runway.

**Operator Response:** The operator has confirmed that PSZ's will be considered by the Department for Transport when appropriate and that their designation is not for the operator to determine.

### **Working Party Conclusions**

- 5.1 In summary the Working Party considered that the operator has amended the Masterplan to reflect the concerns of the Council as far as it is able to do so, bearing in mind the high level nature of the Masterplan and the long timescales for growth. The operator has made it clear that the Masterplan is the airports plan and that it wishes to liaise with the Council as Planning Authority to develop an SPD to the Local Development Framework. This is an important step forward in establishing a policy framework for the development of the airport and enables the Council to receive the Masterplan.
- 5.2 The Masterplan refers to issues of specific concern to members, for example references to the need for positive steps to ensure aircraft adhere to specified routes and radar improvements based upon airport growth that will provide more certainty for local residents.
- 5.3 The Masterplan also starts to address environmental concerns, with particular reference to protection of ground water. These issues are not appropriate to address in detail in the Masterplan, however their early resolution remains a Council priority and will need to be addressed in the near future in detailed discussions relating to the preparation of supplementary planning guidance, the section 106 agreement and future development proposals.
- 5.4 The Masterplan is an airport document and there is an identified need to prepare a supplementary planning document relating to the development of the airport to provide a policy basis for the Council to steer airport growth in a manner that is environmentally acceptable. The Council can therefore resolve to accept the document on this basis.

## **6.0 OPTIONS**

- 6.1 Cabinet can determine whether to forward the working party's conclusions on the Masterplan to Council with the recommendation that they be approved and the Masterplan be received by Council.

## **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 accept the Masterplan. Liaison with the Airport Operator subsequently to develop proposals for the Central Island, including Airport development 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 the Working Party's conclusions, including their recommendation that the Council receive the Airport Masterplan are referred to Council for approval

## 9.0 DECISION MAKING PROCESS

9.1 This is a key decision to be considered by Council

Contact Officer:	Doug Brown, Major Development Manager
Reporting to:	Brian White, Director of Regeneration

### ***Background Papers***

Draft KIA Masterplan	October 2008
KIA Masterplan	November 2009
Schedule of comments and responses to the Kent International Airport Draft Masterplan	November 2009
Civil Aviation Act 2006	November 2006
DfT Guidance on the Preparation of Airport Masterplans	2004
Air Transport White Paper and Progress Report	2003 and 2006
Draft South East Plan	2008
Report to Council on Draft Masterplan	April 2009
Thanet Local Plan	2006
Planning Policy Guidance Notes and Statements	



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## **Anti-Social Behaviour Strategy for 2010/2011**

To: **Cabinet – 17th June 2010**

Main Portfolio Area: **Community Services**

By: **Mark Richardson – Community Safety Manager  
Madeline Homer – Landlord Services Manager**

Classification: **Unrestricted**

Ward: **All wards**

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**Summary:** The over-arching aim of this strategy for the next 12 months is to forge a stronger partnership between the Community Safety Unit, TDC Landlord Services, Orbit and the Mediation Service in the pursuit of tackling anti-social behaviour, protecting victims and improving confidence in the services provided.

### **For Decision**

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#### **1.0 Introduction and Background**

- 1.1 Thanet District Council have a responsibility to do all that It can to consider and respond to crime and disorder issues in its area under two key pieces of legislation: the Crime and Disorder Act 1998 and the Police and Justice Act 2006.
- 1.2 The Crime and Disorder Act 1998 gives the council a statutory duty to consider crime, anti social behaviour and the fear of crime in its area under section 17 of this provision. The same act also made it mandatory to establish a crime and disorder reduction partnership. In Thanet we have the Thanet Community Safety Partnership.
- 1.3 The Community Safety Unit is the lead agency for tackling the worse cases of anti-social behaviour in Thanet for both Kent Police and Thanet District Council and have at their disposal a vast tool kit of powers to apply proportionately to each case.
- 1.4 Landlord Services at TDC is committed to promoting a safe and secure environment in which tenants, leaseholders and visitors can live peacefully and enjoy a good quality of life. The department recognises that the quality of life of a community can be seriously eroded by ASB.

Officers from Landlord Services firmly believe that everyone has the right to enjoy life in their own way providing they do not cause nuisance or annoyance to neighbours.

- 1.5 The purpose of developing a new joint annual anti-social behaviour strategy along with Orbit and the Mediation Service is to ensure that all actions are worked on jointly and the most efficient course of action is chosen to deal with the issues quickly and proficiently.

#### **2.0 The Anti-Social Behaviour Strategy 2010 / 2011**

- 2.1 The new and first anti-social behaviour strategy for Thanet targets four key priority areas of supporting victims and witnesses, delivering enforcement in the worse cases, ensuring that all other cases are dealt with using prevention and diversion and that the services are persistently looking to raise standards in services to residents.

- 2.2 The key targets within the strategy that the four agencies are looking to target are a reduction in overall anti-social behaviour incidents by 5%, a reduction in perceived high levels of anti-social behaviour by 3.5% and an improvement in the public's perception and confidence in the police and council in tackling anti-social behaviour.
- 2.3 Key actions within the strategy that are being delivered within the next 12 months are the introduction of a victims and witnesses service for the worse cases in ASB to ensure that residents feel comfortable providing evidence and attending court, continued use of the ASB toolkit including ASBO's, dispersal orders and crack house closures and a roll out of additional CCTV cameras in particular in housing blocks.
- 2.4 As well as a strong focus on enforcement there will be an improved resource to tackle cases before they get to that stage using tools such as acceptable behaviour agreements, mediation and referrals to diversionary activity such as sport 4 NRG.

### **3.0 Corporate Implications**

#### **3.1 Financial**

- 3.1.1 There are no specific costs within this report that are not already covered by the councils budgets or the external grant funding associated with Thanet Community Safety Partnership.
- 3.1.2 The partnership receives funding from the Kent Partnership, the Neighbourhood Crime and Justice Group in the Home Office along with smaller pots of money from other Government departments in order to run specific initiatives in Thanet.

#### **3.2 Legal**

- 3.2.1 As outlined in the introduction to this report, the council has statutory responsibilities around community safety firstly from the Crime and Disorder Act 1998 to consider community safety issues and respond to them, from the Police and Justice Act 2006 to scrutinise issues and finally through that act to adhere to national standards.
- 3.2.2 Thanet District Council, through work carried out by the Community Safety Unit; adhere to both pieces of legislation and the national standards.

#### **3.3 Corporate**

- 3.3.1 The Anti-Social Behaviour Strategy 2010/11 forms the basis along with resident surveys to the council's corporate response to Anti-Social Behaviour. All priority projects listed within priority two of the corporate plan fit within the priorities outlined within the Strategy.

#### **3.4 Equity and Equalities**

- 3.4.1 There are no issues involving equalities and diversity. The strategic assessment would highlight any issues regarding racism and discrimination if it were assessed as a priority issue for the Thanet District.

### **4.0 Recommendation(s)**

- 4.1 The Anti-Social Behaviour Strategy 2010/11 be reviewed and any comments or alterations be given to the Community Safety Unit to be included in the final published document.
- 4.2 The Anti-Social Behaviour Strategy 2010/11 be endorsed by the Cabinet as Thanet District Council's plan of action to tackle and target anti-social behaviour in Thanet

## 5.0 Decision Making Process

5.1 This report and Annex is given to Cabinet for approval as the endorsed Thanet District Council ASB Strategy for 2010/2011

Contact Officer:	Mark Richardson, Community Safety Manager 01843 577606 Madeline Homer, Landlord Services Manager 01843 577xxx
Reporting to:	Brendan Ryan, Director of Community Services 01843 577123

### ***Annex List***

Annex 1	Thanet Community Safety Partnership Anti-Social Behaviour Strategy 2010/11
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# **Thanet Community Safety Partnership**

## **Anti-Social Behaviour Strategy 2010/2011**

## Contents

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*This strategy encourages a strong partnership between:*



Thanet Community Safety Unit

TDC Landlord Services



Orbit Housing



The Mediation Service

# Introduction

1.0 **Participating Agencies:** This strategy is led by a joint Thanet District Council / Kent Police Community Safety Unit, a doing arm of Thanet Community Safety Partnership. The key partners within the strategy are the CSU, TDC Landlord Services, Orbit Housing and the Mediation Service. All of these agencies are key delivery agents and critical to the strategies chances of successful completion of its action plan.

2.0 **Definition:** The legal definition of anti-social behaviour according to the Crime and Disorder Act 1998 is:

*“Behaviour likely to cause alarm, harassment or distress to members of the public not of the same household as the perpetrator”*

Although this list is not exhaustive it is likely to include incidents such as neighbour disputes, harassment, intimidation, noise and anti-social parking.

2.0 **Aim:** The over-arching aim of the strategy is to robustly tackle anti-social behaviour, protect victims and witnesses and improve confidence in the agencies providing a service to do so.

The agencies responsible for this strategy will do this by targeting the key strategic priorities of:

- a) supporting victims and witnesses
- b) delivering enforcement in the worse cases of ASB
- c) ensuring there is prevention and diversion in all other cases
- d) raising standards of participating agencies to improve our service to residents

3.0 **Vision:** People report anti-social behaviour because they want action to stop the anti-social acts quickly, and to prevent any future repetition.

It is important to make sure the appropriate intervention is used at the right time, and the measure of success is the community’s view on whether the anti-social behaviour has been stopped. Whilst an incremental approach is the right one, there will be occasions when it is not practical to follow all the stages in order to provide immediate protection to individuals and the community.

It is important to inform victims, witnesses and the community of the action that has been taken to tackle the anti-social behaviour. People who feel confident that anti-social behaviour is being tackled will feel safer to go about their daily lives without fear. Those who are informed about action taken are more likely to continue to monitor and report anti-social in their area.

It is the participating agencies vision that all residents will feel confident enough to report ASB in Thanet, receive an excellent service and know how it has been resolved effectively.

## **Actions by partners to date**

### **1.0 Support**

During the past 12 months community safety partners have collectively worked together in cases and on individual projects to support victims of ASB.

In January 2010 a Victim and Witness Officer was appointed to give specialist support to victims and witnesses in anti social behaviour (ASB) cases. This new role will take referrals from officers working on cases such as ASBO's and injunctions and will provide support from home visits to ensuring all needs are met when attending court. Previously victims in civil cases were not automatically offered support, despite the fact that ASB victims and witnesses often know their offenders well, and may live next door or in the same community. Giving evidence in court can be more distressing than when the perpetrator is unknown. It is hoped this new role will further ensure victims have the confidence to make a stand against ASB and feel empowered within their communities.

Individuals living within Dane Valley have formed a working group of ASB champions to strategically work with officers to make improvements around ASB. The current main focuses are looking at additional CCTV and holding a community day to encourage cohesion.

On going work continues to support those who may be more vulnerable in society with a renewed focus on those who have experienced crime or ASB either first or second hand. Surveys conducted with over 600 Thanet Residents found that the majority of people, almost 90%, felt safe during the day with only 4% feeling unsafe. Of those who felt unsafe 62% said it was because they felt intimidated by large groups of youths. 33% said it was because they had heard stories from either friends and relatives or 30% had either been a victim of crime or witnessed a crime.

### **2.0 Enforcement**

CSP partners continue to robustly enforce against ASB in the Thanet District, since 2003 there have been 38 Anti Social Behaviour Orders, excluding interim orders, served on individuals responsible for ASB in Thanet.

To date there has been four crack house closures and 13 ASB related Injunctions granted. Housing providers continue to take action on problematic tenants causing nuisance behaviour. In the last year, twelve individuals have been evicted for breaches in tenancy, which has included ASB.

Officers have continued to conduct targeted enforcement operations based on hot spot and priority areas in Thanet, including utilising additional resources through seasonal policing plans and regular involvement in clean sweep operations. That said, ASB Still remains a top PACT priority along with environmental issues and parking.

The Anti Social Behaviour Car, a police vehicle with designated officers, specifically tasked to ASB calls has also been running in Thanet over the last four months, responding directly back to the ASB unit to link in with current targets.

Thanet's Community Safety Unit, has continued to issue ASB warning letters as a response to those who appear at custody for ASB offences, as a first enforcement step detailing the penalties and outcomes if behaviour persists.

Almost 50% of Thanet residents feel more enforcement, supported by other approaches, will help reduce crime.

### **3.0 Diversion/Prevention**

Partners continue to support and deliver diversionary and preventative projects and initiatives in Thanet in a bid to deter those at risk, particularly young people, away from offending and nuisance behaviour.

Thanet currently has 522 10-17 year old young offenders in Thanet (68% male, 31% female) who primarily live in Cliftonville West, Dane Valley, Newington, Eastcliff and Northward wards

Sport 4 NRG, a council run intervention, have continued to deliver weekly community diversionary sport's sessions which included Football, Street dance, bowling and Basketball. These projects have been delivered primarily in Newington, Eastcliff and Northwood wards. The Sport 4 NRG project also delivered a Community Sports Leadership level 2 course during the February half-term as part of the 'Worx Project' strand.

Partners continue to refer at risk young people into diversionary projects across Thanet, and this year has seen slightly more young people, particularly girls, attend than in previous years. 3311 young people have attended the project and of those, 1146 (34%) were living in deprived wards based on postcode data. 71% were male and 29% female. This has seen a slight increase in female attendance compared to 2008 figures.

A total of 21 Acceptable Behaviour Agreements (ABA's) have been formulated, since 2007, to combat nuisance behaviour. Two further agreement's have been distributed to owners of dangerous dogs.

The Mediation Service has continued to be utilised and has dealt with 37 cases, of those 16 were victim and young offender cases, 11 neighbour and community cases and 1 a family support case.

Regular inputs in schools by the Safer Schools Partnership Co-ordinator have included discussions on anti social behaviour, bullying, knife crime and criminal damage.

The Joint Family Management Program continues to run, supporting families and young people, and looking at different interventions for young people who are at a lower level of offending behaviour. There are currently 14 people on the scheme, with 22 waiting to have a place.

The Family Intervention Program (FIP) currently has 6 people in receipt of intensive support in Thanet, and the Youth Inclusion Support Program is also underway for young people who have received no cautions or convictions. There are 10 young people highlighted and monitored by Kent Police Offender Management Unit, as Deter Young Offenders (DYO's) and in need of further diversion and support, as well as on going work by the Youth Offending Teams with young people on reparation and referral orders as alternatives to custodial penalties.

From the 2009/10 Survey results 50% of Thanet residents asked feel diversionary activities will help reduce crime and that this needs to be a multi faceted approach also incorporating enforcement measures and naming and shaming campaigns.

## Key Statistics / Blackberry Engagement

### 1.0 Control Strategy Incidents at Ward Level

The table below indicates the number and type of incident at ward level.

Ward Name	AS_Animal	AS_Comms	AS_People	AS_Pollute	AS_Vehicle	Grand Total
Cliftonville West Ward	11	29	788	56	89	973
Margate Central Ward	9	45	770	34	113	971
Central Harbour Ward	14	31	539	22	104	710
Eastcliff Ward	13	22	472	23	71	601
Dane Valley Ward	10	16	437	13	71	547
Northwood Ward	9	16	334	19	75	453
Newington Ward	3	11	259	17	39	329
Sir Moses Montefiore Ward	4	7	251	13	47	322
Westgate-on-Sea Ward	6	15	226	13	59	319
Salmestone Ward	4	13	230	10	56	313
St. Peters Ward	7	1	146	7	142	303
Viking Ward	3	9	167	16	49	244
Westbrook Ward	3	8	167	8	42	228
Beacon Road Ward	3	2	155		30	190
Bradstowe Ward	2	5	140	8	29	184
Birchington South Ward	4	4	124	5	43	180
Thanet Villages Ward	5	3	105	6	46	165
Cliftonville East Ward	2	8	94	17	39	160
Cliffsend and Pegwell Ward	2	2	69	6	64	143
Garlinge Ward	4	5	101	8	17	135
Nethercourt Ward	2	1	80		51	134
Birchington North Ward	3	3	30	5	10	51
Kingsgate Ward	1	1	19	4	6	31
Ramsgate Port	1		6		1	8
Grand Total	125	257	5709	310	1293	7694

## 2.0 Control Strategy Repeat Venues

The following table indicates all repeat venues with 20 or more incidents.

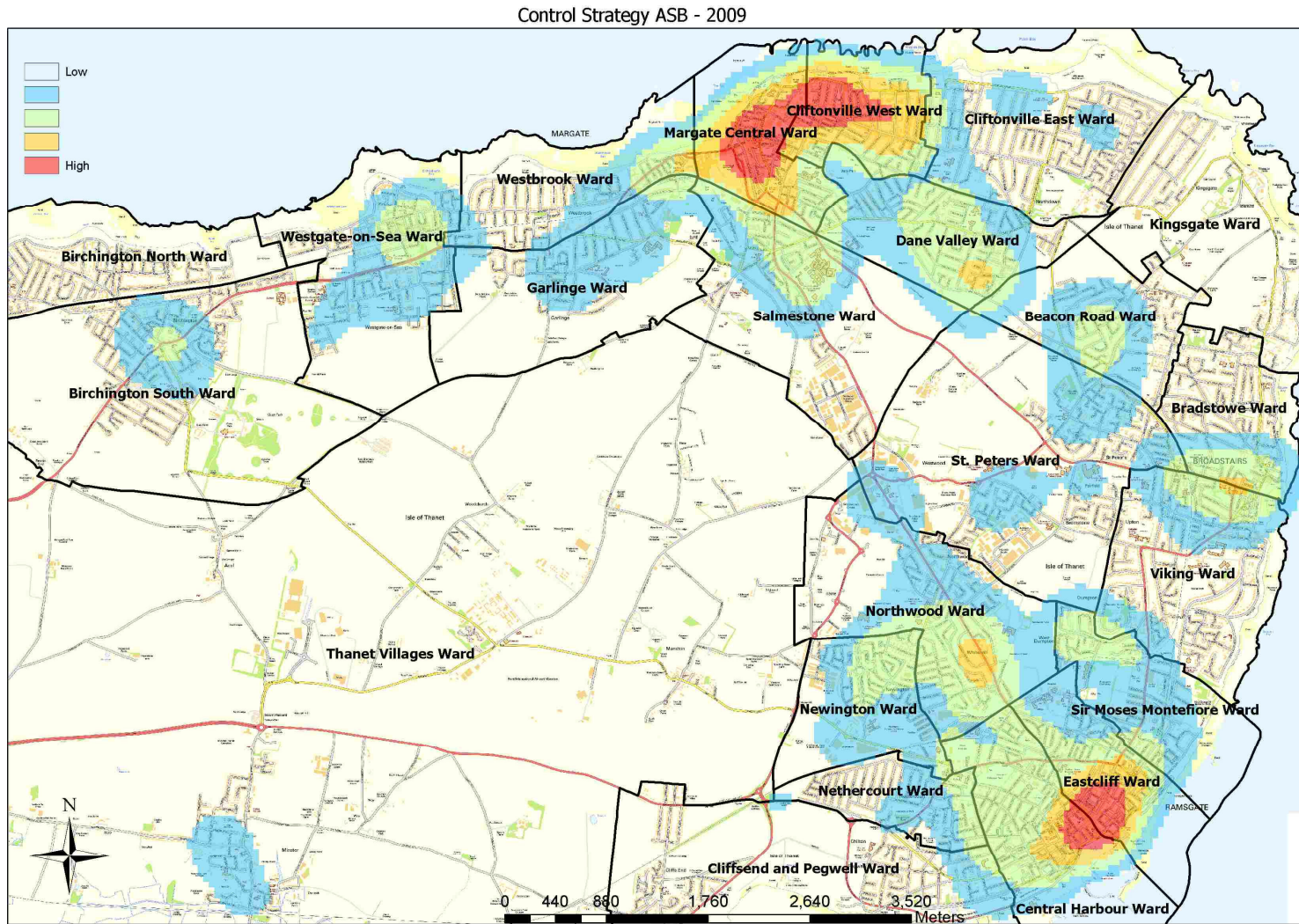
Venue	Incidents
Queen Elizabeth The Queen Mothers Hospital A & E	
Ramsgate Road Margate	55
Harrys Bar 26 Marine Terrace Margate	38
Northdown Rd Margate	38
High Street Margate	36
Marine Terrace Margate	29
Coleman Crescent Ramsgate	27
York Street Ramsgate	27
Harbour Parade Ramsgate	26
High Street Broadstairs	25
Railway Station Westgate On Sea	23
Cecil Square Margate	23
High Street Ramsgate	22
Dane Park Park Crescent Road Margate	21
Ramsgate Swimming Pool Newington Road Ramsgate	20

Key statistics show that in table one, the three hotspot wards are Cliftonville West, Margate Central and Central Harbour. These three wards equate for over a third of all ASB in Thanet. Within these three wards are also the majority of repeat venues such as the A&E department (nuisance parking) and Harrys bar in marine terrace (last night NTE).

The hotspot maps illustrates further the three most prolific wards further and also of the geographical spread of all incidents. Finally the blackberry engagements show the types of ASB that residents are concerned about and feature noise, nuisance parking and enviro-crimes just as much as traditional nuisance such as neighbour disputes and intimidation.

### 3.0 Hotspot Map

Three main hotspots have been identified, The town centres of both Margate & Ramsgate and the eastern side of Cliftonville West.





### **All Blackberry Engagement**

Problem Type	Engagements	Percentage
Alcohol related	21	0.2%
Anti-social behaviour	1,404	14.1%
Crime	255	2.6%
Damage and graffiti	257	2.6%
Environmental	454	4.6%
Litter and fly tipping	446	4.5%
No Issue	4,800	48.2%
Other issues	366	3.7%
Parking	806	8.1%
Police attendance	103	1.0%
Speeding	807	8.1%
Vehicle related nuisance	239	2.4%

## **Priorities for 2010/2011:**

### 1) Dealing with high risk / vulnerable victims through **support**

Putting the needs of our residents first by ensuring that when they make contact that their needs and safety is put first in our investigations at all times.

### 2) Targeting worse cases of ASB through **enforcement**

Ensuring that all agencies have the competency and tools to deliver enforcement powers such as anti-social behaviour orders, dispersal areas, injunctions and house closures where it is necessary to do so.

### 3) Non-enforcement cases tackled through **diversion and prevention**

Deal with the majority of cases by non-enforcement means using tools such as mediation, warnings, acceptable behaviour agreements and referrals to diversionary activities whenever and where-ever possible.

### 4) Making improvements to our service so that it is **customer focused**

Continuously improve our services and improve standards through-out the partner agencies to give the best and most effective service to all residents in the Thanet District. Look to use and share resources between key agencies signed up to this strategy for the benefit of residents in Thanet.

## Action Plan 2010/2011

<b>Priority 1: Dealing with High Risk / Vulnerable Victims through support</b>	<b>Target / Outcome:</b> To improve the public's perception and confidence in the police and council in tackling anti-social behaviour		
<b>Action</b>	<b>Output</b>	<b>By</b>	<b>Responsible Agencies</b>
Take reported cases of ASB seriously and keep victims informed of actions taken	Adhere to minimum standards in 100% of all cases investigated by the agencies signed up to them	September 2010	CSU, Landlord Services and Orbit
Provide regular information to residents on what action is being taken to tackle ASB	Use naming and shaming, you said we did, leaflets, local media and quick comms. At least 10 initiatives or press releases	May 2011	CSU, TDC Communications and Kent Police HQ Communications Team
Ensure effective risk assessment of vulnerable victims is carried out	At least 20 victims risk assessments are carried out	May 2011	CSU – Victims and Witnesses Officer
Ensure there is an effective Victim and Witnesses service in place	A service is operational and can be referred into by agencies	June 2010	CSU – Victims and Witnesses Officer
Identify vulnerable Council Housing tenants early and provide support to reduce and prevent ASB by working closely with housing options and supporting people	At least 20 tenants identified and supported	May 2011	Landlord Services
<b>Priority 2: Targeting worse cases of ASB through enforcement</b>	<b>Target / Outcome:</b> To reduce ASB Incidents by 5%		
<b>Action</b>	<b>Output</b>	<b>By</b>	<b>Responsible Agency</b>
Make best use of ASB Toolkit including ASBO's, dispersal orders, Injunctions and House Closure Orders	Deliver interventions in at least 5 priority cases	May 2011	CSU, Landlord Services and Orbit
Look for alternative legal support arrangements for civil cases to ensure that toolkit use is maximised	Alternative legal support arrangement is found	January 2011	CSU, Orbit and Landlord Services
Manage and review low level ASB by tenants	Reviews have taken place	May 2011	Landlord Services

with a view for more effective enforcement of tenancy agreement			
<b>Priority 3: Non-Enforcement cases tackled through diversion and prevention</b>			
		<b>Target / Outcome:</b> To reduce perceived high levels of ASB by 3.5%	
<b>Action</b>	<b>Output</b>	<b>By</b>	<b>Responsible Agency</b>
Find a non-enforcement resolution to 80% of cases reported through use of warnings, mediation, acceptable behaviour agreements and diversionary activity	At least 10 ABA's signed and at least 20 Mediation referrals made	May 2011	CSU, Landlord Services, Orbit and Mediation Service
Introduce 6 week and 9 month settling in visits for all introductory tenancies in an attempt to address ASB issues before they start	At least 30 visits conducted	May 2011	Landlord Services
Roll out (subject to budget) additional CCTV Provision in Thanet and in particular in housing blocks	At least 5 additional cameras purchased and operational	May 2011	CSU and Landlord Services
Young people's independent advisory group (ypiag) a group of young people that work with Kent Police will look to expand its members to involve a more diverse membership	New members attending from Czech, Slovak and Polish communities	May 2011	Kent Police and YPIAG
Housing moves to be sensitively managed for properties that have previously had ASB issues	All relevant cases referred to CSU for checks	May 2011	CSU, Landlord Services and Orbit
<b>Priority 4: Making improvements to our service so that we are more customer focused</b>			
		<b>Target / Outcome:</b> To improve the public's perception and confidence in the police and council in tackling anti-social behaviour	
<b>Action</b>	<b>Output</b>	<b>By</b>	<b>Responsible Agency</b>
Launch new minimum standards for all residents in the Thanet District	Minimum standards available to residents via the website	August 2011	CSU
County Information Sharing Protocol to be adhered to and signed up to by all relevant agencies within Thanet Community Safety Partnership and used regularly	Information Sharing Protocol adhered to	August 2011	CSU
Tie in a multi landlord sign up to minimum standards in particular for social housing estates	Minimum standards to include social landlords	August 2011	CSU, Landlord Services and Orbit

## Appendix 1 – Anti-Social Behaviour tools and powers

### Thanet Community Safety Partnership - Relevant and Associated Legislation

Behaviour	Legislation	Enforcement	Support	Comments	
<b>Domestic Noise</b>		Acceptable Behaviour Contracts or Agreements	Mediation	Partnership agencies linked working	
	s2 and s8(1), Noise Act 1996 (updated by s42 of the Anti Social Behaviour Act 2003)	Fixed Penalty Notice for night noise		Warnings and agreements	Partnership agencies linked working
	s153a, B, C and D, Housing Act 1996 (as amended by part 2 of the Anti Social Behaviour Act 2003 and Police and Justice Act 2005)	Injunction, Demoted Tenancy, Possession and Eviction			Partnership agencies linked working
	s222, Local Government Act 1972 (as amended by the Police and Justice Act 2006)	Injunction for public nuisance	Individual Support Orders if ASBO freestanding and aged 10 to 17.		
	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)	Anti Social Behaviour Order (ASBO free-standing or on conviction.		Partnership agencies linked working	
	S9(4a) Noise Act 1996, s83 Clean Neighbourhoods and Environment Act 2005 and s79-80 Environmental Protection Act 1990	Noise Abatement Notice, Prosecution for breach (Anti Social Behaviour Order on conviction)		Partnership agencies linked working	
<b>Rowdy or Nuisance Behaviour</b>		Acceptable Behaviour Contracts or Agreements	Family group counselling	Partnership agencies linked working	
	S30-36, Anti Social Behaviour Act 2003.	Dispersal of Groups	Youth Diversion	Partnership agencies linked working	
	s222, Local government Act 1972 (as amended by the Police and Justice Act 2006)	Injunction for public Nuisance	Parenting Contracts	Partnership agencies linked working	
	s8, Crime and Disorder Act 1998 (as amended by the Anti Social Behaviour Act	Parenting Order (also provides support)	Parenting Orders	Partnership agencies linked working	
			Warnings and agreements	Partnership agencies linked working	

<b>Rowdy or Nuisance Behaviour (Continued)</b>	2003 and Police and Justice Act 2005)	Child Safety Order (children under 10; also provides support)	Restorative justice  Alcohol treatment	
	s11, Crime and Disorder Act 1998			Partnership agencies linked working
	s14, Crime and Disorder Act 1998	Local child curfew scheme (children under 16)	Individual Support Orders if ASBO freestanding and aged 10 to 17.	Partnership agencies linked working
	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)			Partnership agencies linked working
	s153A, B, C and D, Housing Act 1996 (as amended by part 2 of the Anti Social Behaviour Act 2003 and Police and Justice Act 2005)	Injunction, Demoted Tenancy, Possession and Eviction		Partnership agencies linked working
	Part 1a, Anti Social Behaviour Act 2003 (as amended by s118, sched 20, Criminal Justice and Immigration Act 2008)	Premises Closure Order		Partnership agencies linked working
<b>Hoax Calls to Emergency Services</b>	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)	Anti Social Behaviour Order (ASBO free-standing or on conviction.  Acceptable Behaviour Contracts or Agreements	Education schemes  Youth schemes run by local emergency services involving education and reparation work.  Youth Diversion  Individual Support Orders if freestanding and aged 10 to 17.	Partnership agencies linked working
<b>Vehicle related nuisance</b>	S30-36, Anti Social Behaviour Act 2003	Dispersal Of groups (prevents groups gathering to engage in anti social driving)	Youth Diversion (vehicle maintenance, dedicated riding tracks)	Partnership agencies linked working
<b>Joy riding</b>	s153A, B, C and D, Housing Act 1996 (as amended by part 2 of the Anti Social Behaviour Act 2003 and Police and Justice Act 2005)	Injunction, Demoted Tenancy, Possession and Eviction	Parenting Contracts	
<b>Dangerous and illegal driving</b>			Warnings and agreements	
<b>Causing harassment, alarm and distress by driving</b>	s8, Crime and Disorder Act 1998 (as amended by the	Parenting Order (also provides support)	Restorative justice  Environmental	

	Anti Social Behaviour Act 2003 and Police and Justice Act 2005)		Highways improvements (bollards, gates, CCTV)	Partnership agencies linked working
	s222, Local Government Act 1972 (as amended by the Police and Justice Act 2006)	Injunction for Public Nuisance	Individual Support Orders if freestanding and aged 10 to 17.	
	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)	Anti Social Behaviour Order (ASBO free-standing or on conviction).		
<b>Illegal roadside vehicle sales</b>	Local Government (Miscellaneous Provisions) Act 1982,	Fixed Penalty Notice	Warnings and agreements	Partnership agencies linked working
<b>Nuisance parked vehicles</b>	Highways Act 1980	Prosecution		
<b>Illegal roadside vehicle sales</b>	Business Advertisements Disclosure Order 1977	Fixed Penalty Notice	Warnings and agreements	Partnership agencies linked working
<b>Nuisance parked vehicles (Continued)</b>	s3 and 4, Clean Neighbourhoods and Environment Act 2005	Prosecution		
	The Consumer Protection from Unfair Trading Regulations 2008.			
<b>Verbal and Physical abuse</b>	s224, Town and Country Planning Act 1990	Acceptable Behaviour Contracts or Agreements	Warnings and agreements	
<b>Criminal damage</b>			Mediation	
<b>Graffiti</b>	s8, Crime and Disorder Act 1998 (as amended by the Anti Social behaviour Act 2003 and the Police and Justice Act 2005)	Parenting Order (also provides support)	Parenting Contracts	Partnership agencies linked working
<b>Fly Posting</b>		Fixed Penalty Notice	Restorative Justice	
<b>Unauthorised distribution of literature</b>	s43, 48-52, Anti Social Behaviour Act 2003 and s96, Clean Neighbourhoods and Environment Act 2005	Defacement Removal Notice	Individual Support Orders if freestanding and aged 10 to 17.	Partnership agencies linked working
<b>Violence and threat of violence</b>	s1, Criminal Damage Act 1971	Anti Social Behaviour Order (ASBO free-standing interim without notice or ASBO on conviction).		Partnership agencies linked working
	s131(2) and s132(1), Highways Act 1980	Prosecution		
		Anti Social Behaviour Order		

	s2, Protection from Harassment Act 1997	Prosecution (and restraining Order or ASBO on conviction)		Partnership agencies linked working
	Housing Act 1996 as amended by Part 2 of the Anti social behaviour act 2003 and Police and Justice Act 2005)	Injunction (without notice), Demoted tenancy, possession and eviction		
	s222, Local government Act 1972 (as amended by the Police and Justice Act 2006)	Injunction for public Nuisance		
	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)	Anti Social Behaviour Order (ASBO free-standing interim without notice or ASBO on conviction.	Individual Support Orders if freestanding and aged 10 to 17.	Partnership agencies linked working
<b>Hate Crime</b>	s28, Crime and Disorder Act 1998	Prosecution		
	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)	Anti Social Behaviour Order (ASBO free-standing interim without notice or ASBO on conviction.	Individual Support Orders if freestanding and aged 10 to 17.	
<b>Drugs / Substance Misuse</b>		Acceptable Behaviour Contracts or Agreements	Physical and mental health needs	
	Housing Act 1996 as amended by Part 2 of the Anti social behaviour act 2003 and Police and Justice Act 2005)	Injunction, Demoted tenancy, possession and eviction (breach of tenancy)	Drug treatment Counselling	Partnership agencies linked working
	s222, Local government Act 1972 (as amended by the Police and Justice Act 2006)	Injunction for public Nuisance	Compulsory drugs testing for trigger offences (s2, Drugs Act 2005)	
	S1-11, Anti Social Behaviour Act 2003	Closure powers for Class A drugs	Assessment by drugs specialist Restrictions on bail to assess defendants drugs use	Partnership agencies linked working
	s1, Crime and Disorder Act 1998 (as updated by the	Anti Social Behaviour Order (ASBO free-standing or on	Individual Support Orders if freestanding and aged 10 to	



	Police Reform Act 2002)	conviction.	17. Drug Intervention Order if 18 or over	Partnership agencies linked working
<b>Drug Dealing</b>	S1-11, Anti Social Behaviour Act 2003	Closure powers for Class A drugs	Physical and Mental Health Services	Partnership agencies linked working
	s153b, Housing Act 1996 (as amended by Part 2 of the Anti Social Behaviour Act 2003)	Anti Social Behaviour Injunction and Eviction (breach of Tenancy)	Drug Treatment	
	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)	Anti Social Behaviour Order (ASBO free-standing or on conviction).	Individual Support Orders if freestanding and aged 10 to 17. Drug Intervention Order if 18 or over	Partnership agencies linked working
<b>Animal Related Nuisance</b>  <b>Irresponsible dog ownership</b>  <b>Consistent Barking</b>  <b>Allowing dogs to intimidate individuals</b>  <b>Dog fouling</b>		Acceptable Behaviour Contracts or Agreements	Warnings and Agreements	
	s80, Environmental Protection Act 1990	Noise Abatement notice, Prosecution for failure to comply	Mediation	
	s2 and s8(1), Noise Act 1996	Penalty notice for Night Noise	Education	
	Housing Act 1996 (as amended by Part 2 of the Anti Social Behaviour Act 2003 and Police and Justice Act 2005)	Injunction or Demoted Tenancy		
	S55-59(2), Part 1, Chap 6 Clean Neighbourhoods and Environment Act 2005 and Dog Control Orders Regulations 2006	Fixed Penalty Notice Dog Control Orders		Replaces the Dogs (Fouling of Land) Act 1996 (Repealed)
	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)	Anti Social Behaviour Order (ASBO free-standing or on conviction).	Individual Support Orders if freestanding and aged 10 to 17.	Partnership agencies linked working
<b>Littering</b>	S87 and 88(1), Part 4, Environmental Protection Act 1990 and s18 Clean Neighbourhoods and Environment Act 2005	Fixed Penalty Notice Prosecution Anti Social Behaviour Order (ASBO free-standing or on conviction).	Warnings and Agreements	

<b>Abandoned and Nuisance Vehicles</b>	s2-5, Refuse and Disposal (Amenities) Act 1978	Fixed Penalty Notice  Notice for Removal  Right of Entry		
	s99-103 Road Traffic regulations Act 1984			
	Removal and Disposal of vehicles Regulations 1986			
	s11-17, Clean Neighbourhoods and Environment Act 2005			
<b>Licensing and Alcohol related nuisance</b>	Licensing Act 2003	Licensing	Warnings and Agreements	Partnership agencies linked working
	<a href="#">s1-5 and 9-14, Violent Crime Reduction Act 2006</a>	Drink Banning Orders	Family group counselling	
	s222, Local government Act 1972 (as amended by the Police and Justice Act 2006)	Injunction for public Nuisance	Youth Diversion	Partnership agencies linked working
	Part 1a, Anti Social Behaviour Act 2003 (as amended by s118, sched 20, Criminal Justice and Immigration Act 2008)	Premises Closure Notice	Prosecution	
	S12, 16, 19-28, Criminal Justice and Police Act 2001 (as amended by Sched 6, Licensing Act 2003)	Premises Closure Order	Parenting Contracts	
	s1, Crime and Disorder Act 1998 (as updated by the Police Reform Act 2002)	Anti Social Behaviour Order (ASBO free-standing interim without notice or ASBO on conviction). Right of Entry	Parenting Orders	
	s15-20, Violent Crime Reduction Act 2006	Ban on Alcohol consumption in Public Places Order	Restorative Justice	
<b>Licensing and Alcohol related nuisance (Continued)</b>		Alcohol Disorder Zone	Alcohol treatment	Partnership agencies linked working
		Illegal sales of Alcohol by or for under 18's	Voluntary Alcohol dependency support courses.	
<b>Parking related issues</b>	Traffic Management Act 2004	Parking enforcement		Replaces Road Traffic Act 1991 (Repealed)
	Civil Enforcement of Parking Contraventions (England) General Regulations 2007	Fixed Penalty Notice		
	Road Traffic Regulations Act 1984	Prosecution	Traffic Regulation Orders	

<b>Other Powers used / encountered in conjunction with legislations above</b>	Police and Criminal Evidence Act (PACE) 1984	<b>The Police and Criminal PACE Codes of Practice</b> provide the core framework of police powers and safeguards around stop and search, arrest, detention, <b>investigation, identification and interviewing detainees.</b>
	Regulation of Investigatory Powers Act (RIPA) 2000	<b>The Regulation of Investigatory Powers Act 2000 (RIPA)</b> puts a regulatory framework around a range of investigatory powers to ensure the powers are used lawfully and in a way that is compatible with the European Convention on Human Rights. <b>It also requires, in particular, those authorising the use of covert techniques to give proper consideration to whether their use is necessary and proportionate.</b>
	The Association of Chief Police Officers (ACPO) Manual of Surveillance, chapters 10 and 12.	<b>Use of Digital Camera's to secure images for evidential purposes and Court use.</b>
	s17, Children's Act 1989  S10 and 11, Children's Act 2004	Councils with Social services Responsibilities have a duty, arising from s17 of the Children Act 1989, <b>to safeguard and promote the welfare of children within their areas who may be in need.</b>  The Children Act 2004 provides the legal underpinning for the transformation of children's services. s10 of the Act provides the statutory basis for Children's Trusts (the duty to cooperate). Revised Children's Trust (CT) guidance on the 'duty to cooperate' was published on 18 November 2008. <b>The 'relevant partners' currently under the 'duty to cooperate' are: district councils, the police, the Probation Board, the Youth Offending Team, the Strategic Health Authority and Primary Care Trusts (PCTs), Connexions partnerships, and the Learning and Skills Council (LSC).</b>

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## EUROKENT BUSINESS PARK

To: **Cabinet – 17<sup>th</sup> June 2010**

Main Portfolio Area: **Regeneration & Economic Development**

By: **Director of Regeneration Services**

Classification: **Unrestricted**

Ward: **Northwood Ward**

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**Summary:** Update on the marketing and fit-outs of office and industrial units at this site which has been jointly-developed with SEEDA, with recommendation that, because of upturn in demand for units, officers investigate options for future management of the site with SEEDA.

### For Decision

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#### **1.0 Introduction and Background**

- 1.1. This project was included in a report to Cabinet in April 2007, and construction began shortly thereafter. The 25 units (8 Offices and 17 Industrial) were completed – other than for fit-out – at the end of February 2009, in the depths of the recession. Strong efforts have been made to market the site in these difficult economic circumstances, and this is now beginning to bear fruit. Currently we have 3 industrial units occupied with a further 7 under offer or exchange. Terms are also being negotiated with prospective tenants interested in a further 9 office and industrial units, and interest continues to grow.
- 1.2. The purpose of this joint project with SEEDA is to create jobs in Thanet by providing the type of employment space currently under-represented in the District. The District, including the Council's own employment units, did not previously include modern service sector accommodation or sufficient 'starter' employment units. The 3 current tenants comprise a new branch of a nationwide business, a business previously located in premises outside the District and a local business which has expanded rapidly. This pattern is repeated for the other units currently being pursued by prospective tenants, so it is clear that this development is fulfilling a need in the District.
- 1.3. The joint development with SEEDA of Eurokent Business Park is seen as an initial spearhead for the wider Eurokent development in the context of East Kent Opportunities (EKO). Eurokent Business Park, however, is independent from EKO and is based on a joint Development Agreement between TDC and SEEDA. SEEDA constructed the units and TDC provided the land. Based on the construction and land values, the Development Agreement allows for an 85.1% (SEEDA) and 14.9% (TDC) split in the equity of the Business Park. This is reflected in the proceeds to both parties from leases after marketing costs are deducted.
- 1.4. The recession hit at about the time construction began. The market aimed-for was sales of Premium-based long leases of 999 years. The recession reduced the market finance available for these long leases, and the market for this estate has now become a mixture of long-term and short-term leases. Those negotiating short-term leases have done so in order to establish businesses on the site, with the longer-term intention to purchase Premium-based leases when financial restriction eases. However, we have also noted

that the recent easing in the financial markets has been reflected in greater interest in the 999-year leases as well.

- 1.5. There are 2 undeveloped plots within the development boundary of the office and industrial units in the ownership of this Council. At this point in time, and until the constructed units are all occupied, this land will simply be held on the Council's asset register.

## **2.0 Capital Funding of Fit-outs in the Context of the Current Economic Situation**

- 2.1 Aside from two "show" units, the units were not fitted-out (i.e. separation walls, toilets, electrical) as part of the construction contract in order to enable flexibility in the combination of units and to accommodate tenants' requirements. It was always intended that fit-out would come from the proceeds of the sale of Premiums. However, following changes in the market to include short-term leases, SEEDA provided a £59K fit-out grant (non-repayable) to overcome the lack of funding from the sale of long-term lease Premiums. SEEDA have also agreed a further £50K from their share of the proceeds from the sale of one recent long-term Premium to be used for further fit-out work on a number of units. SEEDA have also stated their *in principle* agreement to consider using their share of further Premium sales to finance further fit-outs, although they wish to deal with this on a unit-by-unit basis.
- 2.2 Discussions are also underway with SEEDA to allow for some unanticipated revenue costs which the Council has had to pick up under the Development Agreement. The Development Agreement allows for marketing costs to be split between SEEDA and TDC. Other revenue costs (e.g. legal fees, business rates, utilities and security) have had to be picked up by TDC due to the additional time it has taken to find occupiers in a difficult financial climate.

## **3.0 Options**

- 3.1 The funding being utilised for the fit-outs is funding from SEEDA, either as an external grant or as a portion of their share of the proceeds from sale of a Premium lease. SEEDA have also stated their *in principle* agreement to consider using their share of further Premium sales to finance further fit-outs, although they wish to deal with this on a unit-by-unit basis. There is no other funding available other than through the sale of long-lease Premiums in order to carry out the fit-out works. In some cases, however, it has been possible to strike a deal with prospective tenants to encourage them to do a portion of their own fit-outs (e.g. toilet installation). However, most tenants are not interested nor able to arrange the necessary works. In addition, the estate has a Building Research Establishment Energy Assessment Measures (BREEAM) rating of "Very Good" (as required by SEEDA) and all works need to be carried out to these standards.
- 3.2 As the site becomes occupied with a realistic objective of achieving 75% full this financial year, the question of ongoing future management arises. At this early stage it is considered appropriate to open dialogue on this subject with SEEDA.

## **4.0 Corporate Implications**

### **4.1 Financial**

- 4.1.1 The capital programme should be amended to reflect the cost of the fit-outs for the industrial units and the external funding to match these costs. The cost of these fit-outs are coming from an external grant from SEEDA or from SEEDA's share of sale of a long-lease Premium, and therefore the cost to the Council is nil. Fit-out of the office units is most likely to be via an agreement with a long-lease tenant.

4.1.2 Fit-outs are being undertaken via contracts under the relevant CSO/Financial Procedure Rules.

#### 4.2 Legal

4.2.1 Legal advice supported the variance of the Development Agreement via side letters in order to update the Agreement in the light of current economic conditions.

#### 4.3 Corporate

4.3.1 The development of Eurokent Business Park fits with Theme 1 (Thanet's Economy) of the Corporate Plan together with Sub-theme 1.3 (Available Employment Opportunities). The purpose of the development is to create high quality office and industrial units to generate additional / support existing employment in the District.

#### 4.4 Equity and Equalities

4.4.1 Marketing of the site has been carried out in the full public eye with advertising via newspaper and websites as well as marketing signs. The only restriction on take-up of the units is that they must comply with the B1a Offices, B1, B2 and B8 industrial use classes together with restrictions on uses which would be considered harmful or unacceptable from an environmental point of view. The units are therefore available to all businesses, subject to meeting the use class restrictions and the financial requirements for lease. An Equality Impact Assessment is not intended, but a key element of the building and marketing of this site has been the potential which it has to create jobs and to contribute to the overall economic well-being of people living within the District.

### 5.0 Recommendation

5.1 That Members note the current improving position regarding take up of lettings.

5.2 That Officers continue working with SEEDA towards a target of 75% occupancy by April 2011.

5.3 And that Officers investigate with SEEDA options for management of this site once the primary objective of ensuring that all employment units are occupied has been achieved.

5.4 That Members approve the addition to the capital programme of the cost of the fit-outs and the external funding to offset this cost.

### 6.0 Decision Making Process

6.1 This is a key decision subject to call in (due to possible effect on long-term budget).

Contact Officer:	Sam Thomas, Major Development Regeneration Officer, Ext 7023
Reporting to:	Brian White, Director of Regeneration Services, Ext 7007

### *Annex List*

Annex 1	Marketing Leaflet
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## Background Papers

Title	Details of where to access copy
Eurokent Business Park File	Regeneration Services
Report to Cabinet on Eurokent in April 2007	Corporate Website

## Corporate Consultation Undertaken

Finance	Yes
Legal	Yes



# EUROKENT BUSINESS PARK

NEW HIGH QUALITY OFFICE AND INDUSTRIAL DEVELOPMENT  
NEW HAINE ROAD, RAMSGATE, KENT


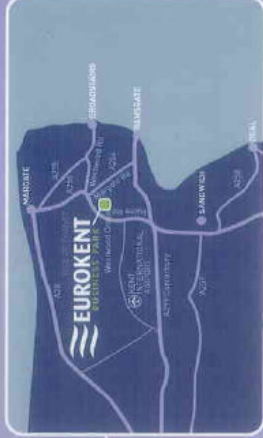


FOR SALE OR TO LET

OFFICES FROM 164m<sup>2</sup> to 1,040m<sup>2</sup> (1,765ft<sup>2</sup> to 11,190ft<sup>2</sup>)  
INDUSTRIAL UNITS FROM 43m<sup>2</sup> to 860m<sup>2</sup> (460ft<sup>2</sup> to 9,250ft<sup>2</sup>)

[www.caxtons.com](http://www.caxtons.com)



Space Available	Size - Metre Square	Size - Feet Square
Net Lettable Space		
Offices - Block A	164 to 1,040	1,765 to 11,190
Gross Internal Areas		
Industrial - Block A	93 to 860	1,000 to 9,250
Industrial - Block B	93 to 860	1,000 to 9,250
Industrial - Block C	43 to 270	466 to 2,900
Industrial - Block D	255	2,740

**Location**  
The Business Park is located in a prominent position just off the A256 New Haine Road about 1 mile from the Westwood Cross Shopping Area and 2.3 and 3 1/2 miles distance respectively from the centre of Ramsgate, Margate and Broadstairs. The development is well positioned for the main road network with New Haine Road leading to the A253, Thanet Way and M2 and to the Port of Dover A20/M20. Manston International Airport and Ramsgate Harbour are also readily accessible.

**Description**  
Eurokent Business Park has been developed by SEEDA in partnership with Thanet District Council and is a new high quality scheme of imaginatively designed units at Ozengell Place, New Haine Road.

**Amenities**  
Well located in the heart of Thanet  
Close to shopping and leisure centres  
Units built to BRE Eco rating very good  
Flexible space  
Ample parking  
Immediately available

NB Additional offices of GEA 1488M2/113145CT/1 will be available in Phase 2.

**Town Planning**  
Planning consent has been granted for B1a offices, B1, B2, B8 industrial.


**Tenure**  
The units are available on new full repairing and insuring leases for terms to be agreed. Rent will be subject to regular review. Alternatively the units are available for purchase on long leasehold for 999 years at peppercorn rental. A Service Charge will be payable for estate maintenance and building insurance.


**Price**  
Terms on application.

**Rating**  
The units have yet to be assessed for business rates.

**Legal Costs**  
Each party will be responsible for their own legal costs.

**Viewing**  
Strictly by appointment through Sole Agents  
Caxtons on 01227 788088.





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## Community Partnership Agreements – Pilot Year Review and 2010/11 Decision

To: **Cabinet – 17<sup>th</sup> June 2010**

Main Portfolio Area: **Community Services**

By: **Sarah Phippin, Community Development Officer**

Classification: **Unrestricted**

Ward: **Thanet District**

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**Summary:** At the end of the financial year 2008/09 Cabinet adopted the Community Partnership Agreement (CPA) scheme as a support mechanism for the third sector in Thanet for 2009/10. This replaced the small grants scheme. The pilot year for CPAs has now ended and although this scheme has, currently, been continued into 2010/11, Cabinet are asked to decide if they wish for the scheme to continue in its current form, or whether there is another preferred method for supporting the third sector organisations in the District.

### For Information & Key Decision

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#### **1.0 Introduction and Background**

- 1.1 In September 2008, Thanet District Council began a review of the grants allocation system. It was decided that due to the financial climate of the time and the disproportionately high cost of administering the scheme that a new programme was required. The Community Partnership Agreement proposal was taken to the third sector for consultation and subsequently adopted by Cabinet in February 2009.
- 1.2 Rather than giving organisations a financial contribution towards their work, the Council would provide their “community partners” funding in-kind which included resources such as printing and publishing services, meeting room space and officer time for half a day per month.
- 1.3 It was decided that the 2009/10 should be a pilot year for the Community Partnership Agreement scheme and at the end of the year another consultation should take place with the third sector to gauge their views on its success.

#### **2.0 The Current Situation**

- 2.1 We currently have fourteen third sector organisations who have requested a CPA:
- Access IT Margate
  - Broadstairs Food Festival
  - Birchington Village Partnership
  - Dover & Thanet District Carers’ Support
  - East Kent Mencap
  - East Kent Relate
  - Grotto Hill Street Scheme
  - Northdown Community Project
  - Oasis
  - Pilgrims Hospice
  - Skillnet Group Margate
  - Thanet Compact
  - Thanet Fairtrade Initiative
  - Tom Thumb Theatre

It was initially stated that only six organisations would be accepted in the pilot year of the scheme but this was extended due to popularity of the programme.

- 2.2 There is currently a budget of £30,000 set aside for the Community Partnership Agreement scheme. This is to cover resources used by partnering third sector organisations such as printing, meeting room venues, and various other agreed resources. Organisations are also entitled to half a day's officer time per month, use of laptops, projectors and screens for meetings and events, plus access to the council's meeting rooms. The most popular services that have been used are the internal printing and publishing services.
- 2.3 All of the community partners' details are stored on a database within the Council, to keep a track of their nominal £1,000 budget. Except for two organisations in 2008/09 who received £2,000 budgets. These were approved and related to organisations in which there were many partners, such as the Compact. The total spend for 2009/10 was £9442.76. All CPAs were aware that their CPA had to be spent in the financial year and any unspent CPA funds cannot be carried forward.

Organisation	Amount Agreed	Amount Spent	Amount Remaining
Access IT Margate	1000	0	1000
BEST	1000	1028.80	-28.80
Birchington Village Partnership	1000	911.60	88.40
Dover & Thanet Carers' Support	1000	962.14	37.86
East Kent Relate	1000	0	1000
East Kent Mencap	1000	946.35	53.65
Grotto Hill Street Scheme	1000	33.28	966.72
Northdown Community Project	1000	427.97	572.03
Oasis	1000	819.90	180.01
Pilgrims Hospice	1000	1000	0
Skillnet	1000	658.90	341.10
Thanet Compact	2000	150.16	1849.84
Thanet Fairtrade	2000	1962.67	37.33
Tom Thumb Theatre	1000	540.99	459.01
<b>Total</b>	<b>16,000</b>	<b>9442.76</b>	<b>6557.24</b>

- 2.4 A consultation took place with all Thanet third sector during the final months of the pilot year, including with those organisations who requested a CPA, asking their opinions on the scheme. Those who received a CPA were asked to evaluate the programme and to give their thoughts on how this service might be improved. Other organisations were asked why they did not apply for a CPA, whether there were any barriers to the application, and whether there was anything that would encourage them to join the scheme. An eight week response period was given to respond to the consultation in alignment with the Thanet Compact Code of Practice on consultation.

The organisations that have not taken up on the offer of the CPA scheme have said that they felt the communication from the Council regarding the programme could have been improved and that they believed there should have been an event organised to encourage partners and that they would have liked to receive an invitation to join. This was disappointing as the

scheme was mentioned at each possible forum and has been presented on at workshops that were organised by our VCS in Thanet for the sector. There were also email alerts and details are on the Thanet Gov website.

The response received from the current community partners has been very positive with the organisations stating that they were grateful for staff input, that they had found the printing services of real value and those involved had been helpful and positive at all times with an “if we can, we will” attitude.

- 2.5 For the forthcoming year, it is suggested that the Community Partnerships Scheme is continued and more widely publicised on the Thanet Gov website, within the Thanet Matters newsletter and that there is an open event one morning for the sector to come and talk about the scheme and be invited to join. If the Council were to stop the scheme after one year there could be reputational issues, as this proposal was widely consulted on and is the main support provided by the Council in relation to ‘funds’ for the third sector. A risk to the scheme is that it becomes over-subscribed and funds will not be sufficient to provide for all those requesting a CPA. A review of the process would then be required to mitigate this risk.
- 2.6 There has also still been confusion within the sector that they are able to use this money to fund events. It was agreed by Cabinet in February 2009 that the events budget would be split from that of the small grants scheme and this needs to be made further understood by the community sector. It will also be made clear that each organisations agreement lasts only for the financial year that it is agreed in, and that organisations are invited to reapply each year, without any exceptions to this rule.
- 2.7 A proposal for the financial year 2009/10 was that Community Development offered the remaining budget as a saving. CPAs will hopefully become more popular in 2010/11 as the third sector becomes more aware of the scheme. Third sector organisations are already contacting the Council for a CPA in this financial year.

### **3.0 Options**

- 3.1 Subject to Cabinet approval the Community Partnership Agreement scheme continues for the year 2010/11 with a further review towards the end of this financial year to see if the scheme has had an improvement in take up and any further decision can be made from this point.
- 3.2 If Cabinet decides against the continuation of the Community Partnership Scheme, there are three options:
  - 3.2.1 There would be a need for a financially centred Community Grants Policy to be written and consulted on with the third sector over a twelve week period as there is not a policy currently in place.
  - 3.2.2 An entirely new scheme for supporting the third sector in Thanet is devised and consulted upon with the third sector.
  - 3.2.3 Any support for the third sector through funding or funding in kind is stopped.

### **4.0 Corporate Implications**

#### **4.1 Financial**

- 4.1.1 There are no VAT implications for the Council in its provision of “in kind” support that is given via the Community Partnership Agreements, as no services are being provided by the third sector organisations involved to the Council. This will therefore be considered as non-business supply and any related VAT costs incurred by the Council are recoverable in full.

#### **4.2 Legal**

- 4.2.1 None

### **4.3 Equity and Equalities**

- 4.3.1 The number of beneficiaries within the District is considered as part of the application process for the Community Partnership Agreements.
- 4.3.2 All organisations who would like to become a community partners are asked to ensure that they have an up to date Equalities Policy or statement.

### **5.0 Recommendations**

It is recommended that the Community Partnership Agreement programme remains in place for the year 2010/11 with the same budget as for 2009/10. A report will be provided at the end of the financial year 2010/11 to give details on improvement in the take up of the scheme by the third sector and efficiency of the scheme due to officer time constraints.

### **6.0 Decision Making Process**

- 6.1 In the opinion of the author of this report:
  - a) The matter should be subject to a key decision.
  - b) The policy is aligned to the values in the Thanet Compact.
  - c) That any changes will be subject to consultation with the third sector.

**Contact Officer: Sarah Phippin, Community Development Officer ext 7092**

#### ***Background Papers***

<b>Annex A</b>	Community Partnership Agreements Pilot Year Review – Consultation Report February 2010
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#### ***Corporate Consultation Undertaken***

<b>Finance</b>	Sarah Martin
<b>Legal</b>	Peter Reilly

**Community Partnership  
Agreements  
Pilot Year Review  
Consultation Report  
February 2010**

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## 1. Background

In September 2008, Thanet District Council began to discuss their current grant allocation system. It was decided that due to the financial climate at that time and because the cost of administering the grant funding was disproportionate to the funds that were available, a new scheme was needed.

Later that month, Cllr Jo Gideon presented the draft policy on Community Partnership Agreements at the Thanet Voluntary and Community Sector Forum to begin the consultation process. At the Forum, questionnaires were given out and there was also a “breakout” session with Cllr Gideon for any initial questions to be answered. Following this presentation, further consultation took place by sending a copy of the draft policy with a feedback form to any organisation that had received a grant from the Council in the last three years, and any organisation that had specifically asked to be involved.

All of the documents were sent via post and were also available upon request from Sarah Phippin. The consultation was also widely advertised on the Thanet District Council website, by the Thanet Voluntary and Community Sector Forum and also via the CASE Kent newsletter. The consultation response time was given eight weeks in accordance with the Thanet Compact Code of Practice on Consultation.

At the close of the consultation period, 19.4% of the feedback forms had been returned and a comprehensive report was written fully answering any questions that organisations has posed. This report was available through the Thanet District Council website, CASE Kent, the Thanet Voluntary and Community Sector Forum and from Sarah Phippin in the Corporate Projects team. On the whole, the feedback was very positive from all of the organisations involved, with the majority of organisations understanding the limitations in the Council's financial resources at that time and stating that the resources that were provisionally offered would be of use to them. The consultation was considered to be clear and concise to those that had taken part and after evaluating the responses that had been received the policy was refined and adapted to be inclusive of the comments that had been made.

The revised policy and a supporting paper were taken to Cabinet in February 2009 and they adopted the procedure. The Community Partnership Agreements began on the 1<sup>st</sup> April 2009. Each agreement was determined to last of the financial year that it was approved in.

The Community Partnership Agreements offer organisations access to resources including funding support via the Grant Net system on the Thanet District Council Community Portal, the provision of meeting room space and use of necessary equipment, help form in-house teams with printing and publishing and a named Thanet District Council officer for half a day per month.

The agreements were designed with the Thanet Compact's principles in mind and the Council believe that the scheme embodies the values of the Compact. The purpose of the Community Partnership Scheme are to show the third sector within Thanet our commitment to them and outwardly recognise their value as equal partners, to strengthen greater cohesion with the sector, to strengthen Council commitment to vulnerable groups, to give greater sustainability to the third sector and to operate a fair criteria based process based upon logical, transparent methodology. It was decided that as it would be quite a change, it would be piloted in the first year (ending on the 31<sup>st</sup> March 2010), with a review taking place after the first year to gage interest and successes.

There is currently £30,000 set aside for the Community Partnership Agreement scheme. This is to cover resources used by partnering third sector organisations such as printing, meeting space and various agreed resources, such as the hire of a community or event venue (within their budget). Organisations are also entitled to half a day's officer time per month, use of resources

## 1. Background cont....

such as laptops, projectors and screens and access to the council's meeting rooms in addition to this. The most popular service that has been used is the internal printing and publishing services.

All of the community partners' details are stored on a database within the Council, to keep a track of their nominal £1,000 budget and other resources that they have used as part of the scheme. In 2008/09 there was an overall spend of £9,442.76.

The 2008/09 partners were:

- Access IT Margate;
- Broadstairs Event Support Trust on behalf of Broadstairs Food Festival;
- Birchington Village Partnership;
- Dover District Carers' Support;
- East Kent Mencap;
- East Kent Relate;
- Grotto Hill Street Scheme;
- Northdown Community Project;
- Pilgrims Hospice;
- Oasis;
- Skillnet Group Margate;
- Thanet Compact;
- Thanet Fairtrade Initiative;
- Tom Thumb Theatre.

## **2. Methodology**

In November 2009 all Community Partners and the whole of the third sector in Thanet were contacted either by post or by email asking their opinion on the Thanet District Council Community Partnership Agreement Scheme.

Current community partners were asked to evaluate the programme and to give their thoughts on how it may be able to be improved. Those organisations who have not come forward were asked why this was, whether there were any barriers and what Thanet District Council could do to encourage them to join up to the scheme. An eight week response period was given to respond to the consultation in alignment with the Thanet Compact Code of Practice on Consultation.

## **3. Responses**

5.5% of the consultation forms were returned.

## **4. Summary of findings**

- Not advertised enough externally.
- Not heard of the scheme.
- Would like to be invited to join the scheme.
- Have not received enough information.
- Disappointing there was a limit on the amount of groups in the pilot year.
- There should be a TDC meeting with the third sector to talk about the scheme and invite them to join.

## **4. Summary of findings cont....**

- We feel we misunderstood what was initially being offered and what was agreed initially.
- We were disappointed when we were unable to get a Community Partnership Agreement.
- We would like to be sent more information regarding the scheme.
- We felt that it would not benefit our organization as we do not really need the kind of support that would be available.
- We would like to still be able to apply for grants.
- We aren't sure what a Community Partnership Agreement is.
- WE wouldn't want one as no rate discount is given.

## 5. What our Community Partners said....

- We have been grateful for the staff input and helpfulness when we were seeking to re-locate.
- We don't think any changes are required to the scheme.
- The printing of the flyer and the program was of real value for which we are grateful.
- We were an early partner and the offering and attitude seemed to change when the new officer joined the scheme. They were very helpful and positive at all times with an "if we can we will" attitude.
- The help of the council officers has been invaluable to my organisation in helping it develop and establish; specifically the Community Development Officer who has provided us with help, support and advice as well as representing our organisation to others.
- This funding is a useful resource to us at a vital time when revenue is low but the need for communication with our clients is high.
- It would be great to see a wider level of participation and communication between different council departments.
- The scheme is excellent from a participating organisation's point of view, but maybe not widely advertised in the community.
- The help of the officers has been fantastic, and the help I have received from Gill Shepherd and Wendy Morris has been invaluable.

## 6. Next Steps

- The results of the consultation report will be available via the Community Development department and on the Thanet District Council website.
- This report and a supporting paper will be sent for as a key decision to Cabinet in March 2010.
- If the Cabinet decide not to continue with the Community Partnership Scheme, they will be asked to consider what action they would like to take in their support of the third sector in Thanet; this decision will be relayed to the third sector as soon as is possible.
- If the scheme is repeated for the financial year 2010/11 there will be a further push on advertising the programme and communicating it with the third sector through various routes.
- It needs to be made clear that the Community Partnership Agreement is not meant for events. It is only for community organisations in order to aid their sustainability, not pay for a project or event that they would like to do.
- Staff need to be aware of the scheme and it would be useful if they could come forward if they have a particular interest in helping the third sector.

## Full results - Appendix A

### Organisations that responded to consultation:

438 (Thanet) Squadron Air Training Corps	Pilgrims Hospice
Access IT Margate	Ramsgate Operatic Society
Age Concern Broadstairs & St Peters	Ramsgate Youth & Community Centre/Concorde
Aztec Keep Fit and Dance Studio	Red Arrow Club
Broadstairs Food Festival	Relate East Kent
Broadstairs Open Bowls Tournament	Stoneless Golf Club
Cliffsend Gardening Club	Thanet Bowls Club (Ladies Section)
Cliffsend Village Hall	Thanet & District Netball League
CROP Citizens Advice for Older People	Thanet Festival Choir
Dane Area Action Group	Thanet Judokwai
E.K. Blood Trust	Thanet Senior Citizens Forum
Enterprising Opportunities CIC	The Salvation Army
Home-Start Thanet	
League of Friends QEQM Hospital	
Margate Amateur Football Club	
Margate Lawn Tennis Club	
Pie Factory Music	

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## PROPOSALS FOR THE REFORM OF HOUSING REVENUE ACCOUNT SUBSIDY SYSTEM

To: **Cabinet – 17 June 2010**

Main Portfolio Area: **Housing/Community Services**

By: **Madeline Homer – Landlord Services Manager**

Classification: **Unrestricted**

Ward: **N/A**

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**Summary:** CLG published its voluntary 'offer' to local authority landlords on 25<sup>th</sup> March. The offer is in the form of a prospectus setting out the terms within which the government plans to implement the dismantling of the Housing Revenue Account (HRA) subsidy system and introduce a system of self financing from April 2011 on a voluntary basis. This report forms the basis of our response to the 'offer' which needs to be returned by 6<sup>th</sup> July 2010.

### For Decision

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#### **1.0 Introduction and Background**

- 1.1 The Housing Revenue Account (HRA) subsidy system is the current redistributive system for financing council housing. The system redistributes income from areas where there is assumed to be a surplus to areas where income does not match needs. However, the existing system is not sustainable and will not in the future deliver sufficient funding to maintain council homes to a good standard and makes long term planning difficult for authorities.
- 1.2 The Council responded to an initial consultation on the review of council housing finance in October 2009 which amongst a number of questions included a proposal for self financing i.e. voluntarily exiting from the subsidy system and allowing the council to retain all its rental income in exchange for a debt settlement payment.

#### **2.0 The Current Situation**

- 2.1 Following the issue of the 'offer' from CLG work has been carried out by the Chartered Institute of Housing to model the impact of the reform proposals for Thanet District Council. This note is attached as an appendix and sets out the main findings of the modelling work and highlights the main Thanet-specific issues.
- 2.2 In summary our recommendation is that Thanet would favour the self financing option compared to staying in the current subsidy system. The modelling work has estimated that Thanet would have a debt settlement offer from CLG of £26.399m however this does put Thanet into a positive position, if we remain in the current subsidy arrangement we would be paying £28.349m (over 30 years) in subsidy so we are in fact better off by £1.950m. In addition to that because Thanet's 'opening self financing debt at 1/4/2011 will be £22.016m we have borrowing potential of £4.383m before we reach the £26.399m borrowing cap. The financial position under self-financing is significantly improved compared to remaining within subsidy.
- 2.3 There are a number of other benefits for Thanet in choosing the self financing option:

- The uplifts for management and maintenance of our stock has improved overall by 13.3% and are generally higher than the region and national averages.
- On a debt repayment profile of 30 years Thanet has an option to repay the settlement debt within 7 years subject to other HRA priorities.
- The HRA will remain viable throughout this period with balances accruing after debt repayment.
- The Council's assessment of its stock investment needs can be fully met throughout the duration of the 35 year plan.
- The settlement offers the potential for HRA new build.

### 3.0 Proposed Response to the Consultation

- 3.1 The prospectus requires Thanet's response to a set of questions by the 6<sup>th</sup> July 2010. I have indicated in bold our proposed response to those questions

#### Questions:

1. What are your views on the proposed methodology for assessing income and spending needs under self financing and for valuing each council's business?

**It is difficult to comment on the methodology for assessing income and spending needs as we do not have sufficient information on how the Management & Maintenance and Major Repair Allowance uplift figures were arrived at and there is no provision for the costs of aids and adaptations which was mooted in the initial consultation. However our understanding is that Thanet does see an increase in these allowances which contributes positively to the overall self financing position.**

**Using the assumption of a 2% RPI level and the additional 0.5% in the Rent Restructuring Guidelines we are confident that all of the Locations that have a rental charge will meet their target/formula rent by 2016. However this may not be possible if there are limits set on how much the actual rent can vary between financial years. For example the rental rise between 2009-10 and 2010-11 was not able to exceed an increase of 3.1% in real terms.**

**The projected income figures will change if there is a subsequent change to the rent setting policy and the authority's business plan would need reviewing in light of any changes.**

**The assumptions made do not take into account a substantial loss in stock numbers due to Estate Regeneration programmes. Thanet is due to commence an Estate Regeneration project which will result in loss of 54 maisonettes over the next 2 years and this has not been taken into account with regard to the income projections.**

2. What are your views on the proposals for the financial, regulatory and accounting framework for self-financing?

**It is difficult to comment as there is still unknown detail as to how General Fund and Housing Revenue debt will be split out and thus far we have not seen a draft settlement agreement. With the cap on borrowing set it is unclear if any borrowing that is required for new builds or estate regeneration is inclusive of the set debt cap or in addition. There is also concern that the debt settlement figure is open to review in the future and as such will again affect the authority's business plan.**



**We welcome the review of the HRA ring-fence, however feel that there should be a degree of flexibility at local level for the services that are charged to the HRA. An example of this is that the “maintenance of tenant gardens should not be a charged to the HRA” and it is right that this is normally a tenant responsibility however where a tenant is unable to maintain their garden there should be the ability to provide a service funded by the HRA for the elderly. These decisions should be made at local level in consultation with tenants.**

**3. How much new supply could this settlement enable you to deliver, if combined with social housing grant?**

**Our initial view is (assuming a grant level of 30%, build costs of £100k, formulae rents) that Thanet could deliver new build in the region of 20 units per year.**

**4. Do you favour a self-financing system for council housing or the continuation of a nationally redistributive subsidy system?**

**Thanet would have a viable business plan and welcomes the ability for longer term business planning and more resources compared to staying in an unreformed system. Following consultation with tenants and leaseholders they did raise a concern over the lack of detail of the circumstances which may lead to re-opening the debt settlement.**

**5. Would you wish to proceed to early voluntary implementation of self financing on the basis of the methodology and principles proposed in this document? Would you be ready to implement self-financing in 2011-12? If not, how much time do you think is required to prepare for implementation?**

**Thanet would be in a position to proceed to implementing self financing in 2011-12, subject to sufficient notification to ensure our finance system hierarchy was amended to be able to report HRA balance sheet entries.**

#### **4.0 Options**

4.1 To favour a self financing system for council housing

4.2 To reject the offer of self financing

#### **5.0 Corporate Implications**

##### **5.1 Financial**

5.1.1 The financial implications have been set out within the body of the Chartered Institute of Housing model which is attached for reference.

5.1.2 Until the detail of how the General Fund and HRA debt is to be split out is finalised it is difficult to ascertain if there will be an impact to the General Fund, although it is indicated that the intention is provide a proposal that causes nil impact.

5.1.3 The review of the HRA ring fence makes recommendations for expenditure that should not be charged to the HRA, these may impact on some of the GF costs that are currently charged, but it is anticipated that the impact on the GF would be off set by the amendments of those charges that are now deemed acceptable to charge to the HRA.

## 5.2 Legal

5.2.1 Section 151 of the 1972 Local Government Act requires a suitably qualified named officer to keep control of the Council's finances. For this Council, at the time of writing this report, it is the Director of Finance and Corporate Services (S151 Officer), Sue McGonigal, and this report is helping to carry out that function.

## 5.3 Corporate

5.3.1 Corporate priorities can only be delivered with robust finances and this report gives Members the opportunity to review the Council's current position.

5.3.2 The Council's Corporate Plan commitment to delivering a quality service as a landlord to council housing tenants.

## 5.4 Equity and Equalities

5.4.1 We will consider the need for equality impact assessments when making policy decisions under self-financing as appropriate.

## 6.0 Recommendation(s)

6.1 That members approve the response to the prospectus in favour of implementing a self financing system for the Housing Revenue Account.

## 7.0 Decision Making Process

7.1 This is a key decision subject as it impacts on the viability of the HRA however its current status is a consultation process and the decision can be taken by Cabinet.

Contact Officer:	Madeline Homer- Landlord Services Manager 577270
Reporting to:	Brendan Ryan – Director of Community Services

## Annex List

Annex 1	CIH – Briefing on the implications of the HRA reform prospectus
None	None

## Background Papers

Title	Details of where to access copy
Council Housing: a real future – Impact Assessment	<a href="http://www.communities.gov.uk">www.communities.gov.uk</a>
None	None

**Corporate Consultation Undertaken**

Finance	Nicola Walker – Principle Accountant
Legal	N/A

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**Thanet District Council  
Council Housing: a real future  
Briefing on the implications of the HRA reform prospectus**

## **1. Introduction**

- 1.1 CLG published its long awaited voluntary 'offer' to local authority landlords on 25<sup>th</sup> March. The offer is in the form of a prospectus setting out the terms within which the government plans to implement the dismantling of the Housing Revenue Account (HRA) subsidy system and introduce a system of self financing from April 2011 on a voluntary basis.
- 1.2 Work has been carried out to model the impact of the reform proposals for Thanet District Council. This note sets out the main findings of the modelling work, highlights the main Thanet-specific issues to arise and provides a summary commentary on the proposals within the prospectus, with the aim of informing the council's response to the consultation, which is due by 6<sup>th</sup> July.
- 1.3 It is intended that officers will arrange for briefings to all stakeholders in order to discuss the issues raised in this paper as part of the Council's process of generating its response and we look forward to participation as requested in due course, if so requested.

## **2. The HRA Prospectus**

- 2.1 The reform proposal has been produced following the Review of Council Housing Finance which concluded in the summer of 2009 and following last autumn's consultation.
- 2.2 The proposal is based on moving towards a 'self financing' HRA system in which negative or positive subsidy is exchanged for a single one-off adjustment of housing debt following which rental surpluses and Right to Buy receipts are retained 100% by local authorities.
- 2.3 The allocation of debt is the Net Present Value<sup>1</sup> of a cashflow estimate of rents and revenue costs for all authorities over 30 years, based on subsidy rent assumptions which achieve convergence with targets by 2016 and subsidy allowance assumptions which include an uplift of funding. By linking the debt allocation to current and future subsidy assumptions, the government is making the settlement 'neutral' in national expenditure terms.

### The National Picture

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<sup>1</sup> Net Present Value or NPV: a financial technique to calculate the value of a future income stream (eg for a business) and convert it into a single amount at today's prices

- 2.4 Nationally, the total value of future rental surpluses in an unreformed system is estimated to be £34-35bn. Current debt is £21.5bn (forecast at 31<sup>st</sup> March 2011). Therefore the value of future surpluses is in the region of £13-14bn.
- 2.5 The total proposed allocation of debt is £25.1bn based on increased allowances of 5% for management and maintenance (M&M) and 28% for major repairs, with a discount factor<sup>2</sup> of 7%. This means that the government could be said to be capturing £3.6bn of surpluses up front and allowing all future surpluses to remain in local HRAs.
- 2.6 The prospectus identifies that the discount factor for recent stock transfers is lower at 6.5% - which applied to this settlement would result in a debt allocation of £26.3bn. The difference of £1.2bn is therefore treated as 'reduced debt' and there is an explicit reference to authorities setting out some ideas as to how to utilise the headroom from this debt 'reduction' towards new build. Nationally, the prospectus refers to '10,000 properties per year in five years'; although it is not clear how this figure has been developed, authorities are encouraged to set out some outline options in their responses.
- 2.7 From a revenue perspective, although higher than current debt, the proposed debt allocation is lower than might have been expected following the consultation period last autumn. At a national level, the distribution of increased allowances through the debt mechanism represents an increase in spending power for council housing that is not in line with public expenditure pressures elsewhere. This highlights that the proposal is a 'deal', in which government takes surpluses up front in order to reduce debt elsewhere in the public sector.
- 2.8 Where the proposals do reflect the significant spending pressures in the economy as a whole is on capital investment and borrowing. The new system would see supported borrowing replaced with a system of capital grants and the ability for HRA business plans to use prudential borrowing on a long term basis.
- 2.9 Research for last year's consultation identified outstanding backlogs for decent homes and other investment at around £6bn. The prospectus has cut back on this, focusing on the completion of decent homes mainly for later-round ALMO authorities. A figure of £3bn for capital grants is referred, although this would be subject to future spending reviews.
- 2.10 In addition to the level and uncertainty around the availability of future capital grants, the proposals also act to restrict future borrowing. Although the government has rejected the idea of setting borrowing limits annually, the prospectus contains an absolute restriction on future borrowing above the level of the initial allocation of debt. It is expected that this cap will last until at least into the spending review period after next (i.e. till after 2014).

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<sup>2</sup> Discount factors in NPV calculations represent the time value of money: in this case, the discount factor represents an assumed level of interest costs.

- 2.11 Effectively, therefore, self financing HRA plans will need to be based largely on revenue and receipts with reliance on borrowing restricted to any existing gap between actual debt and supported debt. Most authorities are unlikely to be in a position to receive grants. The settlement might therefore be said to be '*Revenue-Positive*' and '*Capital-Challenging*'.
- 2.12 There are a host of technicalities associated with the implementation of the new arrangements, including a proposal to report a memorandum HRA balance sheet and various options for the treatment of depreciation, debt repayment and treasury management. Where relevant for Thanet, these are highlighted below.
- 2.13 The proposals are intended to be a 'once and for all' settlement. A self financing agreement would be signed under clause 313 of the Housing and Regeneration Act 2008. However, as council housing will continue to be 'on balance sheet' for public expenditure purposes, the government will retain the right to 'open up' settlements in the future. The circumstances in which this might take place are not set out and it is essential that self financing agreements are very clear about these circumstances. One obvious example is change to future rent policies i.e. if rents increase higher or lower than assumed in the settlement, the debt calculation might be reopened.

### **3. Thanet's modelling: main assumptions**

- 3.1 A model has been produced for Thanet launched from 2010/11 and based on the existing HRA budget, with the following key assumptions:
- Balanced to 2010/11 to 2013/14 HRA budget and 2010/11 capital programme
  - Rents converge (with similar housing provider properties) in 2015/16 (with no property-by-property adjustment for caps and limits<sup>3</sup>)
  - Roll forward of management and maintenance expenditure with inflation (i.e. no real terms investment or efficiencies, with the exception of management costs at 0.5% above RPI)
  - Roll forward of non-rent income with inflation
  - 3 Right to Buy's per annum
  - General inflation (RPI) of 2%
  - Long term debt interest rates of 6% (early years in line with current rates)
- 3.2 A critical assumption relates to the stock investment and capital needs for the stock over the longer term. These have been factored into the business plan based on the asset management system and data the Council holds, which has been updated by officers from the original survey completed by Ridge in 2009. The 30 year capital profile amounts to around £25.9k/unit and this is lower than benchmarks, with similar authorities.

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<sup>3</sup> Caps and Limits refer to restrictions on individual rent increases of RPI plus 0.5% plus 2% and not breaching a set rent (for housing benefit purposes) for a property, dependant on the number of bedrooms

3.3 The modelling provides a headline sense of the viability of self financing given the debt settlement and no access to capital grants. The plan is developed in two core scenarios: one with debt maintained and one with revenue surpluses set aside to repay debt.

#### **4. Proposed settlement for Thanet**

4.1 The headline debt settlement from CLG for Thanet amounts to £26.399m. This is based on uplifted M&M allowances of 7.2%, uplifted MRA of 29.3%, resulting in a consolidated average uplift of 13.3%.

4.2 Thanet's M&M increase is larger than for the rest of the South East region's average of 3.3% and is lower than the national average due to the lower percentage of flats in Thanet. The MRA uplift is higher than the national average and the region's 28.6%.

4.3 The £26.399m settlement is based on a 7% discount factor. A reduced discount factor of 6.5% would give a settlement of £27.553m, a difference of £1.154m. The prospectus asks authorities to outline suggestions for how they might use this 'headroom' to deliver more housing. No new build has been included in the plans below but scope exists given the outputs to develop plans.

4.4 Given a settlement of £26.399m, the debt adjustment for Thanet is a minus £1.950m which is arrived at by offsetting the existing HRA 'notional' debt SubsidyCFR<sup>4</sup> of £28.349m. This results in an 'opening self financing debt at 1/4/2011' of £22.016m when added the actual HRA debt (HRACFR<sup>4</sup>) of £23.966m. The existing differential between subsidy-debt (Subsidy CFR) and actual debt (HRACFR) of £4.383m is therefore retained as borrowing potential within the new system for Thanet.

#### **5. Headline outputs**

5.1 The headline outputs for two core approaches to self financing are set out below. The CLG debt profile is shown for comparative purposes. These are (i) the maintenance of debt with continued refinancing (i.e. only paying interest) and (ii) the repayment of debt from future surpluses.

5.2 This shows that both plans are financially viable and meet all expenditure needs in each year of the 35 years covered by the plans. There is no borrowing required throughout to meet the stock investment over all years.

5.3 If debt is maintained as in (i) at £22.016m, reserves build to above £140m after 35 years. Charts 1a and 1b show the outcome.

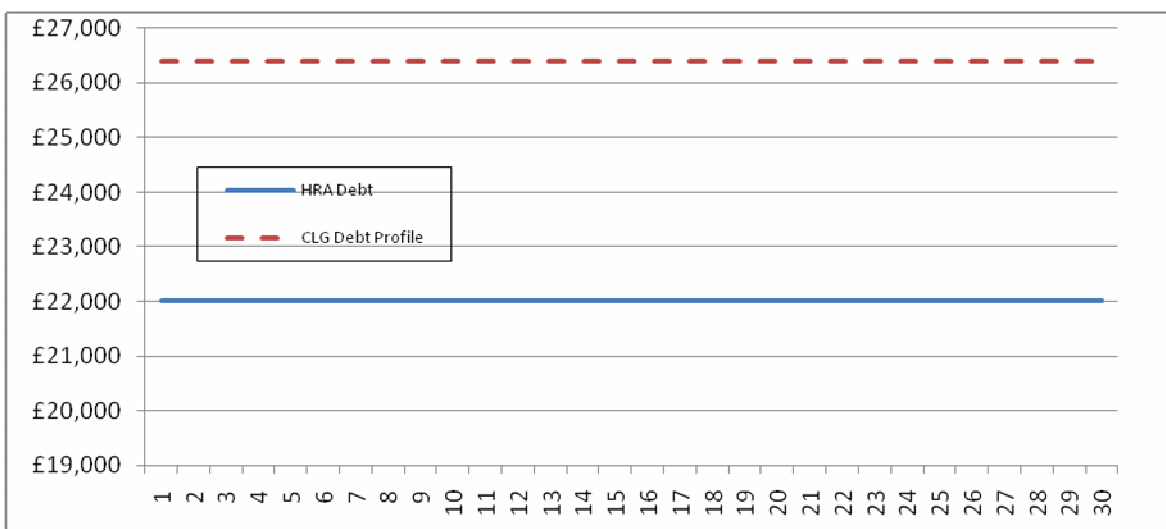
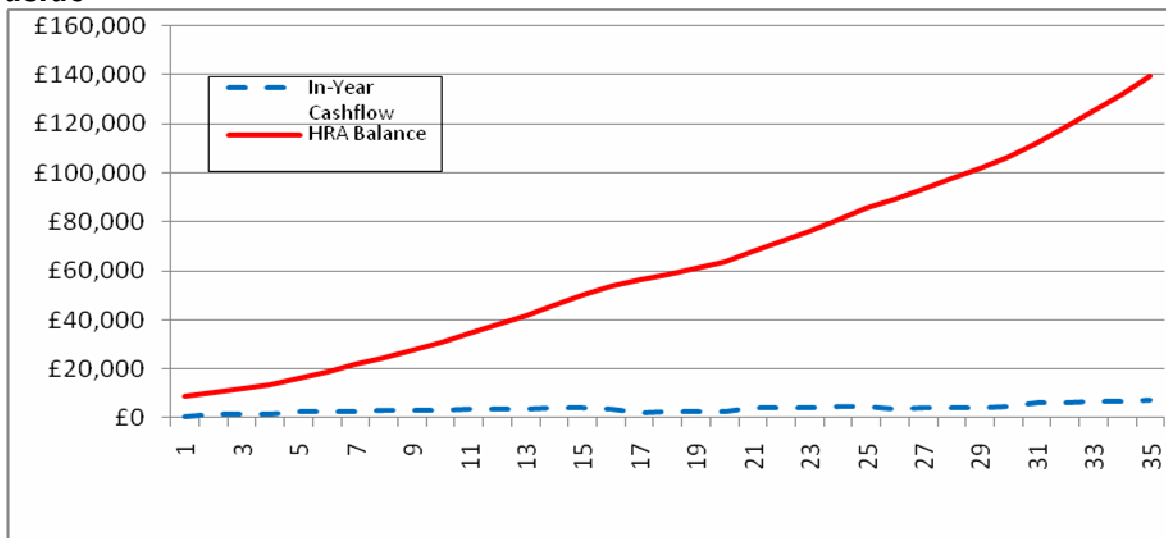
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<sup>4</sup> The HRACFR is the actual element of the council's overall surplus or debt relating specifically to Housing. The SubsidyCFR is the assumed level of surplus or debt within the current subsidy system for the council's HRA.

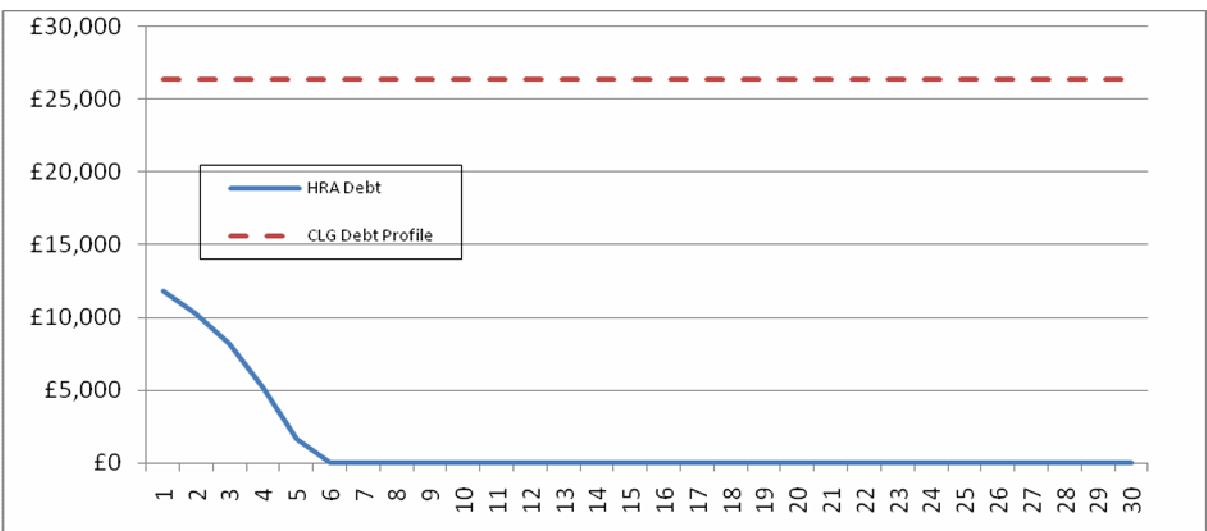
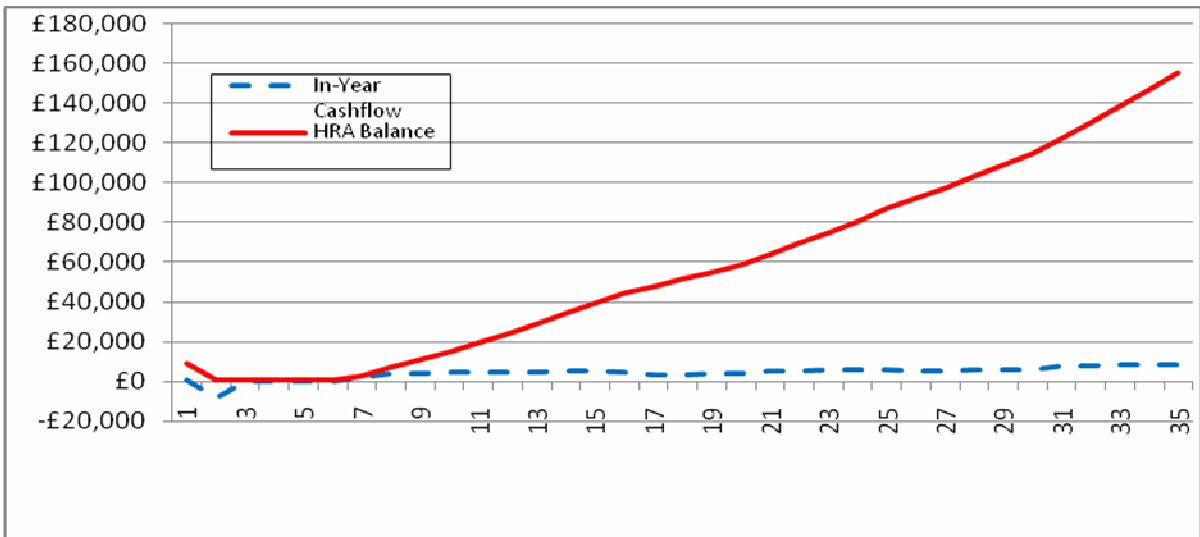


5.4 If revenue surpluses are set aside to repay debt, repayment can be achieved after 7 years (compared to the CLG's assumption of 24 years, if no borrowing cap were applied) and reserves also built to nearly £155m after 35 years. Charts 2a and 2b show the outcome. The CLG debt line represents the fact that capping the debt, using their assumptions, would mean the debt could not be repaid.

**Charts 1a and 1b: Self financing revenue and debt profiles £'000: no set aside**

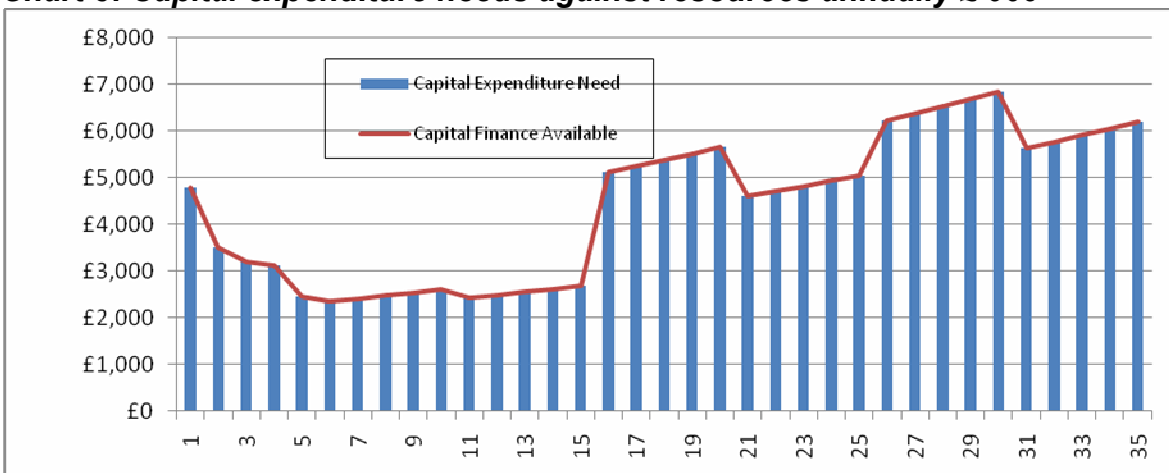


**Charts 2a and 2b: Self financing revenue and debt profiles with set aside £'000**



The Council's assessed capital investment needs, based on property surveys, are able to be met in every year of the plan. Chart 3 highlights the position.

**Chart 3: Capital expenditure needs against resources annually £'000**



## 6. Sensitivities

- 6.1 The plan is viable and resilient to changes in key assumptions. Some key headlines are set out below.
- 6.2 If interest rates were 7% not 6%, the debt repayment plan redeems debt by year 7 (compared to year 7). Overall the plan remains viable with considerable reserves at year 35.
- 6.3 Real inflation in capital costs (1% pa for 10 years) results with debt repayment remains at year 7. Overall the plan remains viable with considerable reserves at year 35.
- 6.4 Real inflation in management and maintenance costs (additional 1% pa for 10 years) reduces revenue surpluses but results in the plan remaining viable with considerable reserves at year 35 and debt repaid by year 7.
- 6.5 If rent convergence was unable to be achieved until 2022 (say), this also has the effect of reducing revenue surpluses but debt repayment would be achieved by year 7. Overall the viability of the plan remains virtually unaffected in the long term.
- 6.6 The modelling above assumes no income from right to buy receipts. If receipts from right to buy sales were included in the plan, then the viability of the plan would improve, but only on the basis that the level of receipt exceeded the debt per unit (£8k) attributable to the HRA.

## 7. Summary of modelling outcomes

- 7.1 In general, self financing based on a debt adjustment of minus £1.950m is viable for Thanet. There is in fact much room for manoeuvre for additional investment or service improvements over 30 years, given the plan's resilience as demonstrated above.
- 7.2 The principle reasons for the positive model for Thanet are:
- Rents are £3.02 below target<sup>5</sup> in 2010/11 hence the self financing plan builds headroom against current operating costs quickly in the period to convergence.
  - Net forecast actual M&M costs in 2011/12 are £8.069m, after service charge income and non-dwelling rents, higher compared to assumed M&M (after uplifts) in the settlement of £6.63m.
  - Debt begins some £4.383m below settlement – this allows the necessary borrowing to be undertaken to meet needs in the early years.
  - The HRA and Major Repairs Reserve have combined balances of £10.1m

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<sup>5</sup> Target or Formula rent is the level of rent attributed under rent restructuring and is the level of rent to which actual will eventually converge to. Other housing providers rents have to abide by this system.

7.3 This means that although capital spending needs are a low £25.9k/unit over 30 years compared to uplifted MRA/unit of £29.7k/unit, there is sufficient headroom in the plan to achieve additional capital needs, subject to the sensitivities above. These could include new build and other environmental enhancements.

## **8. Comparing self financing to subsidy**

8.1 Self financing business plans on the basis of the current proposals are almost universally better funded than plans based on an unreformed subsidy system. This is the case for Thanet and principally arises as a result of the following key factors:

- The benefits of all net rent increases are available to the plan – i.e. surpluses are not captured nationally and redistributed; this is the critical difference between the two futures as rental surpluses are expected to be rise sharply in the future.
- The allocation of uplifts for M&M and major repairs allowances gives additional spending power from day one.
- The interest charge on debt is at a rate lower than the discount factor used in the settlement calculation.
- The opening debt is lower than that identified in the settlement (due to the difference between the CFR measures).

8.2 In an unreformed system, the following are the main comparative outputs:

- Instead of fully funding capital needs, there is a capital shortfall over 30 years estimated at £1m out of a total spend of £123m (including inflation). The shortfall starts occurring after 29 years. This is based on the investment standard provided, which we have identified is below benchmarks.
- The forecast HRA position is broadly in balance only for all 30 years.

## **9. Technical issues for Thanet**

9.1 There are a number of technical issues which are still to be resolved at the national level. These include the treatment of depreciation and the approach to the separation of debt between the General Fund and HRA.

9.2 For Thanet, as for others, there is a need to generate a fair depreciation charge for the HRA and this will no longer benefit from a link to the MRA as with the current system. Councils are advised to work through the options in advance of work to be undertaken by CIPFA and the Audit Commission which is expected to be completed later in the year,

9.3 As the council is taking less debt on, there are some options in terms of Treasury Management (for example long term fixed rate loans vs variable rate loans). It should be noted that the government has expressed a desire

to move to a greater GF/HRA separation of debt and the council should work through the implications carefully.

- 9.4 Furthermore as the General Fund currently benefits from the average overall CFR, with the HRA taking on debt, it is expected that the Consolidated Rate of Interest (CRI<sup>6</sup>) charged to the General fund could increase. However the consultation suggests that local decisions could be made as to the allocation of debt, if the debt is separated and this should not be to the detriment of the General Fund.
- 9.5 Revised draft guidance on the operation of the HRA ring fence is included in the prospectus carrying with it some proposals around the treatment of certain types of expenditure. Councils are advised to work through whether this might create movements between the accounts to inform their response.

## **10. Risk and reward**

- 10.1 Moving to a self financing system significantly alters the risk profile in HRA business plans and the council housing service.
- 10.2 The risks of the current system focus on unpredictability and political intervention in the system (in the widest sense) and on the fact that revenue rental surpluses will leave Thanet to other parts of the country.
- 10.3 New risks are around increased Treasury Management, interest rate fluctuations and the fact that the council will have local responsibility for all spending (revenue and capital).
- 10.4 A robust risk management strategy is therefore an essential strategic document to support the asset management decisions within the business plan.

## **11. New Build**

- 11.1 Contained within the announcement of this “offer” was a statement that by reducing the level of debt council’s will be taking on they should be able to deliver 10,000 new homes a year. At this stage we are not certain as to whether council’s debt settlements are dependent on the ability for you to deliver new homes within the HRA.
- 11.2 What could this mean in terms of delivery of new properties? We have interpreted this in two ways assuming build costs of £100k per unit at a high level:
- 11.3 Example 1

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<sup>6</sup> The CRI is the average rate of interest across the Councils debt or retained surpluses.

At 6% CRI the debt charge 'saved' are £69,000 per annum. Over 5 years this, combined with 50% grant could deliver nearly 7 properties, or 35 over 30 years.

There will obviously be benefits to the HRA of rental income from these properties, though these will be offset by management, maintenance and improvement costs.

#### 11.4 Example 2

Further accurate modelling can be undertaken within the business plan model once more accurate knowledge around land availability, build costs and property types are known to help inform the response to CLG.

However by assuming build costs of £100,000, grant of 30%, rents of £70 and assumed levels of repairs and maintenance we estimate that 20 properties could be provided for in the first 5 years. This analysis that taking account all income, expenditure and notional interest, the new build schemes would break-even over 30 years. When applying these schemes to the actual HRA Business plan, the debt repayment is not extended.

## 12. Summary national issues

12.1 The large majority of authorities, like Thanet, will have a potentially viable plan and certainly one which has more resources compared to staying in an unreformed system. In this context, the overwhelming majority of authorities may well be minded to respond positively to the proposals for self financing on the terms that they appear in the prospectus. However, there are some national caveats.

12.2 Given that the prospectus has been issued at a time of considerable change with financial and policy uncertainty, there is the potential for the proposals not to proceed to implementation as planned. Three areas felt to be key are:

- The number and type of authorities that say 'no' to the proposals or are not in a position to respond positively – it is unclear whether CLG have a number in mind that might affect the future for those that do want to proceed.
- The outcome of the General Election and the policy uncertainty that this brings.
- The financial terms of the proposals will be subject to a Spending Review (or equivalent) in the autumn which might affect some of the assumptions.

12.3 Given the direction of travel of the recent political debate, it may be that the methodology within the settlement remains essentially intact but that there is a risk that the financial terms are affected by very close scrutiny by new policy makers.

## 13. Summary of Implications to Thanet

13.1 These are the key conclusions from our analysis of the implications to Thanet:

- The settlement of £26.399m results in a net debt reduction of £1.950m.
- The uplifts to the allowances to arrive at this figure are generally higher than the region and national averages
- The resulting reduction of debt and withdrawal from the subsidy system result in revenue surpluses to finance the resulting interest charges and facilitate debt repayment
- Thanet could repay the debt repayment within 7 years, though various factors could extend this period.
- The HRA will remain viable throughout this period with balances accruing after debt repayment.
- The Council's assessment of its stock investment needs can be fully met throughout the duration of the 35 year plan.
- The key reasons for the viability and resilience to changes in assumptions is that plan starts with balances in reserves, interest rates that can outperform those allowed for in the settlement.
- The financial position under self-financing is significantly improved compared to remaining within subsidy.
- The settlement offers the potential for HRA new build.

#### **14. Summary of Key Issues for Thanet in responding to the prospectus**

14.1 These are the key issues Thanet should focus upon in their response to the prospectus:

- Clarification needs to be made around the ability to reopen debt and the circumstances that this would be enacted.
- With regard to HRA new build levels, clarification should be sort as to whether local targets might be set and the duration.

Steve Partridge & Simon Smith  
ConsultCIH May 2010

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## THANET LOCAL DEVELOPMENT FRAMEWORK

To: **Cabinet**      **17 June 2010**

By: **Colin Fitt – Strategic Planning and Conservation Manager**

Classification: **Unrestricted**

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**Summary:**      **To confirm membership of the Local Development Framework Cabinet Advisory Group**

### For Decision

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#### 1.0 Introduction

- 1.1 A Member working party was originally established by Council in 2008 to oversee preparation of the various documents to be prepared as part of the Council's Local Development Framework. This was discussed further at Cabinet in September 2009 when an Overview and Scrutiny Panel working group was also established to look at process and consultation and the name of the original working party was then changed to the "Local Development Framework Cabinet Advisory Group".
- 1.2 The political balance of the Group previously agreed by Council was three Conservative and two Labour Members.
- 1.3 Nominations have been sought from the Leader of each group and are as follows:-
- |   |                        |
|---|------------------------|
| 1 | Councillor R Bayford   |
| 2 | Councillor R Latchford |
| 3 | Councillor K Gregory   |
| 4 | Councillor S Ward*     |
| 5 | Councillor D Green*    |

\* to be confirmed at this meeting

- 1.4 The terms of reference of the Group are as follows:

To consider the content of and to advise Cabinet on policy documents comprising the Thanet Local Development Framework.

In their considerations the Working Party should have regard to compliance with the relevant legislation, to government policy and guidance, to the other parts of the Development Plan for the area and to all other material considerations.

The Working Party will be bound by the existing standards and codes of conduct applicable to Thanet District Council Members.

The Working Party will be known as "The Local Development Framework Working Party".

The Working Party will comprise five elected Councillors supported by a committee clerk and such professional officers as may be required.

The Chair will be elected at the first meeting.

Decisions will be by consensus or by a simple majority vote. Officers cannot vote.

Members will be nominated in the ratio of 3:2 between the Majority Group and the main Opposition Group.

Substitutes will be accepted.

- 1.5 The Group meets as necessary during the preparation of the various documents comprising the Local Development Framework to discuss and debate the content of those documents. Following this a report is presented to Cabinet recommending the document to Cabinet for agreement. The final documents for submission to the Secretary of State or for adoption are then recommended to Council by Cabinet.

## **2.0 Corporate Implications**

### **2.1 Financial**

- 2.1.2 There are no direct financial implications arising from this report

### **2.2 Legal**

- 2.2.1 There are no direct legal implications arising from this report.

### **2.3 Corporate**

- 2.3.1 The Local Development Framework is fundamental to the Council's place shaping role and essential in helping to deliver the aims and objectives of the Corporate Plan and Sustainable Community Strategy. Through its process of preparation it will be subject to substantial consultation and environmental assessment and appraisal.

### **2.4 Equity and Equalities**

- 2.4.1 The report advises on procedural matters and is not considered at this stage to have any material implications for equity and equality or require that an Equality Impact Assessment be carried out.

## **3.0 Recommendation**

- 3.1 That the membership of the Cabinet Advisory Board be agreed as set out in paragraph 1.3.

## **4.0 Decision Making Process**

- 4.1 Cabinet can agree the membership of the Cabinet Advisory Group.

Meeting: Cabinet	Date: 17/6/10
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Contact Officer:	Colin Fitt – Strategic Planning and Conservation Manager
Reporting to:	Brian White – Regeneration Director

**Annex List**

Annex 1	None
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**Background Papers**

<b>Title</b>	<b>Details of where to access copy</b>
none	

**Corporate Consultation Undertaken**

Finance	<i>Harvey Patterson</i>
Legal	<i>Sarah Martin</i>

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## Annual Performance Reporting 2009 - 2010

To: **Cabinet 17<sup>th</sup> June 2010**

Main Portfolio Area: **Finance and Corporate Services**

By: **Director of Finance & Corporate Services**

Classification: **Unrestricted**

Ward: **N/A**

**Summary:** This document provides Cabinet with the Annual Performance Report for the year 2009 – 2010.

### For Information

## 1.0 Introduction and Background

1.1 This summary introduces the annual performance reports for the last financial year. **Annex 1** contains a record of achievement against all corporate projects and performance indicators from the Corporate Plan for 2009-2010.

## 2.0 Report Summary

2.1 The report contains whole year progress against the 73 Corporate Plan projects broken down by theme and sub-theme. It also includes a three-year profile of annual change in performance for 27 key corporate performance indicators (KPIs) for 2007-2009.

2.2 Progress of corporate projects within the year may be summarised as follows:

Status (% done)	Number of Projects	Red	Amber	Green	Unknown	Comment
Completed	27	1	2	24	0	
75-99%	15	1	9	5	0	
50-74%	12	0	5	7	0	
25-49%	13	2	9	2	0	Includes some closed projects
0-24%	6	3	2	1	0	Includes projects where the original plan is now been abandoned, or is on hold due to funding issues
<b>TOTAL</b>	<b>73</b>	<b>7</b>	<b>27</b>	<b>39</b>	<b>0</b>	

2.3 Progress of KPIs at the end of the reporting period may be summarised as follows:

Status	Number of KPIs	NI/PS	LI (inc BV not in NI set)
Red	6	5	1
Amber	3	2	1
Green	7	2	5
Not Available	11	8	3
<b>TOTAL</b>	<b>27</b>	<b>17</b>	<b>10</b>

A summary of progress against the themes of the Corporate Plan is provided below.

- 2.4 Progress of KPIs at the end of the reporting period may be summarised as follows:
- 2.5 **Theme 1: Thanet's Economy:** Progress has been made against all projects though none are completed – many will remain as ongoing endeavours. The recession has affected key measures of success including earnings and unemployment levels. The percentage of major applications processed in 13 weeks has a red alert, despite last quarter improvement.
- 2.6 **Theme 2: Safe Neighbourhoods:** 7/11 projects are scored as completed. Much of the learning in 09/10 will be carried forwards in initiatives for 2010-11, subject to funding. Generally good progress has been made particularly in relation to anti-social behaviour measures and the development of the PACTs. Number of repeat cases of domestic violence has a red alert.
- 2.7 **Theme 3: Beautiful Thanet:** The comments evidence significant progress despite funding challenges. Percentage of fines for litter/dog fouling paid on time (LI036) has a red alert.
- 2.8 **Theme 4: Quality Housing:** Both comments and status assessments generally show significant achievement. There are no KPIs showing a red alert.
- 2.9 **Theme 5: Healthy Communities:** Place Survey has evidenced that resident's perceptions of Thanet are lower than other districts residents' attitudes to where they live. Four projects have completed, but others have struggled because of funding problems. Adult participation in sport has a red alert.
- 2.10 **Theme 6: Modern Council:** Good progress has been reported for many projects – for example, setting up a shared HR service, implement the accommodation strategy, and improving electronic documenting. The level of avoidable contacts (NI014) and planning to adapt to climate change (NI 188) both show a red alerts.

### 3.0 Corporate Implications

#### 3.1 Financial

- 3.1.1 There are no financial implications.

#### 3.2 Legal

- 3.2.1 There are no legal implications.

#### 3.3 Corporate

- 3.3.1 The Annual Performance Report is designed to provide members and officers with a summary of achievements against the Council's stated priorities to both review past and inform decisions about future action.
- 3.3.2 If members do not use these reports to review performance there is a risk that the Council could fail to achieve the priorities that it has set.

#### 3.4 Equity and Equalities

- 3.4.1 There are no implications relating to equalities.

### 4.0 Recommendation(s)

4.1 Cabinet reviews the Council's performance as set out in the Annual Performance Report and takes action to improve performance where required.

## **5.0 Decision Making Process**

5.1 This report is intended for information only

Contact Officer:	<i>Steve Tebbett, Performance &amp; Information Officer</i>
Reporting to:	<i>Sarah Carroll, Corporate Resources Manager</i>

### ***Annex List***

<i>Annex 1</i>	<i>Annual Performance Report</i>
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# CP Annual Performance Report 2009\_10

Owner: Halse, Adrian

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Agenda Item 12  
Annex 1

# Annual Performance Report on 2009 - 2010 Corporate Plan



# Explanation of Tables

## Corporate Plan Projects



This project is expected to be (or has been) delivered on time and within budget.



This project is expected to be (or has been) delivered late or outside budget..



This project is expected to be (or has been) delivered significantly late and/or significantly over budget or may no longer be deliverable.



This project has been completed.



An assessment of the current progress of this project has not been submitted.

## Performance Indicators

### Comparing against target



Performance is on target



Performance is slightly below target



Performance is significantly below target



Data not available



Target has not been set (usually for new indicators)



Data and target not available

### Comparing against last year



Figure has fallen - an improvement on last year



Figure has risen - an improvement on last year



Figure has fallen - worse than last year



Figure has risen - worse than last year



No change compared to last year



# Theme 1: Thanet's Economy

## Why is this important?

- Thanet is one of the most economically deprived districts in the south east;
- Unemployment levels in Thanet are more than twice that of the south east as a whole (3.6% vs 1.6%)
- Average wage levels remain below the south east average;
- On average people in Thanet are not as well qualified as people across the rest of the south east;
- Job prospects have been ranked as a much higher priority by Thanet residents than residents of other districts.

## Key measures of success









The scorecard below provides an update on the key measures which were chosen to monitor long-term progress against this theme.

CP1 Thanet's Economy							
Reference	2007/08 Actual	2008/09 Actual	2009/10 Actual	2009-10 Target	Yr End Status	Change from last Yr	End of year comment
LI129 % of people who are unemployed	3.00	5.50	6.00	7.00	★	✖	Whilst unemployment associated with recession wasn't as bad as forecast, Thanet remains amongst the worst areas for unemployment in the South-East.
LI130 Average weekly earnings	425.70	426.80	422.70	430.00	●	✖	Average weekly pay levels have remained substantially below other Kent Districts this year.
NI157a % major apps processed in 13 wks	81.58	94.50	75.00	90.00	▲	✖	Late call in, Newt Survey and departures to Full Council have impacted on figure. Performance is still above National target. However, performance of 100% last quarter has improved YTD figure.
NI171 New business registration rate	48.40	?	?	49.50	?	?	Central government's data for 2007 remains their most recent. Data will be updated when government figures are available.

## 1.1 Thriving coastal towns with unique identities

**"Focussing regeneration efforts to build on the strengths, unique identities and visitor economy of Thanet's towns"**





The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: What's been achieved	Yr end comment: difference made so far
 >1.1.1 Overall Progress	Support the Margate Renewal Programme, by playing an active role in the Margate Renewal Partnership and leading the delivery of key projects		75.00%	Mar 2010	Annual Plan agreed. Funding secured for Dreamland. Taskforce Plan approved.	Increased investor confidence in town. Ongoing commitment from key partners.
 >1.1.2 Overall Progress	Develop area action plans for: Westwood Manston Ramsgate Broadstairs		50.00%	Jun 2010	Westwood/Manston - delay due to current economic climate and awaiting submission of relevant Masterplans from developers/land owners. Broadstairs - discussion with town council continuing	Slow developer progress due to economic climate.
 >1.1.3 Overall Progress	Speed up the delivery of the Local Development Framework		75.00%	Feb 2011	LDF Draft Core Strategy published October 2009. Public Consultation completed January 2010. Cliftonville DPD submitted for examination October 2009. Found sound by Inspector and Adopted February 2010.	Public engagement on LDF undertaken and public awareness of issues and options raised significantly. Adoption of Cliftonville DPD means formal policies now in place against which Planning Applications will be judged.
 >1.1.4 Overall Progress	Secure funding for further regeneration of historic buildings and areas		50.00%	Mar 2012	23 Grants where work is completed or continuing; 13 new offers made and accepted.	Significant improvements to the townscape in Ramsgate Seafront have been achieved.

## 1.2 An integrated transport hub

### "Improved transport links within Thanet and across Kent, the South-East and Europe"


The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
 >1.2.1 Overall Progress	Work with Kent International Airport to agree a master plan for the airport	★	80.00%	Sep 2009	Final version Master Plan received from Airport Owner.	Master plan ready to go to Council in July 2010.
 >1.2.2 Overall Progress	Develop a sustainable business plan to enable the Port of Ramsgate to be successful	●	25.00%	Dec 2009	Late, due to priority given to Port/Marina staff restructure and letting of major contracts.	Sites, allocated, on agreed leasehold to both Thanet Offshore Windfarm, and London Array.
 >1.2.3 Overall Progress	Work with the transport authorities to develop a plan to improve public transport links in Thanet	★	50.00%	Sep 2009	Worked with KCC to produce their integrated transport strategy. Influenced Rail Utilisation Strategy. Agreement with KCC on traffic model.	"High Speed 1" commenced in December 2009.  Funding secured for traffic model enabling statistics to guide major development transport management.
 >1.2.4 Overall Progress	Work with partners to maximise the benefits of the high speed rail link	★	50.00%	Mar 2010	Regeneration Services working closely with the County Council on Transport Plans for the District. Met with Kent Economic Board and Kent Leaders and KCC to discuss regeneration priorities including High Speed Rail.	Reducing times on high speed rail is a strategic long term aim. Some inward investors moved to Margate, one factor was the High Speed Rail to London.

## 1.3 Available employment opportunities

***"Increase the number of employment opportunities through supporting existing and new employers"***


The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
Page 101 >1.3.1 Overall Progress	Develop a flexible approach to the management of land owned by the council and its partners to create employment opportunities		40.00%	Mar 2010	<ul style="list-style-type: none"> <li>* Recession has delayed progress at Eurokent but some employment units now let (partnership with SEEDA)</li> <li>* The percentage of occupied TDC owned employment units has been maintained.</li> <li>* Options are emerging for EKO at Eurokent and Manston Business Park</li> </ul>	Work done is contributing to arrestation of unemployment growth.

## 1.4 Employable workforce

**"Ensure that people are 'work ready' and have the skills necessary to be able to access job opportunities"**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
<p>Page 102</p> <p>&gt;1.4.1 Overall Progress</p>	<p>Develop the Thanet Works Strategy with partners to deliver the Working Neighbourhood Fund helping local people to be "work ready".</p>		50.00%	Mar 2010	<p>* Phase 1 commenced from February 2009, with £1million to fund innovative and challenging proposals provided by organisations, with partners, to help deliver the Thanet Works outcomes / themes.</p> <p>* Seven projects were approved by the Board to contribute to the outcomes and five strategic themes with the ultimate aim to improve skills and employability within the District.</p> <p>* Phase 1 Service Level Agreements are in place and commenced in May 2009.</p> <p>* Delivery of Phase 1 initiatives are monitored by Thanet Works in quarterly periods on outcomes, outputs and financial expenditure.</p> <p>* Innovative approaches undertaken in Phase 1 are monitored and contribute towards the development of the skills and employability strategy for Thanet.</p> <p>* Funding has been provided in partnership with KCC to support SME's in offering apprenticeships to young people.</p> <p>* A DWP Future Job Fund contract was issued to provide funding for people currently on job seekers allowance for 6 months. 119 opportunities have been offered by a range of partnership from Private, Public and the Voluntary sector.</p> <p>* A Works and Skills Plan for Thanet was commission in January 2010 and will be available for consultation to stakeholders in May 2010.</p> <p>* Phase 2 and 3 funding allocation commenced in March 2010 and will be completed by end of April 2010.</p>	<ul style="list-style-type: none"> <li>• The 7 projects will have engaged with over 1000 individuals and supported them on their journey into education, employment or training.</li> <li>• A wide range of partnerships and collaborative working has resulted in innovative approaches to enable the engagement and progress for individuals.</li> <li>• SME's and Public sector apprenticeships for both young people and older adults have increased within Thanet.</li> <li>• The FJF funding has offered young people the opportunity to be supported and employed with companies who can also offer on the job training and qualifications. Thanet Works funding has also extended the job offer to 12 months if appropriate for the employer.</li> <li>• The phase 2 and 3 projects will also result in individuals moving into work or education.</li> </ul>



# Theme 2: Safe Neighbourhoods

## Why is this important?

- Residents in Thanet do not feel as safe at night as residents in other Kent districts;
- Crimes at night have fallen compared to last year but remain high compared to the rest of Kent;
- Thanet has the highest levels of domestic abuse in Kent. This impacts on other services including housing, social services and education;
- Over the last 12 months Thanet had the highest levels of criminal damage in the whole of Kent;
- Local residents say that tackling anti-social behaviour in the area they live is a high priority.

## Key measures of success

The scorecard below provides an update on the key measures which were chosen to monitor long-term progress against this theme.

CP2 Safe Neighbourhoods							
Reference	2007/08 Actual	2008/09 Actual	2009/10 Actual	2009/10 Target	Yr End Status	Change from last Yr	End of year comment
LI035 Incidents of criminal damage per 1,000	26.80	21.90	17.80	19.70	★	✔	Criminal damage has been reduced significantly over the past 12 months with op sheldrake having a big impact along with our graffiti strategy
NI015 Serious violent crime rate	?	0.84	0.80	0.78	●	✔	Over the year serious violent crime has reduced slightly. Further work to come including an SOS trailer and establishment of street pastors are aimed at further improvement in 2010/11.
NI021 % people who believe local concerns about ASB are dealt with	?	20.60	?	?	?!	?	The 08/09 results are from 2008 Place Survey, the first of the national bi-annual surveys. Whilst Thanet results were slightly lowest of all Kent Districts, all results were between 20 and 28%.
NI032 % DV cases that are repeat cases	?	48.20	48.80	46.50	▲	✘	Repeat incidents of DV have remained above target, and are the highest in the county. Work is being undertaken to introduce a specialist DV court in the area.

## 2.1 Violence in the night-time economy

### "Reducing actual violent crime and the fear of crime at night"

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan


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Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>2.1.1 Overall Progress	Extending CCTV monitoring during busy night-time periods	▲	20.00%	Sep 2009	Capital money for this project has been rolled fwd for 2010/11. Alternative option for linking in with CCC is being discussed along with procurement process for new controll room in Thanet	Project has not been completed and still in planning stage. Very complicated landscape regarding shared services, procurement and technology advances.
>2.1.2 Overall Progress	Extending the Marine Terrace model of targeting specific problems into Ramsgate and Broadstairs	★	100.00%	Sep 2009	Head cameras for door staff, the 'smile you're on camera' poster campaign and extra police and CCTV operators at weekends were rolled out throughout the summer 2009. This led to further reductions in violent crime in Ramsgate and Broadstairs, as seen in Margate in the summer 2008.	Summer 2009 Crime figures for violence in the night time economy reduced across Thanet compared to 2008. Marine Terrace figures, that reduced by nearly 40% in 2008, stayed low and in June 2009, Central Harbour ward had just 8 incidents recorded in NTE hours, compared to 13 in 2008.

## 2.2 Domestic Abuse

### *"Reducing domestic abuse, particularly the number of repeat incidents"*

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>2.2.1 Overall Progress	Tackling abusers through a multi-agency approach focussing on enforcement, prevention and support		80.00%	Nov 2011	DA Forum is administered by the CSP, along with work completed on the perpetrator programme, specialist DA Court and service directory	Forum membership has increased, repeat victims of crime has stabilised this year and key projects in the strategy have been completed

## 2.3 Criminal damage

**"Bringing levels of criminal damage down to compare more favourably with the rest of Kent"**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End ofYr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
Page 106 >2.3.1 Overall Progress	Reduce levels of graffiti by implementing the graffiti strategy.	★	100.00%	Feb 2010	Research and evaluation of graffiti targets carried out. 7 targets identified for further Operation Tag. CDRP priorities changed in January 2010, Graffiti removed from the CDRP priorities. Graffiti reduced by 13%	Intelligence gathered for the Joint TDC and Police Graffiti Database which will be used for future operations. Graffiti reduced across the Isle by 13%. Public perceptions improved.
>2.3.2 Overall Progress	Help with 2 operations to target graffiti taggers in partnership with Kent Police	★	50.00%	Mar 2010	Research and evaluation of graffiti targets carried out. 7 targets identified for further Operation Tag. CDRP priorities changed in January 2010, Graffiti removed from the CDRP priorities.	Intelligence gathered for the Joint TDC and Police Graffiti Database which will be used for future operations.

## 2.4 Anti-social behaviour

**"Reducing levels of anti-social behaviour so that it has less impact on the lives of local residents"**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Page 107

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>2.4.1 Overall Progress	Increase the use of measures including Anti-Social Behaviour Orders, Acceptable Behaviour Agreements and Dispersal Areas	★	100.00%	Jul 2009	Lots of tool and powers used over the past 12 months including the newington asbo's, dispersal areas in westgate and harbour in ramsgate + ABA's and ASBO's on convictions to our most prolific ASB targets	ASB has gone down marginally by 5% but more tellingly perceptions of ASB have improved in youths gathering around and rowdy behaviour. Issues coming to the fore now are nuisance parking and noise
>2.4.2 Overall Progress	Increase the use of the Mediation Service to deal with neighbour disputes  Updates needed	★	100.00%	Sep 2009	Training took place between the mediation service and local officers and referrals have increased. The majority of local referrals still come from KCC however. Mediation attend regular TCSP meetings and now send annual updates.	This has meant that many more cases can be resolved using mediation and reduced the need for ASB action. 37 cases were referred 2009- 2010 and the majority were in Margate and Ramsgate Central.
>2.4.3 Overall Progress	In targeted areas work to improve older people's perceptions of young people in their neighbourhood	▲	25.00%	Oct 2009	Initial work was undertaken and funding bid submitted. Bid was unsuccessful and due to other orgs working on similar projects, this was prematurely closed.	Rather than competing and duplicating work in local area, we supported other orgs projects to ensure they reached their full potential.

## 2.5 Involving residents

### *"Working with residents to deal with their concerns by involving them in improving safety in their local neighbourhoods"*

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>2.5.1 Overall Progress	Working with the Police to improve awareness and effectiveness of the PACTs (Police and Community Together)	★	100.00%	Mar 2010	Promotional posters have been used and attendance in some areas has increased. Police now have plans to change PACT to 'neighbourhood panels' as it is recognised the public do not know what 'PACT' means. Priorities are also decided more regularly through blackberry engagements, which reach more people than PACT (over 6000 in 6 months)	More areas have effective meetings that run regularly.
>2.5.2 Overall Progress	Improving how the council contributes and responds to issues raised at PACTs	★	100.00%	Sep 2009	A meeting was held to recruit TDC PACT leads for meetings where there was no TDC representation. A 'pot of experts' from departments such as CCTV and waste and recycling are also called upon if needed at particular meetings. Updates are given at each PACT by TDC rep to inform residents what actions have been taken.	Better representation and issues dealt with more effectively.
>2.5.3 Overall Progress	Maximise the benefits of being a pioneer area for the crime and justice initiative	★	100.00%	Mar 2010	All initiatives have been completed during the past 12 months including sentencing outcomes in the local paper, community payback awareness, establishment of community crimefighters and introduction of victims and witnesses officer	The local areas confidence has improved over the past 12 months and is currently at 66% of people that would feel safe walking alone in the dark up from 45% in 2008

# Theme 3: Beautiful Thanet

## Why is this important?

- Studies have shown that improving the local environment supports regeneration;
- Clean beaches, parks and streets help attract visitors to the area;
- The council's street cleansing and waste and recycling services are seen by local people as the main services that the council provides;
- Although street cleanliness in Thanet is amongst the best in the country, local people's perceptions do not reflect this.

## Key measures of success

The scorecard below provides an update on the key measures which were chosen to monitor long-term progress against this theme.

CP3 Beautiful Thanet							
Reference	2007/08 Actual	2008/09 Actual	2009/10 Actual	2009/10 Target	Yr End Status	Change from last Yr	End of year comment
⊞ BV119e % people satisfied with parks and open spaces	?	60.40	?	?	?!	?	This information comes from the 2008 Place Survey, the first of a series of bi-annual national surveys. Thanet's satisfaction is at the lower end for Kent Districts, whose results varied between 54 and 82%, though most are in the 60%s.
⊞ CM004 Perception of environmental quality	?	?	?	?	?!	?	The Community Matters survey closed on Friday 14th May. Results will be analysed within a month.
⊞ LI036 % fines for litter/dog fouling paid on time	?	60.70	44.08	62.00	▲	✖	Still some issues with FPN's paid on time as process to court takes up to 8/9 months to conclude. Improvements to administration of FPN's within Community Safety unit means that this should improve in 10/11
⊞ NI191 Waste collected per household	?	511.00	?	?	?!	?	09/10 out-turn figures will be supplied to government by the end of June 2010. We anticipate supply from DEFRA of the validated figure before the end of September 2010.

## 3.1 Local environmental quality

**"Working with partners to maintain the appearance of streets and public areas across the district and improve public perception of the local environment"**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>3.1.1 Overall Progress	Review the work of the cleansing service and our partners to ensure that our streets are as clean as possible within current resource limits.	★	100.00%	Mar 2010	We have introduced a winter cleaning rota which ran over 5 weeks. Cleaning of beaches was carried out via Agency staff.	This has reduced costs with regard to reduced weekend working for which staff get paid an enhanced rate. Conversely it increased the amount of staff available between Monday and Friday which is when the core work is done within the Winter Period. In the summer, beach cleaning was carried out by Agency staff this gave us the ability to staff the beaches in a more flexible manner to take into account the peaks and troughs of activity on the beaches. This flexibility also allowed us to reduce staff in periods of inclement weather.
>3.1.2 Overall Progress	Use the Environmental Action Programme to improve the appearance of streets and public areas	★	90.00%	Mar 2011	The EAP team have undertaken a wide range of works to highways, open spaces and other public areas. This has ranged from small works to items of street furniture, to wider improvements such as Marine Gardens. A full programme of projects has been set up for 2010/11, but with a specific focus on preparing for the opening of the Turner Gallery.	The EAP work continues to improve elements of the street scene across the highway, open spaces and other public areas that would otherwise not receive attention. The cumulative range of work undertaken makes Thanet a more attractive place for residents and visitors.
>3.1.3 Overall Progress	Carry out a co-ordinated campaign to change public perception and attitudes towards littering, dog-fouling, graffiti and vandalism	●	50.00%	Mar 2011	Schools campaign re: dog fouling completed and new posters designed using competition winners. Graffiti levels are down. Spring Clean campaign ready to launch pending Cabinet decision.	Graffiti levels down. Littering and dog fouling still an issue. Further focused work planned around littering and dog fouling in 2010-11.
>3.1.4 Overall Progress	Maximising enforcement activity for littering and dog fouling, ensuring that all fines issued are progressed to achieve payment or prosecution	●	100.00%	Sep 2009	Fixed penalty notice (FPN) books have been prepared and are being used by community wardens. Wardens are undertaking regular inspections of hotspots. Data for 09/10 has been analysed with a view to informing 10/11 initiatives.	An inspection regime has been established for hotspots. Data is informing wider geographical focus on enforcement needs for 10/11.



## 3.2 Quality open spaces

**"Maintaining our beaches, foreshores, parks and other open spaces to a high standard, whilst encouraging local people to take an active role in preserving the natural environment"**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

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Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>3.2.1 Overall Progress	Improve one park in each of the three towns	★	100.00%	Nov 2009	We have cleared Marine Gardens and replanted as a result of request from Margate Civic Society. Ellington Park was cleared of large amount of growth as a result of request from PCSO and public and in addition a new play area is planned. In Pierremont Park, we are renewing rose pergola around park fountain.	Marine Gardens and Ellington Park are now less likely to be used for anti-social behaviour and therefore encouraging use by residents and visitors. Pierremont Park increases the attractiveness of these gardens.
>3.2.2 Overall Progress	Encourage community and voluntary groups to take on the management of particular open areas	★	100.00%	Mar 2011	In Ramsgate, we have engaged with residents in Westcliff, Nelson Crescent, Spencer Square and Eastcliff to varying degrees participating in active maintenance of parks and open spaces. In Margate, additional discussions are underway with Hawley Square and Zion Cemetery. Also groups engaged to increase diversity or maintenance work in many of our local churchyards.	This work has enhanced the frequency of maintenance and is creating more attractive open spaces. This is also resulting in residents feeling more involved having a sense of ownership.

## 3.3 Waste reduction

### "Reducing the amount of waste produced and ensuring that high proportions are re-used or recycled"

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
Page 112 >3.3.1 Overall Progress	Deliver a programme to encourage waste reduction and increase use of current recycling facilities.	★	100.00%	Mar 2010	We have replaced some banks, repaired others and replaced fencing. Awareness has been increased by use of advertising.	Overall weights have remained static which demonstrates we have maintained usage despite residents having increased opportunities via the wheeled bin scheme.
>3.3.2 Overall Progress	Increase domestic recycling levels to 40% by 2011, including seeking funding to roll out wheeled bins to all suitable properties	●	75.00%	Mar 2011	Recycling levels are currently 27%, which is static against last years figures, however there has been an increase in dry mix recycling due to wheeled bins.	Overall the rate has not increased due to a lack of take up of 'paid for' green waste collection
>3.3.3 Overall Progress	Develop improved and cost effective waste management services across East Kent	★	100.00%	Feb 2010	Thanet has led the project for the East Kent Districts and KCC, though this is still underway. The procurement process for Dover, Shepway and KCC is nearing and agreement has been secured on the sharing of benefits across the partnership.	The project has yet to be completed as the procurement process is still underway for Dover, Shepway and KCC. The results of this will be known in July 2010, but current financial information from tenderers is confirming the previous cost saving estimates.

# Theme 4: Quality Housing

## Why is this important?

- The imbalance in Thanet's housing markets is particularly severe in certain wards where up to 59% of properties are privately rented;
- There are over 4,000 people on the housing register, but under 600 lettings annually;
- In 2007-08 157 households applied to the council as homeless;
- Research suggests that people living outside Thanet think that the quality of housing here is poor. This perception needs to change to attract outside investment;
- Around 35% of Thanet homes fail to meet the decent homes standard. Poor heating and insulation may lead to increased deaths over the winter;
- There is a huge increasing demand for Disabled Facilities Grants in Thanet with approximately 200 referrals made each year;
- The council is responsible for the management of around 3,000 council homes, with the majority based in some of the most deprived wards.

## Key measures of success




The scorecard below provides an update on the key measures which were chosen to monitor long-term progress against this theme.

CP4 Quality Housing							
PI Reference	2007/08 Actual	2008/09 Actual	2009/10 Actual	2009-10 Target	Yr End Status	Change from last Yr	End of year comment
LI195 Properties improved (grants/loans)	?	178.00	890.00	185.00	★	✔	A lot of work has been put into promoting warm front grants and utilising the RHB funding and as result a substantial number of homes have been assisted this year.
LI219 No. households living in licensed HMOs in Cliftonville	?	325.00	243.00	300.00	★	✔	Of the licensed HMOs in the area a number are either empty or partly occupied leading to a large reduction in the number of households living in this type of accommodation.
NI155 Number of affordable homes delivered (gross)	?	90.00	184.00	90.00	★	✔	Target has been achieved and exceeded this year.
NI156 Number of households living in Temporary Accommodation	?	36.00	18.00	50.00	★	✔	This figure has reduced as we have reduced B&B usage and households in private sector leasing have been offered Assured Shorthold Tenancy's so homeless duty has been discharged.
NI160 Local Authority tenants' satisfaction with landlord services	?	81.00	81.00	83.00	●	➡	Advice has been received from central government (Communities & Local Government circular) to postpone the bi-annual survey pending review of the National Indicator set.

## 4.1 Balanced housing markets

### "Reducing the amount of private rented accommodation in Cliftonville"





The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
 >4.1.1 Overall Progress	Develop a programme with registered social landlords (RSL's) to purchase properties in order to reduce the number of houses in multiple occupation (HMOs) and the level of private rented accommodation in the renewal area	★	75.00%	Mar 2010	Renewal Strategy drafted and out to consultation. DTZ enlisted to carry out feasibility study, application to KCC for additional funds to enhance private sector housing enforcement and develop selective licencing scheme, some funding now confirmed current team to be re-structured to accommodate additional staff	Provided focus for council activity in the renewal area, helped to gain funding to support housing enforcement and acquisition plans
 >4.1.2 Overall Progress	Secure approval for and introduce a discretionary licensing scheme for HMOs in the renewal area	●	10.00%	Jul 2010	Had no resources to put into this and therefore no real progress has been made. Have formed relationships with other LAs that have a selective licensing scheme to help. Commented on consultation which led to the process of designating selective licensing to change	Although not in place, we now have the tools and evidence in place to assist with the designation this year
 >4.1.3 Overall Progress	Introduce planning policies to safeguard family homes and the character and amenity of residential areas	●	75.00%	Feb 2011	LDF Draft Core Strategy published October 2009. Public Consultation completed January 2010. Cliftonville DPD submitted for examination October 2009. Found sound by Inspector and Adopted February 2010.	Public engagement on LDF undertaken and public awareness of issues and options raised significantly. Adoption of Cliftonville DPD means formal policies now in place against which Planning Applications will be judged. This includes policies safeguarding family homes in the area.

## 4.2 Housing for all

**"Ensuring that housing supply meets local demand, particularly affordable housing; helping to reduce levels of homelessness"**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
 >4.2.1 Overall Progress	Increase the amount of affordable housing across the District	★	75.00%	Mar 2011	Achievement of affordable housing was double the target for the year. This was due to synchronisation of previous sites being developed under difficult financial circumstances.	Although this is a small proportion of housing needed within the area, numbers of Social Housing has increased within the area and has been allocated to those in housing need. Signs are looking favourable for 10/11 performance.
 >4.2.2 Overall Progress	Provide advice and support to households to prevent homelessness in the district	★	100.00%	Mar 2010	We have had 2151 households approach us for housing advice of which 1848 were resolved without the need to rehouse. Our homeless applications have reduced and temporary accommodation is at a record low for Thanet with only 18 households in temporary accommodation at the end of March 2010.	The difference this has made has prevented households going through the homeless route and resolving their homelessness before crisis point. I hope to monitor this more closely to ensure we are capturing true figures for housing advice required within the Thanet district especially as future funding streams will be allocated to KCC to distribute to districts.
 >4.2.3 Overall Progress	Review the allocations policy to ensure priority is given to local people, discouraging the inward migration of vulnerable households into the area	●	40.00%	May 2010	I have researched policies of all local areas and I am currently redrafting our existing policy to incorporate new legislation.	It is too early to see the benefits of the work which has been done in 09/10. The benefits will be seen in 10/11.
 >4.2.4 Overall Progress	Develop alternative supported and emergency housing for vulnerable and homeless households	▲	30.00%	Sep 2010	Consultation with stakeholders has identified the need for the project. Bid will be submitted to supporting people for funding, over the summer.	Limited progress because of staff vacancies in Strategic Housing team

## 4.3 Safe and secure homes

**"Improving the quality of homes across the district, ensuring that they meet the needs of their households and reducing fuel poverty "**


The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>4.3.1 Overall Progress	Improve housing conditions for vulnerable households living in privately rented accommodation using enforcement and loans	★	100.00%	Mar 2010	409 private sector homes made decent. All Regional Housing Board funding committed by way of fuel poverty and decent homes grants and loans. Significant increase in enforcement notices served. Introduced a proactive inspection regime in Cliftonville.	Increased enforcement activity has led to more homes being improved. Proactive approach has assisted those residents who may not have previously accessed our services or those of our partner organisations.
>4.3.2 Overall Progress	Improve energy efficiency for 350 households living in fuel poverty	●	95.00%	Mar 2010	Final figure on number of homes improved is awaiting ratification, but we are on track to meet the target.	The Council's interventions will help cut excess winter deaths and reduce fuel poverty and carbon emissions.
>4.3.3 Overall Progress	Establish a landlord accreditation scheme in Thanet to encourage landlords to achieve a higher standard in the quality and management of rented accommodation.	★	100.00%	Mar 2010	Introduced accreditation scheme. Successfully accredited 46 landlords carried out one training day so far.	Still early in the scheme, need to develop measures and incentives to enhance the scheme to increase sign up.

## 4.4 A quality landlord

### *"Delivering a quality service as landlord to council housing tenants"*

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>4.4.1 Overall Progress	Establish a vehicle for the joint management of council housing in East Kent		45.00%	Jan 2011	The business case has been signed off by all four councils.	Consultation on the proposed date to start in June 2010.

# Theme 5: Healthy Communities

## Why is this important?

- The health of people in Thanet is worse than other districts in the south east and varies significantly between wards: life expectancy in Birchington is nine years more than in Cliftonville West;
- Adult participation in sport in Thanet is lower than the Kent average;
- The population is changing with significant increases in the number of black and minority ethnic people and also of migrant workers from EU accession countries;
- Satisfaction with the area as a place to live is low compared to other parts of the country;
- A high proportion of local people are dissatisfied with their opportunities to get involved in local decision making;
- A low proportion of people think that people from different backgrounds get on well together.

## Key measures of success

The scorecard below provides an update on the key measures which were chosen to monitor long-term progress against this theme.

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
CP5 Healthy Communities							
Reference	2007/08 Actual	2008/09 Actual	2009/10 Actual	2009/10 Target	Yr End Status	Change from last Yr	End of year comment
LI028 % turnout for district council elections	34.65	34.65	34.65	?	!	➡	The figure of 34.65% relates to the election in May 2007. There has been no District Council election since. The next election is due in May 2011.
NI001 % of people who believe people from different backgrounds get on well together	?	65.80	?	?	?!	?	This information comes from the 2008 Place Survey, the first of a series of bi-annual national surveys. Thanet residents self- perception is the lowest of Kent Districts, whose results varied between 65 and 82% - most are in the 70%s
NI005 Overall/general satisfaction with local area	?	70.20	?	?	?!	?	This information comes from the 2008 Place Survey, the first of a series of bi-annual national surveys. Thanet residents satisfaction is the lowest of Kent Districts, whose results varied between 70 and 87%.
NI008 Adult participation in sport	?	19.30	17.40	20.20	▲	✖	Figure is lower than expected. Full analysis of results possible within next few months. There is a consensus that areas of higher deprivation have seen a bigger drop due to economic reasons.



## 5.1 Healthy living

**"Encouraging and enabling people across all sections of the community to make healthier lifestyle choices in relation to sport, leisure, recreation, travel and work."**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
 >5.1.1 Overall Progress	Develop a targeted programme for improving play facilities and events across the district	★	70.00%	Mar 2011	We have delivered a further year of play activity and engagement based around the Thanet Coast Project and natural resources.	This has raised the profile of the importance of our natural environment in a positive manner to a wider section of the community.
 >5.1.2 Overall Progress	Implement a three year programme to increase participation in sport across the district	★	33.00%	Sep 2012	Sport and Active Recreation Strategy approved by full Council and direction for next three years decided.	This has given direction to key areas relating to increased participation in sport by our residents, notable success was the delivery of a Thanet Sports Awards Campaign.
 >5.1.3 Overall Progress	Improving our swimming pools and associated leisure facilities	●	20.00%	Mar 2012	Based on the success of the Hartsdown Leisure Centre project work has now started on a feasibility study for a business model for a replacement pool in Ramsgate by the side of the current sports centre.	This project is still at an early stage so there are currently no practical impacts.
 >5.1.4 Overall Progress	Review accessible leisure space to ensure that it meets the needs of the local community	★	100.00%	Nov 2009	Cabinet and Council have approved the Sports Strategy and Sports Facilities Strategy. These have now become working documents for use in the Local Development Framework, our work with the Thanet Sports Network, and supporting information for external bids, as well as assisting with the feasibility work at Ramsgate Pool.	The impact of the work done on the sports and sports facilities strategies will make a difference over the next 5 to 10 years. However, it has been a significant input into the current work on the local development framework for Thanet, as well as being used to support external funding bids.

## 5.2 Involving Communities

***"Making sure local people have the opportunity to get involved in the development of their local communities and the district as a whole."***









The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
Page 120 >5.2.1 Overall Progress	Co-ordinate activities for young people across the district to increase young people's involvement in positive activities	★	100.00%	Mar 2010	Action plan of all partner activities for youth 2009/10 produced via stakeholder liaison/consultation. Action plan of all partner activities 2010/11 produced. Plan to Thanet Local Children's Trust for May Board meeting.	Lots of activities (see action plan) - much focus on reducing drug and alcohol consumption by young people; first Thanet Sports Awards; free coaching/training for 16+ in football and dance. Support and advice (including Legal advice) for Engage Forum re. forming a Constitution to enable them to jointly bid for funding streams to be able to deliver youth activities in the District.
>5.2.2 Overall Progress	Improve accessibility and transparency of democratic processes through further implementation of the Modern.gov system	●	75.00%	Mar 2010	Several internal officer meetings have been added to intranet version. Options for further implementation were presented to CMT and a further report is due to be presented to CMT on those elements selected for possible implementation.	Ongoing development of transparent governance.
>5.2.3 Overall Progress	Establish the new Parish Council in Ramsgate	★	100.00%	Jun 2009	Council established and Councillors elected. Clerking support offered to Council for initial meetings	Established a working democratic process.

## 5.3 Sustainable neighbourhoods

**"Ensuring that people take pride in their local neighbourhoods."**


The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
 >5.3.1 Overall Progress	Work with partners to deliver improved public services in Cliftonville West		60.00%	Mar 2010	Total Place submission made in February 2010.	Agreement to establish Margate Task Force.
 >5.3.2 Overall Progress	Use the Compact to involve more community and voluntary sector organisations in delivering key community services locally		100.00%	Apr 2010	We have established a compact that follows central government guidelines, and we are adhering to that guidance in dealing with community & voluntary and other statutory partners.	The compact has assisted with building positive working relationships and trust between TDC and community, voluntary and statutory partners.
 >5.3.3 Overall Progress	Improve the provision of community space/facilities in Ramsgate and Broadstairs		10.00%	May 2010	An initial gap analysis took place re. community space/facilities. Discussions held with Millmead residents re. Millmead Community Centre (on-going), Broadstairs Town Council re. refurbishment and early stage conversation re. Newington 'Gateway'. However, overall project has been deferred due to resource and funding restrictions.	Provided Millmead residents with support and advice on options for the Millmead Community Centre, working in partnership with Landlord Services. Forward ideas are for refurbish not re-build due to cost implications. Wider activities on hold due to funding restrictions.
 >5.3.4 Overall Progress	Deliver the action plan for the Community Cohesion fund		90.00%	Dec 2009	Much work focused on identifying funds to provide for a Community Development team. Community Cohesion Strategy almost completed. Work with GOSE and 6 LAs re. approach to community cohesion in Kent. Connecting Communities funds for cohesion action plan re. Margate & Cliftonville. Migration Impact Funds for x2 bi-lingual Officers to try to engage with migrant communities and reduce tensions.	Bi-lingual Officers working across partners to tackle cohesion and service issues re. migrant communities - supported liaison with individual families/identifying benefit fraud etc. Connecting Communities funds providing a Community Engagement Action Plan. Project management of various activities provided funds for Community Development team for next 2 years.

## 5.4 Reducing health neighbourhoods

**"Ensuring that all local people can enjoy the same high standard of health and well-being, regardless of the area in which they live."**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>5.4.1 Overall Progress	Work with the PCT to improve the health of residents living in areas of deprivation		40.00%	Mar 2010	Albeit project brief has not been completed, the draft Health Inequalities Strategy has been progressed. The EKCPCT, however, wish to discuss re-formatting the approach taken in Thanet. Work with partners/ initial discussions re. various health related activities, sports, teenage pregnancy, reducing smoking. Chairing of Thanet Teenage Pregnancy Local Implementation Group. Key player on Thanet Health & Well-being Partnership.	3 local youths from Newington area provided with enhanced vocational progression via free football/dance coaching qualifications & now volunteer for S4Energy. Sustainable Neighbourhoods Manager now Chairs Teenage Pregnancy group which is being re-launched with EKCPCT support via Healthy Places, Healthy Lives. KCC Youth Services provided HOUSE (advice and support) during summer hols to several hundred young people in Margate. Support and advice provided for Engage Forum to become constitutionalised and thus be able to bid for own funding as a collective group of youth providers in Thanet.

# Theme 6: Modern Council

## Why is this important?

This theme is important because it supports the delivery of all the services the council provides. Failing to address the matters raised in the sub-themes would result in significant risks to the council. The Modern Council theme focuses on the role of our support services such as IT, Human Resources, Financial Services and Communications without which the council would not be able to operate.

## Key measures of success

The scorecard below provides an update on the key measures which were chosen to monitor long-term progress against this theme.

CP6 Modern Council							
PI Reference	2007/08 Actual	2008/09 Actual	2009/10 Actual	2009/10 Target	Yr End Status	Change from last Yr	End of year comment
LI160 Audit Commission Managing Performance Score	?	?	2.00	2.00	★	?	A score of 2 is seen as performing adequately. The Audit Commission released these scores in November.
PS09 123 NI014 % contacts which were avoidable	?	23.50	31.16	28.00	▲	✖	Accurate recording of avoidable contacts is now assured following a period of review and staff training. Monthly analysis of the reasons for avoidable contact have been carried out and we are now working with Service Managers to target high volume areas.
NI179 Value for money- total net value of on-going cash-releasing gains since start of 2008-9	?	1,503.00	?	1,544.00	?	?	NI179 data collection is biannual with the reported actual gains achieved since 1 April 2008 up to the end of the previous financial year due in July and the forecast cumulative position at the end of the current financial year reported in October.  The first submission was due in October 2008 and reported the forecast cumulative position for 2008/09 and the second submission was in July 2009 for the actual gains achieved in 2008/09.  NI179 is periodically audited by both the East Kent Audit Partnership and Audit Commission.
NI188 Score (0-4) for planning to adapt to climate change	?	0.00	0.00	2.00	▲	n/a	First annual Red-Amber-Green assessment of TDC planning returned to KCC using DEFRA self-assessment matrix was sent in July 2009. There could be potential resource issues for this in the future.
PS018 % who believe public services act on peoples concerns		33.40	33.40	?	!	➡	The council continues to increase engagement and improve its consultation regime. Use of the "you said, we did" approach at the Gateway has been positive so far. Local consultation impacts on key decisions such as the Corporate Plan refresh and the Budget.

## 6.1 Managing finance

**"Ensuring that we are achieving good value for money as financial resources become more stretched from year to year."**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
Page 124 6.1.1 Overall Progress	Ensure that the council's programme of savings is delivered	★	100.00%	Mar 2010	The budget position has been monitored on a monthly basis and remedial action taken where it has looked likely that the required savings will not be achieved.	The Council is expecting to be underspent after all the final adjustments for the year have been put through. This will help to replenish the Council's revenue balances to the optimal level.
6.1.2 Overall Progress	Deliver the programme of Value for Money (VFM) reviews agreed by the council	●	50.00%	Mar 2011	The programme of reviews for 2009/10 has been completed, and work is currently underway to inform the programme for 2010/11.	Recommendations to improve value for money have been included within each review's improvement plan, most of which are still ongoing. In some areas improved processes have made service delivery more efficient. The Council is still in the early stages of developing the value for money culture.

## 6.2 Governing the business

**"Ensuring that the processes and information we use to manage our business enables us to deliver our services properly whilst fulfilling our legal and statutory duties."**





The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>6.2.1 Overall Progress	Help develop the East Kent Sustainable Community Strategy	★	100.00%	Oct 2009	Strategy adopted by Council in Oct 09.	No tangible results as yet.
>6.2.2 Overall Progress	Help develop a service that gives all customers easy access to all council services	★	10.00%	Sep 2011	Progress has been made with a number of district councils and Medway and KCC. A range of projects have been identified which includes the ability to transfer customers from one Council to another without the customer having to redial.	The Benefits Hub will enable customers to enter a Gateway and be able to access all relevant information connected with accessing benefits.
>6.2.3 Overall Progress	Help develop a joint HR and Payroll service for councils in East Kent	★	100.00%	Feb 2010	HR has transferred to the EK HR Partnership. The new service went live January 2010. Payroll transferred to KCC on 1 April 2010. Self Service is now available to managers and staff.	Evidence of the difference made should appear in 2010/2011.
>6.2.4 Overall Progress	Help develop a joint Revenues and Benefits service for councils in East Kent	★	50.00%	Mar 2010	Systems and closer working taking place and processes being aligned with Dover. Going live with a Shared Database 15.07.2010.	TDC have been working very closely with Dover Council. Shepway not participating. Next stage plans to include Canterbury City Council.
>6.2.5 Overall Progress	Finalise and test the council's Business Continuity Plan	●	80.00%	Mar 2011	The Council has undergone a complete review of it's business continuity management plan and process. A desk top exercise has been carried out, which was very useful, and there is still some work to be done to finalise the plan. The deadline for completing this has been extended to March 2011.	The Council has now identified it's mission critical activities and key business threats and has put plans in place for these areas. This ensures that the Council is able to respond to an incident with confidence and recover its services promptly.
>6.2.6 Overall Progress	Develop the Local Ethical Framework for councillors	★	100.00%	Jun 2011	We have successfully implemented a project to embed the Standards Committee, set up to administer the mandatory national code of conduct.	Standards Committee is dealing with complaints.


## 6.3 Managing resources

**"Managing staff, assets and natural resources to ensure that we deliver the best possible value for money for our residents."**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
 >6.3.1 Overall Progress	Implement the accommodation strategy reducing the number of buildings used to house staff	★	85.0...	Dec 2010	During the course of this year a further 2 phases have been completed. Three of the four project milestones have been achieved which include sale of 44 Hawley Sq., opening of Thanet Gateway, Vacating of Areas A & B leased office accommodation at Mill Lane. This 3 year project is on schedule to conclude to agreed timescales as identified in the Project Brief.	Cecil Street Offices now accommodate 86.80% of the Council's office based staff which has exceeded the project target by 16.80% and this will increase by project conclusion. Capital receipts from asset disposal to date are £250,000. Operational and running cost savings achieved are in excess of £120,000 and the Council has reduced it's energy consumption saving in excess of 78400 kwh of Gas and 43200 kwh of Electricity from two Council owned buildings.
 >6.3.2 Overall Progress	Extend corporate use of electronic document and records management software	●	80.0...	Mar 2010	Civica has been expanded with new corporate processes and more services are using electronic filing options. EDRMS is now live, historic records are transferring and all new documents are EDRMS tagged. Planning project is late due to ongoing software problems.	Internal processes and filing are being replaced with electronic alternatives, saving processing time and storage costs. Electronically generated records are being tagged ready for electronic destruction in line with agreed retention schedules.
 >6.3.3 Overall Progress	Implement the findings of the Carbon Trust survey, Energy Savings Trust and Internal Audit, in respect of the council's energy usage	★	40.0...	Mar 2011	Good progress has been made against many of the recommendations and energy usage has reduced by a minimum of 8% our target being 10%. This has been achieved by a number of green initiatives including a programme of events to educate and raise awareness of wider green agenda.	Per capita energy and water consumption within Cecil Street Offices has reduced by 50% for gas, 25% for electricity and 35% for water as assessed against a 2004/05 baseline. These savings have been made possible by a combination of rationalisation of the Council's office portfolio, "switch off" initiatives, reduction in portable electrical equipment i.e. desk top printers and ensuring any new equipment is "A" rated for energy efficiency as part of the purchase evaluation. Progress and achievements are considered ongoing
 >6.3.4	Develop an Environmental Strategy				The Strategy & Plan developed in 08/09 was approved by Cabinet in	Indicative audit score of level 3 achieved for use of resources (KLOE 3.1). Also, the council has reduced



Overall Progress	and action plan for TDC	★	100....	Apr 2009	April 09. The action plan is monitored bi-monthly through the 'Going Green' group.	CO2 emissions. The first annual report on activities will be submitted to CMT in Summer 2010.
 >6.3.5 Overall Progress	Review the Staff Travel Plan	★	60.0...	Mar 2010	The council has undertaken a review of mileage payments, home to office, car parking. Proposals are being negotiated with Unions to introduce a new scheme that fairly reimburses business travel. Approach is supported by review undertaken by Carbon Energy Trust. The wider staff travel plan is being reviewed and a launch planned over the coming months.	Subject to agreement with Trades unions it is expected that savings will be achieved in 2010-2011 in relation to reimbursement of staff travel costs. This involves a change in culture with relation to travel.
 >6.3.6 Overall Progress	Comprehensive review of staff benefits package	▲	100....	Oct 2009	A review was undertaken.	Whilst a review was undertaken it was agreed that it would not be appropriate at this time to make any changes to current salary scales, bearing in mind the wider East Kent harmonisation project.

## 6.4 Involving people

**"Ensuring that we involve and include customers, community groups, other public services, local businesses and our own staff in making decisions and delivering services."**


The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
>6.4.1 Overall Progress	Review how we serve customers in Ramsgate		40.00%	Dec 2011	Thanet has lead as a Pilot partner in the Interreg funded project for Customer Insight, which has all Kent LA's and Pas de Calais as partners. The Mosaic tools are now available on a Corporate basis to be used in future decision making.	Several projects have now started utilising Mosaic information to inform strategy. Further work will now be required over the duration of the Interreg project, which runs to December 2011, to embed Customer Insight into the Corporate decision making process. Customer Service provision will be reviewed in the shared service project including face to face service provision in Ramsgate.
>6.4.2 Overall Progress	Attain the "Achieving" standard under the Local Government Equality Framework		8.00%	Dec 2010	Due to resource issues it was agreed to defer our submission for the next level of the equality standard. The Equalities and Diversity group has now met on a number of occasions and discussions are under way as to the focus of the group. Work continues to review the Equalities Plan and EIA's	The Equality & Diversity Group re-formed with clear objectives for the year ahead.
>6.4.3 Overall Progress	Review and improve communication methods with Members		25.00%	Mar 2011	Members briefings being used to keep members informed and updated with key council projects e.g. shared services.	Nothing quantifiable as yet so feedback to be introduced from June Members Briefing.
>6.4.4 Overall Progress	Review and improve communication methods with Residents		25.00%	Mar 2011	Residents Panel refreshed; Thanet Matters newsletter revamped and distribution method changed; piloted web-casting of council meetings; innovative use of web banners to encourage greater response to consultations.	Positive feedback re: Thanet Matters revamp; increased response to budget consultation.
>6.4.5 Overall Progress	Review and improve communication methods with Staff		30.00%	Mar 2011	Chief Briefings now done by directorate; greater use of TOM rather than email for internal information - Finance being a particular success story.	More focussed dissemination of information to staff.

## 6.5 Managing performance

**"Ensuring that we have chosen the right priorities and are able to deliver them."**

The table below provides an end-of year statement of progress made on the key projects for this sub-theme of the Corporate Plan

Overall progress						
Reference	Description	End of Yr Status	% complete	Due	Yr end comment: what's been achieved	Yr end comment: difference made so far
Page 129 >6.5.1 Overall Progress	Implementing the new Performance Management System		100.00%	Nov 2009	Around 80 users trained and inputting performance information since August. Key performance reports set up on the system including dashboard, corporate pack and service performance packs. Graphs now available for all PIs.	Greater assurance on data quality. Dashboard is being used for operational management on a monthly basis. Tracking of trend against both performance and newly introduced activity indicators has supported management decisions on use of resources in different departments.

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**TITLE OF REPORT** EDF Energy Easement and sub station: London Array Site, Port of Ramsgate

**To:** Cabinet 17.06.2010

**Main Portfolio Area:** Regeneration

**By:** Director of Regeneration Services

**Classification:** Unrestricted

**Ward:** All

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**Summary:** **The report highlights the need for increased electricity supply to the new London Array Site at the Port of Ramsgate, which is currently under construction.**

## **For Decision**

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### **1.0 Introduction and Background**

1.1 Thanet District Council has recently leased a site at the Port of Ramsgate for the construction of a 70,000 sq foot onshore facilities management building to be operated by London Array in connection with the construction of their offshore wind farm.

1.2 The facility will be for the maintenance and erection of the turbines and as such will require a new energy input.

1.3 The existing electricity supply at the Port is not capable of servicing London Array's electricity requirements and a new electricity supply is required.

### **2.0 The Current Situation**

2.1 London Array has been granted a 50 year lease of the site and is now on site and starting the process of preparing their site, prior to the construction phase.

2.2 They have applied to EDF Energy for an easement to provide a new electricity supply into their site.

2.3 In addition to the easement, EDF Energy will require the freehold transfer of an area 5 metres by 5 metres, to provide a new electricity sub-station to service this new supply.

2.4 Thanet District Council will obtain an indemnity from London Array to meet the cost of the easement, the land taken up by the sub-station, together with ancillary costs.

### **3.0 Options**

3.1 Cabinet to receive this report and approve the transfer of the area required for the electricity sub-station.

### **4.0 Corporate Implications**

#### **4.1 Financial**

- 4.1.1 Because this is an urgent, recent request, no negotiations have yet taken place. However, we are of the opinion that the annual value of the cable easement is in the order of £550 p.a and that the capital value of the substation site is in the order of £7,000. The principles have been discussed with the Financial Services Manager, who has endorsed the approach taken.
- 4.1.2 Thanet District Council's costs will be indemnified by London Array. This will include the value of the easement; land required for the electricity sub-station and associated costs.
- 4.1.3 It is not considered appropriate to take this disposal through the Asset Management Disposal process because of the unusual circumstances. Specifically, the electricity supply is exclusively for the benefit of London Array, to enable them to build and operate their facility. The land on which the substation is to be located falls within the curtilage of their site, leased from Thanet District Council, for 50 years.

## **4.2 Legal**

- 4.2.1 Thanet District Council is the freehold owner of the site in question, which has been let on a 50 year lease to London Array.
- 4.2.2 The easement required has been applied for by the tenant, London Array.

## **4.3 Corporate**

- 4.3.1 This is part of an investment which is attracting European funds of approximately 2 billion Euros to develop offshore wind power.
- 4.3.2 In addition to this, the annual income during the construction phase to Thanet District Council will be in the order of £1 million pounds per annum. There will be approximately 100 jobs created with this investment.
- 4.3.3 This is consistent with theme one of the Corporate Plan.

## **4.4 Equity and Equalities**

- 4.4.1 There are no issues to be considered under this heading.

## **5.0 Recommendation**

- 5.1 That Cabinet approve the transfer of the land for an electricity sub-station, together with the associated easement.

## **6.0 Decision Making Process**

- 6.1 An early decision is required to enable this project to proceed on time.

Contact Officer: Justin Thomson – Asset Manager Ext 7053



Agenda Item 13  
Annex 1

DRAWING TITLE: London Array Ramsgate Docks  
 GRID REF: TR 3608 6443  
 SCALE: 1:1250  
 Authorised by:  
 DATE PLOTTED: 06/05/2010

PLAN No: DB/ 4006588031/1	IN10103 - Landform - Bottom of cliff	PARAGON PR TX10178 - Roadside
LAND TO BE ACQUIRED	IN10056 - General surface - Step	Dock TX10090 - Inland water
ACCESS FOR PLANT & PERSONNEL	IN10212 - Tidal water - Mean low water	Croyne TX10043 - General feature
CABLE RIGHTS ONLY	IN10211 - Tidal water - Mean high water	PT10086 - Height control - Benchmark - Sym
ACCESS & CABLE RIGHTS	IN10087 - Inland water	PT10179 - Roadside - Structure
ARI0021 - Building	EX10026 - Building or structure	D Coverage Completed

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## **Exclusion of Public and Press**

To: **Cabinet 17 June 2010**

By: **Democratic Services and Scrutiny Manager**

Classification: **Unrestricted**

Ward: **N/A**

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**Summary:** This report seeks the Committee's approval to exclude the public and press from the meeting on agenda item 15, annex 1 as it contains exempt information as defined in Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).

## **For Decision**

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### **1.0 Introduction**

The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential or exempt information would be disclosed.

#### **Exempt information – discretion to exclude public**

Subject to Article 6 of the Human Rights Act 1998 (right to a fair trial) the public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

#### **Meaning of confidential information**

Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order.

### **2.0 Exempt information**

The full rules are set out in Part V and Schedule 12A Local Government Act 1972 (as Amended) and the Relevant Authorities (Standards Committees) Regulations 2001.

### **3.0 Reason for Exempt Item**

The report author has classified Agenda Item 15, Annex 1 as disclosing exempt information under Paragraphs 3 of Schedule 12A of the Local Government Act 1972 (as amended) thereby excluding the press and public from the meeting whilst this item is debated.

### **4.0 Corporate Implications**

#### 4.1 **Financial**

There are no direct financial implications.

#### 4.2 **Legal**

As per Schedule 12A of the Local Government Act 1972 (as amended).

#### 4.3 **Corporate**

None.

#### 4.4 **Equity and Equalities**

There are no specific equity and equality considerations that need to be addressed in this report.

#### 5.0 **Recommendation**

That the public and press be excluded from the meeting on agenda item 15, Annex 1 as it contains exempt information as defined in Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).

#### 6.0 **Decision Making Process**

This Committee must agree the recommendation if the press and public are to be excluded.

Contact Officer:	Glenn Back, Democratic and Scrutiny Manager
Reporting to:	Harvey Patterson, Head of Legal and Democratic Services

#### ***Corporate Consultation Undertaken***

Finance	Sarah Martin, Financial Services Manager
Legal	Harvey Patterson, Head of Legal and Democratic Services

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## EAST KENT JOINT WASTE PROJECT

To: **Cabinet 17<sup>th</sup> June 2010**

Main Portfolio Area: **Environmental Services**

By: **Mark Seed Director of Environmental Services**

Classification: **Restricted**

Ward: **Not applicable**

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**Summary:** **To seek approval to recommendations 6 and 7 under the East Kent Joint Waste Project agreed under the report to the East Kent Joint Arrangements Committee on 19<sup>th</sup> May 2010.**

### For Decision

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#### **1.0 Introduction and Background**

- 1.1 The attached report was considered at the East Kent Joint Arrangements Committee (EKJAC) on the 19<sup>th</sup> May and the recommendations agreed.
- 1.2 Recommendations 1 to 5 within the report were within the scope of EKJAC to approve, but recommendations 6 and 7 require specific approval by each of the constituent authorities.
- 1.3 On this basis it is proposed that recommendations 6 and 7 within the attached report are agreed by Cabinet.

#### **2.0 Details**

- 2.1 The attached report provides the relevant financial and operational details that are relevant to recommendations 6 and 7, together with an extended discussion about the implications of the revised proposals.
- 2.2 These details are primarily set out in Section 2 together with Appendices 1, 2 and 4 of the attached report.
- 2.3 In relation to recommendations 6 this reflects a change to the way that savings within the proposals are distributed between partners within the joint waste project. The reasoning behind this is set out in paragraph 2.11 of the attached report but basically indicates that net disposal savings once the enabling and other payments to the districts are met will be retained by KCC. Savings generated from collections will be retained by districts.
- 2.4 In relation to recommendation 7 this is also covered in paragraph 2.11 and aims to provide an incentive to districts to increase levels of diversion of waste away from landfill or the Allington waste to energy plant. This provides districts with a 50% of the savings generated from this additional waste diversion shared out on the basis of population.
- 2.5 It is perhaps appropriate to emphasise the benefits of the joint waste proposals that arise from the previous agreement and amendments in the attached report:
  - Save £2.96m in annual costs. An increase of £276k over earlier projections

- Extend the provision of wheeled bins for recycling but with the additional costs being covered by extra project savings
- Allow the extension of a wide range of recycling opportunities to as many properties as possible in East Kent
- Provide a dedicated food waste collection to approaching 100% of properties
- Improve recycling rates across the area
- Enable those authorities that chose to do so to charge for green waste collection
- Gaining agreement to collect waste using the same method across East Kent with enhanced recycling performance and roll out to the maximum number of households at no extra cost
- Annual enabling payments to districts to compensate for lost income and increased costs are guaranteed to 2020 and containerisation costs are accommodated
- Risks of market fluctuations in recycle values and future landfill tax rises and tonnage risks are borne by KCC
- Additional collection savings generated by service and contractual efficiencies are to be retained by Districts
- A financial reward system for districts will be in place to recognise improved waste diversion over and above that anticipated by the model

### **3.0 Options**

3.1 These are discussed under sections 5 and 6 of the attached report.

### **4.0 Corporate Implications**

#### **4.1 Financial**

4.1.1 The overall financial implications of the proposals are discussed under section 2 of the attached report

#### **4.2 Legal**

4.2.1 There are no additional legal implications that arise from the recommendations in this report.

#### **4.3 Corporate**

4.3.1 These are set out in sections 6 and 7 of the attached report.

#### **4.4 Equity and Equalities**

4.4.1 The proposals set out in the attached report extend the provision of recycling facilities to more households that agreed in the original proposals.

### **5.0 Recommendation(s)**

**5.1 That recommendations 6 and 7 set out in the attached report are approved by Cabinet.**

### **6.0 Decision Making Process**

6.1 Recommendations 6 and 7 in the attached report can be approved by Cabinet as they do not fall outside the current budgetary and policy framework.

Meeting: Cabinet	Date: 17 <sup>th</sup> June 2010
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Contact Officer:	Mark Seed, Director of Environmental Service, 01843 577742
Reporting to:	Richard Samuel, Chief Executive

**Annex List**

Annex 1	East Kent Joint Waste Project report to EKJAC 19 <sup>th</sup> May 2010
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**Background Papers**

Title	Details of where to access copy
None	Not Applicable

**Corporate Consultation Undertaken**

Finance	Sue McGonigal 18/5/10
Legal	Harvey Patterson 18/5/10

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

# Agenda Item 15 Annex 1

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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.

